

**MANA 4321
INTERNATIONAL MANAGEMENT
Fall 2017**

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Office Hours: 4:00- 5:30 PM Tu & Th and by appointment

Section Information: MANA 4321-001 International Management

Time and Place of Class Meetings: COB 253 TU and TH 2:00-3:20 PM

Description of Course Content: With greater globalization, managers are being increasingly challenged to compete in a global environment. "International Management" seeks to provide you with the skills, knowledge and sensitivity required to successfully manage organizations and organizational units within a multinational environment. Topics covered include the analysis of environmental forces, the competitive context in which companies operate in global industries, the characteristics of global, multinational and transnational strategies, foreign market entry strategies, cross-border acquisitions and strategic alliances, the role of organizational structures and the importance of strategic control.

The primary objective of this course is to help you think like a manager in the international context-- one who recognizes and understands the important interlinkages that exist in the conducting of business in a global environment. Case studies used in the course will help you develop your analytical and decision making skills and also highlight the reality of environmental uncertainties influencing decision making in the international context. Cases also seek to develop your capacity to identify issues, to reason carefully through various options and improve your ability to manage the organization process by which decisions get formed and executed.

Student Learning Outcomes: By the end of the semester you should be able to (1) identify and articulate the challenges faced by managers as they engage in international business, (2) understand the implications of cultural, political, economic and legal differences from the perspective of firms competing in the international context (3) understand the nature of competition in international markets, and (4) distinguish between alternative strategies used by firms to enter foreign markets.

Required Textbooks and Other Course Materials:

1. Hill, C.W.L. and Hult, G.T, Global Business Today, McGraw Hill Irwin, Ninth Edition. ISBN-13: 978-0-07-811291-1
2. Please buy the case package (3 cases) from HBS Publishing (<http://cb.hbsp.harvard.edu/cbmp/access/66860838>)

Attendance: Class participation will be judged based on the *quality* and *frequency* of your contributions to class discussions (especially, in the context of case discussions). **Attendance is expected and required** – absences will have a significant negative impact on your class participation grade. All **cell phones/smartphones/laptops/tablets must be shut off and put away** for the duration of the class. Unauthorized use of smartphones in class can result in loss of grade.

Grading:

First Exam (40 m/c questions):	20%
Second Exam (40 m/c questions):	20%
Final Exam (60 m/c questions):	35%
Class Participation/attendance:	10%
Project (team):	15%

Grades (based on your cumulative score for the semester) will be determined as follows:
A=90-100; B=80-89; C=70-79; D=60-69; F= less than 60

Make-up Exams:

There will be no make-up exams. Also there will be no assignments for “extra credit”. Your grade at the end of the semester will be determined based on your performance in the exams, class participation (includes attendance) and the team project.

Expectations for Out-of-Class Study: Beyond the time required to attend each class meeting, students enrolled in this course should expect to spend at least an additional 6-9 hours per week of their own time in course-related activities, including reading required materials, preparing for case discussions, preparing for exams, etc.

Drop Policy: Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://www.uta.edu/aao/fao/>).

Disability Accommodations: UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including *The Americans with Disabilities Act (ADA)*, *The Americans with Disabilities Amendments Act (ADAAA)*, and *Section 504 of the Rehabilitation Act*. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of **a letter certified** by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

The Office for Students with Disabilities, (OSD) www.uta.edu/disability or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability.

Counseling and Psychological Services, (CAPS) www.uta.edu/caps/ or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

Non-Discrimination Policy: *The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit uta.edu/eos.*

Title IX Policy: The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in

educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. *For information regarding Title IX, visit www.uta.edu/titleIX or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or jmhood@uta.edu.*

Academic Integrity: Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code in their courses by having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents' Rule* 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University. Additional information is available at <https://www.uta.edu/conduct/>.

Electronic Communication: UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

Campus Carry: Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

Student Feedback Survey: At the end of each term, students enrolled in face-to-face and online classes categorized as "lecture," "seminar," or "laboratory" are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback via the SFS database is aggregated with that of other students enrolled in the course. Students' anonymity will be protected to the extent that the law allows. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <http://www.uta.edu/sfs>.

Final Review Week: for semester-long courses, a period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

Emergency Exit Procedures: Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

Student Support Services: UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at <http://www.uta.edu/universitycollege/resources/index.php>.

University Tutorial & Supplemental Instruction (Ransom Hall 205): UTSI offers a variety of academic support services for undergraduate students, including: 60 minute one-on-one tutoring sessions, Start Strong Freshman tutoring program, and Supplemental Instruction. Office hours are Monday-Friday 8:00am-5:00pm. For more information visit www.uta.edu/utsi or call 817-272-2617.

The IDEAS Center (2nd Floor of Central Library) offers **FREE** tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. Students can drop in, or check the schedule of available peer tutors at www.uta.edu/IDEAS, or call (817) 272-6593.

COURSE SCHEDULE

WEEK 1 (Aug 24) **INTRODUCTION**

Topics:

- Introduction (Class objectives; Topics covered etc.)
- Administrative issues related to the class and class expectations
- Globalization, Drivers of Globalization, Global Institutions,
- Pros and Cons of Globalization

Read:

- Chapter 1: Globalization (p. 3-30)

WEEK 2 (Aug 29/31) **GLOBALIZATION/INTERNATIONAL DIVERSIFICATION**

Topics:

- Traditional versus Emerging Motivations for International Diversification
- The Changing Demographics of the World Economy
- Managing in a Global Marketplace

Discussion: The Globalization of Health Care (Video)

Questions:

- What trends have facilitated the globalization of health care?
- Is the globalization of health care good or bad for patients?
- Is the globalization good or bad for the American economy?
- Who benefits from the globalization of health care? Who loses?
- Do you think that the U.S. government should restrict the outsourcing of medical procedures to developing nations?

WEEK 3 (Sept 5/Sept 7)

THE INTERNATIONAL MACROENVIRONMENT (ECONOMIC/POLITICAL)

Topics:

- Economic systems
- Dimensions of the economic environment
- Political systems
- Political Environment, Trade Policy

Read:

Chapter 2: Economic Systems (p 44-46)

Chapter 2: Political systems (p. 39-44)

WEEK 4 (Sept 12/14)

THE INTERNATIONAL MACROENVIRONMENT (POLITICAL)

Topics:

- Protectionism
- Forms of protectionism
- Arguments for and against Protectionism
- The WTO and its role in International trade

Read:

Chapter 2: Political systems (p. 39-44)

Chapter 7: Government Policy and International Trade (p. 197-215)

WEEK 5 (Sept 19/21)

THE INTERNATIONAL MACROENVIRONMENT/COUNTRY DIFFERENCES (POLITICAL/LEGAL/DEMOGRAPHIC)

Topics:

- Political Risk
- Types of Political Risk
- Political Risk Management

Read:

- Chapter 2: National Differences in Political, Economic and Legal Systems (p. 52-54)

WEEK 6 (Sept 26/28)

THE INTERNATIONAL MACROENVIRONMENT (LEGAL/DEMOGRAPHIC)

Topics:

- Legal and Regulatory environments
 - Property rights issues
 - Protection of property rights
- The Demographic environment
 - Educational levels across countries (PISA)
 - Knowledge in global competition

SEPT 28: FIRST EXAM (approx 40 minutes)

WEEK 7 (Oct 3/5)
CASE DISCUSSION

Jollibee Foods Corporation (A): International Expansion (399007-PDF-ENG)

Issues for Analysis:

- How was Jollibee able to build its dominant position in fast food in the Philippines? What sources of competitive advantage was it able to develop against McDonalds in its home market?
- What motivated Jollibee to diversify into international markets?
- How would you evaluate Tony Kitchner's effectiveness as the first head of Jollibee's international division? Does his broad strategic thrust make sense?
- How effectively did Tony Kitchner develop the organization to implement its priorities?
- What are the challenges facing Noli Tingzon as he becomes the head of the international division? What strategy would you advocate?
- How would you (as Noli Tingzon) deal with the three options described at the end of the case?

WEEK 8 (Oct 10/12)
THE CULTURAL ENVIRONMENT AND DETERMINANTS OF NATIONAL COMPETITIVE ADVANTAGE

Topics:

- Cultural Environment
 - Components of national culture
- Dimensions of Culture
- Implications of Cultural Differences
- Determinants of National Competitive advantage – Porter's model
- Implications for business

Read:

Chapter 4: Differences in Culture (p. 91-120)

WEEK 9 (Oct 17/19)
COMPETING IN A GLOBAL MARKETPLACE/ THE STRATEGY OF INTERNATIONAL BUSINESS

Topics:

- Firm Value Chain, Core Competencies, Leveraging knowledge and skills
- Routes to Competitive Advantage, Location and Coordination issues
- Four types of distances
- Evolution of Strategy in the International context

Read:

Chapter 12: The Strategy of International Business (p. 337-362)

WEEK 10 (Oct 24/26)
COMPETING IN A GLOBAL MARKETPLACE/ THE STRATEGY OF INTERNATIONAL BUSINESS

Topics:

- International Strategy
- Multinational Strategy
 - Advantages and Disadvantages
- Global Standardization Strategy
 - Advantages and Disadvantages
- Transnational Strategy
 - Balancing Global Efficiency, Local Responsiveness and Organizational Learning

Read:

Chapter 12: The Strategy of International Business (p. 337-362)

WEEK 11 (Oct 31/Nov 2)
Oct 31
SECOND EXAM (approx. 60 minutes)

ENTERING FOREIGN MARKETS (Non-equity modes)

Topics:

- Direct and Indirect Exporting
- Licensing and Franchising
 - Types of licensing arrangements
 - The licensing process
 - Advantages and disadvantages of licensing
 - When is licensing deployed?
 - Differences between licensing and franchising

Read:

Chapter 13: Entering Foreign Markets (p. 372-390)

WEEK 12 (Nov 7/9)
ENTERING FOREIGN MARKETS

Topics:

- Cross-Border Acquisitions
 - The M&A process
 - Creating value in cross-border acquisitions
 - Implementation Issues in cross-border acquisitions

Read:

Chapter 13: Entering Foreign Markets (p. 372-390)

WEEK 13 (Nov 14/16)
CASE DISCUSSION

Mattel and the Toy Recalls (A & B)

(908M10-PDF-ENG & 908M11-PDF-ENG)

Questions:

- What motivates companies such as Mattel to offshore/outsource their manufacturing? What are the benefits and challenges associated with outsourcing?
- What contributed to the quality problems faced by Mattel? What can Mattel do to enhance product quality?
- How would you characterize Mattel's recall strategy in 2007? What are the consequences of such a recall?
- What went wrong? Did Mattel make a mistake by laying the entire blame on the Chinese manufacturers for the problem?

WEEK 14 (Nov 21)
ENTERING FOREIGN MARKETS

Topics:

- Strategic Alliances
 - Why Strategic Alliances?
 - Pitfalls in Strategic Alliances
 - Managing Strategic Alliances

WEEK 15/16 (Nov 28/ Nov 30/Dec 5)
PROJECT PRESENTATIONS

WEEK 17 (Dec 12)
FINAL EXAM
2:00-3:30 PM