MHR/IB 403
Global Issues in Management
Spring 2011

Professor:	Randall B. Dunham (rdunham@bus.wisc.edu)
Office:	4110 Grainger Hall. 263-2120
Office Hours:	Flexible--Please email or ask me for an appointment
Text:	International Management 7th Edition Prentice Hall (2011) by Helen Deresky
Web Site:	https://learnuw.wisc.edu
Class:	Tuesday & Thursday 9:30-10:45 a.m. in 1280 Grainger Hall

COURSE OBJECTIVES

This course will provide broad background on a wide range of issues related to international management. The course focuses on both the acquisition of knowledge and the development of skills. The goal is to improve your global competence by helping you understand: the economic, political, technological, and legal environment faced by global organizations; the ways in which culture can facilitate or hinder organizational success; approaches and options for developing effective strategies for international and global organizations; and the behavioral and human resource practices that define successful global organizations. Skill development activities designed to prepare you personally for an effective global work experience will focus on the application of this body of knowledge.

READING ASSIGNMENTS

Required readings are from the Deresky (2011) text. Chapters must be read prior to the first day that each chapter is listed in the syllabus. Even though this is a 2011 text, the instructor may provide a few additional readings during the semester if timely and important readings are published during the semester.

COURSE WEB SITE (https://learnuw.wisc.edu)

We use the *Learn@UW* online learning environment to support this course. The course web site includes a copy of this syllabus, links to the PowerPoint slides used in class, and provides access to a variety of other course information and materials. We use a number of *Learn@UW* features including the following:

- Individual and group dropboxes where you will submit assignments and retrieve feedback on assignments
- A gradebook to help you track your progress in the course
- A schedule to facilitate tracking major activities and due dates
- Individual and group lockers that provide private space where you and team members can store files for your academic use

The course web site is available prior to the first day of class. After you receive an email that the site is ready, log on to **https://learnuw.wisc.edu** using your UW NetID and password. Explore the features of the site so that you are comfortable and familiar with it. Let us know if you have questions.

CLASSROOM ACTIVITIES

For each course topic, the instructor presents content related to that topic and facilitates discussion. This knowledge will be applied and skills developed in (and out of) class through a variety of individual and team learning activities. A significant amount of class time will be devoted to the use of exercises and case studies. These are intended to serve as catalysts for discussion and to facilitate the development of international management skills.

INDIVIDUAL RESPONSIBILITIES

In-Class Quizzes and Final Exam. There are three quizzes administered in class and a final exam on May 10. The first quiz covers the topics "assessing the environment" (Chapter 1) and "managing interdependence" (Chapter 2); it will be administered on February 8, and is worth 75 points. The second quiz covers the topics "understanding the role of culture" (Chapter 3), "communicating across cultures" (Chapter 4), and "cross-cultural negotiation & decision making" (Chapter 5); it will be administered on March 8 and is worth 100 points. The third quiz covers the topics "formulating strategy" (Chapter 6), "global alliances & strategy implementation" (Chapter 7), and "organization structure & control systems" (Chapter 8); it will be administered on April 14 and is worth 100 points. The final exam is cumulative and covers Chapters 1-11 with heavy emphasis on the topics "staffing, training, & compensation" (Chapter 9), "developing a global management cadre" (Chapter 10), and "motivating & leading" (Chapter 11); it will be administered on May 10 at 12:25 p.m. and is worth 200 points.

Case Write-Ups. You will submit three case write-ups (due 2/10, 3/10, 4/19). Each case will be discussed in class prior to its due date; each is designed to help you develop skill applying course knowledge to organizational settings. Each write-up has a maximum length of 1000 words and is worth up to 100 points. Place your name on the first page of your write-up and name your Word document following this format:

Yourlastname_Case1_write-up.docx, Yourlastname_Case2_write-up.docx

Place each write-up in the appropriate dropbox at the course web site by 11:59 p.m. on its due date.

Individual Assignment Option: International Management in the News. If you wish to do so, you may replace any one (and only one) of the 100-point case write-ups with an "International Management in the News" submission. If you select this option, you must find a published article that addresses an issue that is covered in MHR/IB 403. The article can be from any print or online source but must have a 2011 publication date. Your "International Management in the News" report has a maximum length of 1000 words and shall include at least:

- The news item source (e.g., reference or URL)
- A brief synopsis of the content of the news item
- A description of how this news item relates to our one or more of the topics from the course
- An explanation of why this news is important for our students to know
- Your personal reactions to the news item and/or discussion of the news item

If you select this option, submit your report to the dropbox specified for the case you are replacing and title your document as follows:

Yourlastname_News_write-up.docx

TEAM PROJECT: "Pick One"

By February 1, students will self-form teams of 4-5 members based on shared project interests. The instructor will help place any student who needs assistance identifying a team to join. Each team will "pick one" of the topics identified below, create a variation of one of the topics below, or (with instructor approval) identify another relevant topic. This assignment (worth up to 225 points) requires the submission of a written report of 3000 words or less. Project options include:

- Case Update. Select in-class case #1, #2, or #3. Research the case situation to identify what has occurred since the case was written. If you prefer, rather than write a 3000-word paper, you may prepare a PowerPoint or Keynote presentation and conduct a 15-minute class presentation describing what has changed and discussing your reactions to the updated situation. Only one team may present in class on a specific case—the first team to ask the instructor for a specific case will own the rights for presenting an update on that case in class.
- CAGE Analysis. A CAGE analysis measures the **C**ultural, **A**dministrative, **G**eographic, and **E**conomic distance between any two countries and examines organizations, industries, or products that are affected by the CAGE distances. If your team picks this project, you may select any two countries for comparison. You may do a general CAGE comparison of the two countries or focus on a specific organization, industry, or product. If you pick this topic, the instructor will provide you with a reading that will help guide your analysis.
- Political Risk Assessment. If your team picks this project, you may select any organization and any two countries in which the organization does not currently have operations. For your project, you will conduct a political risk assessment for the company for its potential entry into the two countries you selected. You may use any reasonable assessment methodology.

- Interview. If your team picks this project, you are to identify an individual who has a global career and interview her/him. You must prepare structured questions for your interview that relate to one or more course topics, and ask your interviewee these questions (and any appropriate follow-up questions). Your report should include discussion of the responses and how they relate to course material.
- Organizational International Profile. If your team picks this project, you may select any organization that has international operations and develop a profile of the organization with a focus on its international management practices. Your report should include discussion and evaluation of the organization's international management practices and comments on ways the organization could be effective internationally going forward.
- Build Your Own. This can be a variation of one of the above topics or any other topic related to the course. If your team picks this project, instructor approval is required for your topic.

Place your team number and each team member's name on the cover page. You may attach a reasonable number of tables, graphs, and figures in addition to the 3000 words. List the contribution made by each member on the last page. Name your Word document following this format:

TEAM1_PICK1.docx, TEAM2_PICK1.docx

Place your report in the team project dropbox at the course web site by 11:59 p.m. on April 28.

ACTIVITIES, DUE DATES, AND GRADING

Evaluation of your performance in the course will be based on a 1000-point scale as shown below. In addition, regular contributions to class discussion are expected. Failure to provide this may reduce your course grade. Distinguished contributions may raise your course grade.

DATE	ACTIVITY	POINTS
T 2/1	Submit Team "Pick One" topic	NA
T 2/8	Quiz # 1 (Chapters 1 & 2)	75
R 2/10	Case # 1 The Bribery Scandal at Siemens AG	100
T 3/8	Quiz # 2 (Chapters 3-5)	100
R 3/10	Case # 2 MTV Networks—The Arabian Challenge	100
R 4/14	Quiz # 3 (Chapters 6-8)	100
T 4/19	Case # 3 eBay in Japan—Strategy & Cultural Missteps	100
R 4/28	Team Project Deadline	225
T 5/10	Final Exam. Covers Chapters 1-11 with emphasis on 9-11	200
	TOTAL	1000

Topic	Date	Class Activities
Course Overview & Logistics	T 1/18	Exercise: Global Bingo
Assessing the Environment (Chapter 1)	R 1/20	
	T 1/25	Exercise: Risk Analysis for Intel in Vietnam
Managing Interdependence (Chapter 2)	R 1/27	
	T 2/1	Exercise: Primark & the Embroidered T-Shirt Submit: Team "Pick One" topic
Case Study for Part 1	R 2/3	CASE: The Bribery Scandal at Siemens AG (Write-up due 2/10)
Understanding the Role of Culture (Chapter 3)	T 2/8	Quiz on Part 1 (chapters 1-2)
	R 2/10	
	T 2/15	Exercise: Culture in Everyday behavior
Communicating Across Cultures (Chapter 4)	T2/15	
	R 2/17	
	T 2/22	Exercise: Juan & Jean
Cross-cultural Negotiation & Decision Making (Chapter 5)	T 2/22	
	R 2/24	
	T 3/1	Exercise: Global Pharmaceuticals vs. Pogo
Case Study for Part 2	R 3/3	CASE: MTV Networks--The Arabian Challenge (Write-up due 3/10)
Going Global: Initial Thoughts & Considerations	T 3/8	Quiz on Part 2 (chapters 3-5) VIDEO: Entry to the Chinese Market (16.5 minutes)
No Class	R 3/10	Independent Work on Projects
SPRING BREAK		
Formulating Strategy (Chapter 6)	T 3/22	
	R 3/24	Exercise: A New Global Venture
Global Alliances & Strategy Implementation (Chapter 7)	T 3/29	
	R 3/31	Exercise: Partner Selection in International Context
Organization Structure & Control Systems (Chapter 8)	T 4/5	
	R 4/7	Exercise: Authority and Control for Medtronic-Singapore
Case Study for Part 3	T 4/12	CASE: eBay in Japan--Strategic & Cultural Missteps (Write-up due 4/19)
Staffing, Training, & Compensation (Chapter 9)	R 4/14	Quiz on Part 3 (chapters 6-8)
	T 4/19	Exercise: Compensation at Intel in Vietnam
Developing a Global Management Cadre (Chapter 10)	R 4/21	
	T 4/26	Exercise: Identify a Promising Expatriate
Motivating & Leading (Chapter 11)	R 4/28	Team Pick One Project Due
	T 5/3	Exercise: You Are a Leader: "Here" but not "Here"
Case Study for Part 4	R 5/5	CASE: Heartland Widget Corporation--A New Venture in China (no write-up on this case)
12:25—2:25 p.m. Room to be announced	T 5/10	Final Exam on Parts 1-4