

MGMT 325 – International Management

Class: Fall 2011 – TTh 12:15 pm to 1:30 pm - Beatty Center 212

Faculty: Ben Lever

Office Hours: TTh 11:00 -12:00; 3:00-3:15 and by appointment **Office:** BCTR 412

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Texts: Custom Texts: International Management: McGraw-Hill (ISBN 9781121202931) and Case Supplement: McGraw-Hill (ISBN 9781121217898). College Bookstore or online at www.mcgrawhillcreate.com/shop (\$57 & \$47 list price online)

OAKS: Readings and some cases will be posted online.

Textbook Web Site: http://highered.mcgraw-hill.com/sites/0078112575/student_view0/index.html

Other Recommended Readings:

The Financial Times of London

Business Week

The Economist

The Wall Street Journal

Foreign Affairs

Smart Bargaining by Graham and Sano

Trading Places, 3 Billion New Capitalists by Clyde Prestowitz

Course Description:

This course examines a variety of managerial issues arising from the interaction of two or more cultures in international business situations. The course extends the management and organizational behavior constructs introduced in the prerequisite course, with particular emphasis on problem solving and decision making in the multicultural firm. Background learning will include the environment of globalization and trade issues. Emphasis will be placed upon student classroom contribution to the case study method for cases and readings.

Objectives of the Course:

1. To understand principles of management as related to the multinational firm. Specific attention will be given to: the environment of the multinational firm, including globalization and trade; cultural differences; communicating across cultures; global business strategy; strategic alliances; general management and leadership; and human resources including organizational approaches, expatriate and local personnel management.
2. To be able to apply these concepts to practical decision making problems in the multinational firm. This will be aided by case analysis: each student is expected to analyze real world situations through the case method process, individually and in a team.
3. To enhance interpersonal, oral and written presentation and critical thinking skills through these objectives, using assignments that require analysis as well as synthesis and/or critical thinking, and class participation/contribution.

SB Learning Goals: This course addresses each of the School of Business learning goals as follows: Effective Communications, Ethical Awareness, Global Awareness, and Problem Solving Ability.

Prerequisites: MGMT 301 and Junior standing

Grading:	Three Exams/Pop Quizzes*	55 pts.
	Map Quiz	5 pts.
	Written Case Studies*	25 pts.
	Class Participation/Contribution**	15 pts.
	Attendance (see below)	
	Extra Credit Opportunities may be given	
	Total	100 pts.

* Possible adjustment in weighting based upon number of quizzes & cases

** As a supplement/substitution, a one page written analysis may be submitted. Also, students are encouraged to visit with the professor for advice, supplemental learning, etc.

Course Grade

A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
95-100	90-94	87-89	83-86	80-82	77-79	73-76	70-72	68-69	66-67	65	65>

Attendance policy: Required at all times: 0 points off for first 2 absences, 2 points off final average for remaining absences (deducted from totals). A failing grade (WA) will be given for excessive absences. Students should come to class on time, and be prepared to stay until class is over. In either case of non-compliance, it can be considered as an absence.

Class Participation/Contribution Guidelines: As noted above, 15 points of the final grade will be given for class presentations, participation and contribution. It is possible that the range for students in this class will be from 0 to 15. A fully participating contributor will:

- Follow the attendance policy and be prepared daily for class
- Frequently ask thoughtful questions which benefit the class
- Volunteer to answer questions from the professor
- Be alert throughout class and volunteer ideas contributing to the group's dynamics
- Listen respectfully while others talk
- Make the class better through participation
- Share experiences which relate to the class discussion
- Make sure the professor knows you by name and face based upon your positive contribution

Exam Policy: Please follow the College Honor Code. No electronic devices permitted.

A make-up multiple-choice exam for exam 1 or 2 will be possible if a regularly scheduled exam is missed for a legitimate and substantiated reason. Regardless of which exam is missed, one multiple choice make up exam, covering all the text material for exams 1 & 2 will be administered the last week of class.

E-mail Distribution List/Website: E-mail will be distributed from time to time to the class, or information will be posted on the OAKS website. Please ensure your current and active e-mail address has been provided to the professor either in the student information sheet for this class or by e-mail notification to the professor. This is a course requirement.

Notes:

- The College Honor Code will guide the behavior of each student. Violation of the code will result in an automatic failing grade.
- Students are to follow the “Classroom Code of Conduct” from the Student Handbook regarding classroom behavior, attentiveness, courtesy, attire, etc. This includes arriving on time and staying until class is over. Thoughtful students will advise the professor if deviations from expected behavior are needed.
- Daily preparation and participation in discussion will be essential for learning and for excelling in the course. Each student’s preparation and participation will be evaluated based upon their sustained efforts to participate in the discussion, to learn from the cases, and to contribute to the learnings of the group.
- Slides used in class may be posted on OAKS after class but before exams on that material.
- Students will be responsible for content in the text or other written material as well as content discussed in class.
- Quizzes may be given at the time each chapter/case is discussed.
- Students are required to turn off cellular phones/laptops in class, unless permission is granted for a specific class related activity.

Course Outline and Timetable

Date	Text/Topic	Video cases/ Homework Readings/ Homework cases*
Segment 1 10 Jan, 2012	Environment of Intl. Business– Part 1 - Globalization Chapter 1	Video case: Globalization
12 Jan	Continued	Video case: McDonald's Discuss readings: <ul style="list-style-type: none"> • Learning By The Case Method (T) • Release your inner extrovert (o) • The Globalization of Markets (i - Library online periodical- Harvard Business Review – May-June 1983) • Can We Still Make Stuff? (o) • Chairman Gou (o) Prepare Case: Capturing value: Apple iPod (o)
17 Jan	Continued	Video case: Ethan Allen Discuss readings: <ul style="list-style-type: none"> • A New World Economy (o) • The Comfortable Road to Ruin: 3 Billion New Capitalists (o) • US Firms Keen to add Foreign Jobs (o) • America's Investment Gap (o) • Restoring American Competitiveness (o) Prepare case: Globalization & Canada's Auto Industry (T)
Segment 2 19 Jan	Environment Part 2 – Trade Map Quiz	Discuss readings: <ul style="list-style-type: none"> • Subsidy Nation (o) • Talks on Trade (o) • Goodbye Free trade (o) • US Shifts Focus (o) • Toll of China Trade (o) Video case: Trade Talks Collapse (iGlobe)
24 Jan	Continued	Prepare cases: Trade: Boeing v. Airbus (T) & FT: Boeing v. Airbus (o) Video/Reading: Tariff on Chinese Tire Imports (o)
Segment 3 26 Jan	Political & Legal Environment Chapter 2	Discuss readings: Playing by Different Rules (o), Japan's NTB (o), NAFTA (o), \$1.4 Trillion Question (o), Geithner on Yuan (o) Video cases: America as #1?
31 Jan	Continued	Discuss readings: Beijing Bolsters the Barriers (o), China's Coke moment (o), US & EU file WTO suit, (o) Corporate Conduct Standards (o), US Crackdown (o), Eurozone Ends (o)
2 Feb	Continued	Prepare case: Nike (T)
Segment 4 7 Feb	Culture Chapter 4	Video case: Culture – Japan Practices (Ford) Discuss readings: The Ethnic Theory of Plane Crashes (o), Japanese Are Different (o)
14 Feb	Continued	Discuss readings: Expats in China (o), East versus west (o), Sauna (o), Language and Culture (o), Hugs vs. Handshakes (o), Country Etiquette (o) Prepare Case: Ellen Moore in Korea (T) Prepare Written Case due before Spring Break: Wolfgang Keller: (o) or Mabuchi Motors (T)
9 Feb	Exam #1	Chapters 1&2 + readings/cases through #7
Segment 5 16 Feb	Managing Chapter 5	Discuss Reading: National Culture & Management (o); Drucker's Teachings (o)

Date	Text/Topic	Video cases/ Homework Readings/ Homework cases*
Segment 6 21 Feb	Communication & Negotiations Chapter 7	Video cases: ...Lost in Translation, IDG Discuss reading: Speaking English (o), Under an English Sun (o)
23 Feb	Continued	Prepare case: Guanxi (o)
Segment 7 28 Feb	Multinational Strategy-Chap 8	Discuss reading: Multinational Mission: Mapping the characteristics of a business (o), Making Off-shoring Decisions (o), The New BRICs (o)
1 Mar	Continued	Prepare case: DaimlerChrysler Post-Merger News (T) Discuss reading: Will this marriage last? (o), Dr. Z (o) Chrysler under Schrempp (o)
		Written case due 1 Mar
3-11 Mar		Spring Break
Segment 8 13 Mar	Market Entry, Organization Chapter 9.	Video case: Coke in Japan
15 Mar	Continued	Video case: Entry modes in China
20 Mar	Exam #2	Chapters 4-5, 7-8 & readings/cases
22 Mar Memo: 17 Mar – St. Paddy's	Continued	Note: Possible Outside Speaker Prepare case: Ford 2000 (o) Discuss reading: Charlotte in driving seat (o), Culture & Organization (o), World Car – Lego Land (o) Video Case: Just Wave Hello
Segment 9 27 Mar	Chapter 10 Risk, Gov't, & Alliances	Discuss readings: Venezuela (o), Candles (o), Joint Ventures with Japan Give Our Future Away (o), Auto-alliances (o), How to Make a Global JV Work (o), Toyota sues GM (o) Reading only: High Adventure in JV (o) Prepare case: China Minmetals Video: NUMMI
29 Mar	Continued	Discuss reading: The Global Logic of Strategic Alliances (i - HBR-March/1989)
3 Apr	Human Resources Chapter 14	Video case: Global HR – Expat in Paris
Segment 10 5 Apr	Continued	Discuss readings: Fred Bailey (o), Foreign Postings (o), Always beginning again (o), Reluctant Vacationers (o), An Expat Life (o), Expat Cities (o), Developing your global know-how (o) Video cases: Accenture or Alex & Melinda Prepare cases: Colgate-Palmolive (T) or Mabuchi Motors (T)
Segment 11 If schedule permits	China Strategy	Prepare case: •Shenzhen Filtroil: Finding Balance (T)
8 Apr		Memo: Easter
Segment 12 10 Apr	Leadership Chapter 13	Discuss readings: Multinational Talent (o), When in Rome (o)
12 Apr	Exam #3	Chapters 9, 13-14 & readings/cases
17 Apr	Team Case Due	Written Team Case & Presentation Due: TBD (T)
19 Apr	Leadership Chapter 13	Prepare case: Charlotte Beers (T)/Video case: Charlotte Beers; Quiz Extra credit opportunity due

*Note

1. Subject to change / additional cases may be assigned
2. (o) = online at OAKS; (T) = in textbook; (i) = Library online periodical

BEN R. LEVER, III

Background

Education:

BEE, **Georgia Institute of Technology**, 1969

MBA, **Wharton Graduate School**, University of Pennsylvania, 1973.

Employment:

College of Charleston

--**Executive-in-Residence, School of Business**, 2000-present

Ford Motor Company

--**Executive Director, Market Research Office (Worldwide)**, 1995-1999.

Responsible for all market research conducted for Ford on a global basis and development of strategy and organization for Ford's move to brand management. Developed new processes for quality evaluation, measurement of brands and their impact, new products and market segmentation.

--**General Marketing Manager**, Lincoln-Mercury Division, 1993-1995.

Responsible for Advertising, Product Plans, and Merchandising of Lincoln and Mercury Products for Ford Motor Company. Close work with Advertising Agency with significant budget for national advertising as well as dealer association advertising. Developed overall marketing strategy for Division and implementation including marketing plans and input into new products, sales promotion plans for both consumer and dealer incentives, and other promotional efforts. Total sales of approximately \$15 billion.

--**Segment Director**, Small and Mid-Size Cars, Product Development Group, 1991-1993.

Responsible for new car product development for over half of Ford's North American production (Ford Thunderbird, Mustang, Taurus, Mercury Cougar and others), as well as imported cars (Escort, Aspire) and cars planned for Europe (Cougar). Supervised direct planning and engineering staff of 200 people plus matrix organization of about 1000. Directed planning of new models from conceptual stage through production.

--**President, Ford of Japan & Executive Director, Northern Pacific Business Development**

(Tokyo, Japan), 1988-91.

Responsible for Ford's business in the North Pacific and represented Ford's interest as a Member of the Board of Directors, Mazda Motor Corporation (Hiroshima) and Kia Motors (Seoul). Developed distribution system for Ford in Japan including negotiation of joint venture for sale of cars in Japan. Supervised export operations from Japan as well as sale of vehicles in Japan. Responsible for Product development of vehicles in Asia-Pacific. Developed proposals for new ventures in Thailand, China and other countries in Asia. Developed new business opportunities with existing partners. Managed Associations Strategy for Ford.

--**Western Regional Marketing Manager**, Ford Division, San Jose, California, 1985-87.

Responsible for marketing of cars and trucks for 13 Western States.

--Other experience at Ford in Product Development and Marketing, and as Plant Engineer, Union Carbide Corporation and U.S. Army Officer, Signal Corps.

Student Information File

MGMT 325-1 – International Management

(Please Print)

Name: _____ College ID # ____ - ____ - ____

Local Address _____ Phone # ____ - ____ - ____

Major: _____ Minor: _____ E-mail: _____@edisto.cofc.edu

Present Work Outside of School (if any) _____

Hometown: _____ Where you have lived or traveled outside of US:

Other IB courses taken: _____

Interests Outside of Academia: _____

Your Career Goals _____

What would you like to learn in this course? _____

- I have received a course outline
- I am aware of all prerequisites for this class
- I accept the attendance policy, which requires my presence in class each meeting time, not to come to class late, or to schedule appointments which require me to leave class early
 - All reasons for missing class are legitimate
 - No excuse or explanation is ever necessary – a note from the Dean is for information only and does not change my attendance status
- I accept the policy that no one can leave class during an exam, for any reason, until they have finished their work and hand in the exam
- I accept the responsibility to know of assignment deadlines, and not to ask for special treatment or favors
- I understand that late assignments cannot be accepted for a grade, as this would violate the trust of students who are timely

Signed _____ Date _____