NOTE: IN THIS COURSE THERE WILL BE NO CLASS MEETING ON MAR 12TH. HOWEVER, WE WILL HAVE TWO EXTENDED CLASSES THAT WILL GO ON TO 5PM EACH – THE FIRST ON MAR 26 AND THEN THE LAST CLASS ON MAY 7.

Course Objectives

This course focuses on the strategic and organizational challenges facing the multinational firm. The types of questions that we address are:

Why do firms go abroad? What differentiates a global from a "local" industry? What are the sources of competitive advantage in a global context? How does a multinational company play the global chess game? Why and when do/should companies engage in cross-border strategic alliances? What are the associated risks and how to guard against them? What potential roles can foreign subsidiaries play in an MNC's global strategy? How do companies choose an optimal global structure? How do companies ensure coordination between the center and the subsidiaries and among subsidiaries? How should multinationals design their incentive systems? How should they manage their international expatriates? How should they perform individual and divisional performance evaluation? Etc.

Course Materials


You can also try www.coursesmart.com

Other reading materials will be distributed in class. (CH)
**Course Requirements:**

**Class Participation (15%):**
A significant part of your learning in the course will be in the classroom. While attendance is essential, it is in the preparation of the assigned materials and in the ability to make a meaningful contribution to the class discussion that participants will be differentiated upon. I expect you to come to class with some discussion questions.

15% of your grade in the course is based on class participation.

**Assignments and Exam (65%):**
The course will have TWO TAKE HOME CASE ASSIGNMENTS [15% & 20%] and one IN-CLASS closed book short answer exam [30%].

The FIRST take home case will be handed out on MAR 5 and is due back on MAR 26.
The SECOND take home case will be handed out on APR 9 and is due back on APR 23.
The in-class exam, will be held on APR 30.

**Final Project: (20%)**
The final requirement of the course is that

[1] Students form research teams of 3-5 and
[2] Identify a firm or an issue or a situation, which is relevant to one of the topics in the course.
[3] Identify an article[s] or a report[s] or an opinion[s] or a discussion[s] in the popular media such as the Wall Street Journal, New York Times, The Economist, Financial Times, Barron’s, Businessweek, Fortune, etc.[Websites are fine too] on this topic.
[4d] Make a presentation [3 minutes per team member] of the team’s further research on this issue/topic on MAY 7.

The evaluation of the project presentation (20% of the grade) WILL BE MADE BY THE CLASS and will be made on the choice of issue/topic and the quality of the final presentation. I’ll take the class average as the primary input for your score on this part of the course.
**Reading List**

**FEB 5  |  Globalization and the Multinational**

Readings:
- Introduction to Chapter 1 – Expanding Abroad: Motivations, Means and mentalities. BB pp 1-14

Cases:

**FEB 12  |  The Multinational and its Environment**

Readings:
- Introduction to Chapter 2 – Understanding the International Context: Responding to Conflicting Environmental Forces. BB pp 113-127.
- Porter, M. “Clusters and the New Economics of Competition”. BB Pp 195-209

Cases:
- Case 2-1 Global Wine War 2009: New World versus Old. HBS BB pp 128-145
- Case 2-2 The Globalization of CEMEX. BB pp 146-166

**FEB 19  |  NO CLASS – PRESIDENT’S DAY WEEKEND**

**FEB 26  |  Strategy and the Multinational**

Readings:

Cases:
- Case 3-2 The Global Branding of Stella Artois. BB Pp244-259
- Case 3-3 GE’s Imagination Breakthroughs: The Evo Project. BB 259-277.

**MAR 5  |  MNC Collaboration and Strategic Alliances**

Readings:
- Introduction to Chapter 6 - Managing across corporate Boundaries. BB pp 510-524

Cases:
- Case 6-1. Nora Sakari – A proposed JV in Malaysia. BB pp 525-537
- Case 6-3. Eli Lilly in India: Rethinking the JV strategy. BB Pp 552-567.

**FIRST TAKE HOME CASE TO BE HANDED OUT**
MAR 12  NO CLASS IN LIEU OF EXTENDED SIMULATION ON MAR 26

MAR 19  NO CLASS – SPRING BREAK

MAR 26  EXTENDED CLASS FROM 12:15 PM – 5PM
BCL –PNG SIMULATION FIRST TAKE HOME CASE DUE

Readings:
BCL-PNG case [CH]

APR 2  Organizing the MNE
Readings:
Introduction to Chapter 4 – Developing a Transnational organization: Managing Integration, Responsiveness and Flexibility. BB Pp 314-330.

Cases:
Philips versus Matsushita: Competing Strategic and Organizational Choices. BB pp 331-348

APR 9  Managing Development and Innovation Worldwide
SECOND TAKE HOME CASE TO BE HANDED OUT

Readings:
Introduction to Chapter 5 – Creating Worldwide Innovation and Learning: Exploiting Cross-Border Knowledge Management. Pp 408-418

Cases:

APR 16  Organizing the MNE- Culture
Readings:
Introduction to Chapter 7 – Implementing the Strategy: Building Multidimensional Capabilities. BB Pp 588-600

Cases:
Casse 7-2. BRL Hardy: Globalizing an Australian Wine Company. BB Pp 612-628.

APR 23  Organizing the MNE - People
SECOND TAKE HOME CASE DUE

Readings:
Perlmutter, H: The Tortuous Evolution of the Multinational Corporation. BB 86-95

Cases:
APR 28 – THU NOON - READING FOR PRESENTATION DUE
Email should contain an attachment [in .doc or .docx or .pdf format] that should include
[1] a cover page that includes the PRESENTATION NAME, names of all group members and
[2] the article in at least 10 pt font, [12 pt preferred by small font-challenged professors living in
denial]
One email per group cc’ing all group members.

APR 30 IN CLASS CLOSED BOOK EXAM

MAY 7 STUDENT PRESENTATIONS – EXTENDED CLASS TO 5PM
FINAL PROJECT PRESENTATION - EVALUATION SHEET

YOUR NAME [REQUIRED]

PRESENTATION TITLE:
PRESENTER'S NAMES:

1.
2.
3.
4.
5.

CHOICE OF ISSUE/TOPIC (relevance to course/quality of reading material)
1 2 3 4 5
Lo Hi

ANALYSIS OF TOPIC (Research/Depth/Logical Structure)
1 2 3 4 5
Lo Hi

ORIGINALITY (Creative Insights/Innovative Proposals/Novel Ideas/New Learning)
1 2 3 4 5
Lo Hi

OVERALL PRESENTATION/Q&A (Clarity, Organization & Persuasiveness)
1 2 3 4 5
Lo Hi

TOTAL SCORE: /20