



Strategic Global Management

- INSTRUCTOR:** Glenna Pendleton, BSA 432,
phone: 672-2750,
email: gcpendle@kent.edu.
- OFFICE HOURS:** Before or after class, otherwise by appointment.
- CLASS TIME:** Wednesdays 18:15-20:45
LOCATION: Room 220 Bowman Hall
(Will be moved to 110 BSA second week of class.)
- REQUIRED TEXT:** Transnational Management, Text, Cases, and Readings in Cross-Border Management by Christopher Bartlett, Sumantra Ghoshal, and Paul Beamish, 5th edition, McGraw-Hill Irwin, 2008.
- CATALOGUE DESCRIPTION:** BAD 64275/74275 STRATEGIC GLOBAL MANAGEMENT (3)
Strategic global management explores micro-level concepts and strategic managerial alternatives within the context of current global business operations in the political, economic, and cultural environment facing today's manager.
- REREQUISITES:** Completion of MBA Core
- REGISTRATION:** Students have the responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule, you must correct it with your advising office. If registration errors are not corrected and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you will not receive a grade at the conclusion of the semester for any class in which you are not properly registered.
- ATTENDANCE:** Students are accountable for all information presented in the lectures. Some of this information will not be covered in the text. Quality of participation in class case discussion and in two team presentations, will count toward 20 per cent of final grade.

- GRADING:** Course grades will be based on four papers worth 20 percentage points each (5-7 pages min. double-spaced, typed, with references and any attachments not included in the min. count). Refer to the grading guideline sheet handed out in class to see what the professor is looking for when grading.
- MISSED EXAMS:** If you miss the deadline for a paper you must inform the instructor within 48 hours of the missed deadline. Students will be given the opportunity to take a make-up exam only if they have a reasonable reason for missing the scheduled exam (death in the family, illness, etc...) and can provide documentation. Failure to meet these conditions will result in the student receiving a grade of zero for the missed paper. There will be no exceptions.
- PAPERS DUE:** Turn in hard paper copy on September 19th, October 17th, November 14th, and December 12th. (E-mailed papers have gotten lost in cyberspace in the past!)
- WITHDRAWAL:** The last day to withdraw from the course is September 9th, 2007.
- PLEASE NOTE:** Any cell phones must be on vibrator mode or turned off during class. Also, no babysitting is allowed during class.

Calculation of Grades

Each paper is assigned 100 points and class participation is assigned 100 points for a total of 500 points.

Final overall grade out of a total of 500 points:

A =465 or more points

A- =450-464 points

B+ =435-449 points

B =415-434 points

B- =400-414 points

C+ =385-399 points

C =365-384points

C- =350-364 points

D =315-349 points

D- =300-314 points

F =299 or fewer points

The four papers will make up a total of 80% of the final class grade while the participation evaluation will make up the remaining 20%. There will be 10 bonus points that can be earned by teams on top of the points for papers and participation (details the first day of class).

Any questions on grading should be addressed the first day of class in class (or with the professor during office hours the first week of class).

The Following University Policies Apply to All Students in this Course

- A. Completion of the Core Requirements Fulfilled: Students attending the course who do not have the proper prerequisite risk being deregistered from the class.
- B. Administrative Responsibility for Proper Enrollment: Students have the responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule (using Web for Students) during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule, you have until September 9, 2007 to correct the error with your advising office. If registration errors are not corrected by this date and you continue to attend and participate in any classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any classes in which you are not properly registered.
- C. Integrity of Scholarship: Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. It is the University's policy that cheating or plagiarism results in receiving a failing grade for the course. Repeat offenses result in dismissal from the University.
- D. Withdrawal Deadline: For Fall 2007, the course withdrawal deadline is Sunday, September 9, 2007. Withdrawal before the deadline results in a "W" on the official transcript; after the deadline a grade must be calculated and reported. (See attached dates.)
- E. Students with Disabilities: University policy 3342-3-18 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through the Student Accessibility Services in the Michael Schwartz Student Services Center (contact 330-672-3391 or visit www.kent.edu/sas for more information on registration procedures).

COURSE CONTENT AND OUTLINE

OBJECTIVES: To provide a framework for a general understanding of the concept and processes of strategic global management.

Course Outline

Date	Topic	Readings/Assignments	Cases/Please Note
<u>Globalization and the Nature of Global Organizations</u>			
Aug 29	Introduction	Syllabus/Note Cards with Student Info	PPT: The World is Flat Form Teams for Cases Speaker: 7pm Mary Beth Sullivan
Sept 5	Global Chess Product Standardization How Global Companies Win	Hamel and Prahalad Levitt Porter	} Compare Three Articles (i.e. perspectives) Choose 2 Team Cases First Come First Choice No Duplicates
Sept 12	Mintzberg's Challenge to Porter's Typology The "Honda Effect"	Kotha and Vadlamani Mintzberg et al.	
<u>Environmental Challenges to the Organization in the International Context</u>			
Sept 19	Culture and Organizations	Ch. 2-1, p.155 Text Reading	First Paper Due
	Geographic Clusters: The New Economics	Ch. 2-2, p.173 Text Reading	Speaker S
	Cultural, Political, & Economic Distance Dimensions	Ch. 1-2, p.65 Text Reading	
<u>Strategic Management in an International Arena: A Competitive Framework</u>			
Sept 26	International Competition	Ch. 3-3, p.305 Text Reading	CEMEX Case #1 3-3, p.241
	Competitive Advantage And National Influences (Industry-Structure View)	Michael Porter	Speaker Y
	Inter-organizational Competitive Advantage (Resource-based View)	Dyer and Singh	

Course Outline

Date	Topic	Readings/Assignments	Cases/Please Note
<u>Strategic Management in an International Arena: Dimensions of Management Strategy</u>			
Oct 3	Global Strategy	Ch. 3-2, p. 290 Text Reading	China Case #2 7-4, p.698
	Research on Global Strategy	Chng and Pangarkar	
	Three Types of Marketing Strategies	Agnihotri and Santhanam	
<u>Strategic Management in the International Arena: Types of Managers</u>			
Oct 10	Three Types of Managers	Ch. 7 Intro, p.648	Speaker S
	An Evolving Global Role for Managers	Ch. 8-1, p.775	
	Memoirs of a Global Manager	Ch. 7-1, p.710 Text Reading	
<u>Building Strategic Capabilities through Technology and Knowledge</u>			
Oct 17	International Technology Transfer and Innovation	Gerybadze and Reger	Second Paper Due
	Building R & D Capabilities	Ch. 5-3, p.548 Text Reading	Meridian Magnesium Case #3 5-4(old edition)
Oct 24	Knowledge Creation (old edition)	Ch. 5-3 (remainder) Text Reading	McKinsey Case #4 5-3, p.499 Video
	Strategy for Managing Knowledge	Hansen, Nohria, and Tierney	BP Case #5 5-4, p.515
<u>Strategic Cooperation and Networking</u>			
Oct 31	Collaboration through Joint Ventures	Ch. 6-1, p.627 Text Reading	Renault/Nissan Case #6 6-2, p. 587
	Collaboration through Strategic Alliances	Ch. 6-2, p.640 Text Reading	Eli Lilly Case #7 6-3, p.612
	Logic of Alliances	Ch. 6-1, p.645 (old edition) Text Reading	

Course Outline

Date	Topic	Readings/Assignments	Cases/Please Note
<u>Managing Responsiveness</u>			
Nov 7	Making Strategies Work	Ch. 4-1, p.417 Text Reading	P&G Japan Case #8 5-2, p.480 Video
	Frame of Mind	Ch. 4-3, p.447 Text Reading	
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<u>Strategy and Innovation</u>			
Nov 14	Innovation in Foreign Subsidiaries	Ch. 5-1, p.534 Text Reading	Third Paper Due
	New Model for Innovation	Ch. 5-2, p.540 Text Reading	
Nov 21	Thanksgiving Break		
<u>Generating Innovation: New Born Global Firms</u>			
Nov 28	Strategic Approach to Internationalization	Chetty and Campbell-Hunt	Born Globals PPT
	Innovative Internationalisation	Andersson and Wictor	
	A Relationship Approach (Work in Progress)	Karlsen	
<u>A Final Thought: Global Business Strategy and Ethics</u>			
Dec 5	Values in Tension	Donaldson	Speaker M
	Strategic Planning	Hosmer	
	Moral Philosophy	Robertson and Crittenden	
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Dec 12	Final Exam: Final Paper Due		
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Dr. Raj Javalgi is given credit for the attached reference list for the course.

International Culture - References

- Grunert, K. G. B. S. C. (1999), "A Comparative Analysis of the Influence of Economic Culture on East and West German Consumers' Subjective Product Meanings", *Applied Psychology: An International Review*, Vol. 48, No. 3, pp. 367 - 390.
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International Business Theory - References

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- Terutomo Ozawa & Sergio Castello (2001), Toward an "International Business' Paradigm of Endogenous Growth: Multinationals and Governments as Co-Endogenisers", *International Journal of the Economics of Business*, Vol. 8, No. 2, pp. 211 - 228.
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- Brian Toyne & Douglas Nigh (1999), "A More Expansive View of International Business", *Journal Of International Business Studies, Vol. 29, No. 4*, pp. 863 – 876.
- Peter Buckley (1994), "International Business Versus International Management? International Strategic Management from the Viewpoint of Internalization Theory", *Journal of the Economics of Business, Vol. 1, No. 1*, pp. 95 – 104.
- Daniel Sullivan (1999), "The Ontology of International Business: A Comment on International Business: An Emerging Vision", *Journal of International Business Studies, Vol. 29, No. 4*, pp. 877 – 885.
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- Gerald Albaun & Robert A. Peterson (1984), "Empirical Research In International Marketing: 1976-1982", *Journal of International Business Studies*, pp. 161 – 173.
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- Peter Buckley (2002), "VIEWPOINT International business versus international marketing", *International Marketing Review, Vol. 19, No. 1*, pp. 16 – 20.
- Stephen Tallman & Karin Fladmoe-Lindquist (2002), "Internationalization Globalization, and Capability-Based Strategy", *Vol 45, No. 1*, pp. 116 – 135.
- Raj Aggarwal (1999/2), "Technology and Globalization as Mutual Reinforcers in Business: Reorienting Strategic Thinking for the New Millennium", *Management International Review, Vol. 39, Special Issue 1992/2*, pp. 83 – 104.
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Global Competition – References

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Technology Transfer – References

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Important Dates for Fall 2007 FROM THE KSU WEB SITE

(Please follow up according to your specific situation or circumstances.)

Sept. 2	LATE REGISTRATION–SCHEDULE ADJUSTMENT by Web For Students or Voice Response Registration . <i>Fees must be paid on Sept. 2 for schedule transactions made on Sept. 2.</i>
Sept. 3	Labor Day (No Classes, Offices Closed.)
Sept. 3-9	LATE REGISTRATION by Web For Students or Voice Response Registration - \$100 NONWAIVABLE LATE REGISTRATION FEE ASSESSED.
Sept. 3-9	SCHEDULE ADJUSTMENT by Web For Students or Voice Response Registration –NO LATE REGISTRATION FEE ASSESSED.
Sept. 9	Last day to elect credit/audit/pass-fail or credit hour options .
Sept. 9	Last day to withdraw from courses before grade of "W" is assigned.
Sept. 10- Nov. 4	WITHDRAWAL FROM COURSES (Grade of "W" assigned.) See Bursar Office web site for Refund Schedule .
Nov. 12	Veterans Day Observed (No Classes, Offices Closed.)
Nov. 21 (noon)- Nov. 25	Thanksgiving Holiday (No Classes. Offices Closed Thursday and Friday).
Dec. 9	Classes End
Dec. 10-16	Final Exam Week (See " Exam Schedule " for dates and times.)
Dec. 15	Kent Campus Commencement
Dec. 19	Final grades available to students on Web For Students or Voice Response Information System 330-672-2378
Dec. 24 - 25	Christmas Holiday Observed (Offices Closed.)
Jan. 1	New Year's Day Observed (Offices Closed.)