INTERNATIONAL MANAGEMENT II

Introduction.

This course will acquaint the international graduate student with some core concepts and major principles of International Management used by key executives of Multinational Corporations (MNCs) and Transnational Corporations (TNCs) in the United States and abroad. It is not an easy task to manage a domestic company, but this task becomes more difficult and subject to much greater risk once a firm decides it will “go international.” Important decisions have to be made, such as whether functional units such as Accounting, Design, Finance, Manufacturing, Marketing, Sales, Purchasing, Quality Control, Research and Development will be managed at home or abroad. Staffing becomes subject to difficult choices, such as the right “mix” of “expat” Parent Country Nationals (PCNs) with local Host Country Nationals (HCNs) or even Third Country Nationals (TCNs).

Whenever managers are sent abroad to live and to work, a risk of failure emerges. Even with proper preparation for living as an “expat” in a foreign country, the risk of failure (that the employee will decide to abort the assignment and return home before the assignment is completed) can be as high as 80% for the employee, even higher for family including spouse and children. Most foreign assignments are for three years’ duration, but failure is likely to occur within the first month or two. It can take up to 18 months to prepare an employee and her/his family to successfully work abroad, and at least half as long to prepare the same people for repatriation. As it is expensive for a corporation to send its managers and their families on foreign assignments, it is important to optimise their success in order to amortise this investment. Part of this course will focus on preparing managers for success in the international environment. Without having spent significant periods of time working abroad, a manager’s career pathway is likely to encounter promotion barriers, particularly at the higher levels.

Course Objectives.

Students completing this course should possess the basic knowledge and confidence to go and live abroad and to begin to manage teams amidst workplace diversity within a Host Country. They should understand and foresee the political, economic, legal and
technological constraints of conducting business across cultural barriers, and possess some of the skills required to bridge cross-cultural communication gaps.

This course is the second part of International Management offered Fall Term 2013. Students may enter this course without having taken International Management. There are no prerequisites. Students completing this course should possess a more comprehensive knowledge of the skills and networks required to manage international companies across cultures as well as needed to manage international workers at home. This course interfaces with Organisational Behaviour and Strategic Management rather considerably, and with Human Resources (HR) Management in general.

**Required Books.**


**Recommended Readings.**


Interesting Websites:

World Intellectual Property Organisation (WIPO)
http://www.wipo.int/portal/index.html.en
Transparency International: The Global Coalition Against Corruption.
http://www.transparency.org/

OUTLINE:

This term, this course will meet six (6) times from 15:00 to 17:00 on some Tuesdays from 18:00 to 20:00, six times, beginning 11 March 2014.


Class 1.
Deresky, Chapter 1. Assessing the Environment: Political, Economic, Legal, Technological.


Class 2.
New Case, Google’s Orkut in Brasil.
New Case, MTV Networks: The Arabian challenge.


Class 3.
Deresky, Chapter 6. Formulating Strategy.
Deresky, Chapter 7. Implementing Strategy: Strategic Alliances, Small Businesses, Emerging Economy Firms.
Deresky, Chapter 8. Organisation Structure and Control systems.
New Case, Alibaba in 2011: Competing in China and Beyond.
New Case, Carrefour’s Misadventure in Russia.
New Case, Evaluating the Chrysler/Fiat Auto Alliance.


Class 4.
Deresky, Chapter 11. Motivating and Leading. 
New Case, Foreign Investment in the Chinese Banking Sector: HR Challenges. 
New Case, Indra Nooyi: A Transcultural Leader. 

Part 5. Integrative Section. 

Class 5. 
New Case, Mahindra and Mahindra: An Emerging Global Giant? 
New Case, After the Breakup: The Troubled Volkswagen and Suzuki Alliance. 

Theories and Institutions, Trade and Investment. 

Class 6. 
Daniels, Radebaugh & Sullivan, Chapter 5. International Trade and Factor Mobility Theory. 

Grading. 

The final course grade will be based on the following criteria. Your Case Analysis will be a Group Effort. The remaining requirements will be an Individual Effort: 

Listed above are 11 New Cases from Helen Deresky’s *International Management*, 8th edition. The class should form into groups of proportional size of four to six persons, with each group expected to make a 30 minute class presentation. 

50% Case Analysis from a Business Case in one of the assigned readings. 
Depending upon course enrollment, we will divide this class into work groups of four to six participants and assign to each such group one Case to “brief” in the Harvard Business School (HBS) manner: 
Facts: In narrative, one or two paragraphs, with longer verbal presentation. 
Issues: As questions, beginning with “Is” or “Whether,” and numbered. 
Alternative Courses of Action: Listed and numbered separately, then analysed. 
Best Course of Action: Selected by Number from List of Alternatives, then explained with justifications. PowerPoint slides must be submitted for grading. 

50% Term Paper of approximately 12 pages, double spaced, Times New Roman 12 point font, with proper documentation of sources, to be submitted by each individual class participant to the Instructor for grading before end of Spring Term 2014, each Term Paper to be submitted electronically by email and in printed format either to the Instructor individually or to the International Business Programme (IBP) office.