

**The University of Texas at Dallas
Global Leadership Executive MBA Program**

**International Business Management - MAS 6304
2008: April 16 & 17**

Professors Contact Information

Dr. Philippe Lasserre

E-Mail: Use Blackboard e-mail

Jonathan Hochberg

Phone: (972) 883.2726 (W)

Fax: (972) 883.6164

E-Mail: Use Blackboard e-mail

Office Location: SM 1.911

Office Hours: By appointment

Course Pre-requisites, Co-requisites, and/or Other Restrictions

Global Business, Multinational Firm, and International Corporate Finance

Pre-residency assignments (March 1- April 15)

Purchase and read text:

Global Strategic Management

Lasserre, Philippe

ISBN: Hardcover - 0333793749

Paperback- 0333793757

- ☐ Read entire textbook and cases below:
- ☐ Mass Retailing in Asia (A) and (B)
- ☐ The China Challenge (A) and (B)
- ☐ Renault and Nissan: A Marriage of Reason
- ☐ The 3M Company: Integrating Europe (A), INSEAD 1994

Course Description

This course introduces the student to many fundamental, yet complex global strategy decisions facing contemporary business firms. The basic objective is to help executives and managers better solve problems by understanding the setting in which such decisions are made, the tools available to facilitate these decisions, and the impact of the decisions for the firm and the "larger marketplace."

The class will focus on several keys to effective strategic decision making: careful analysis of the situation, intelligent use of the information at hand, utilization of appropriate knowledge of business principles.

Student Learning Objectives/Outcomes

- Identify how mass retailers (hypermarkets and supermarkets) successfully compete
- Identify the main issues that a mass retailer has to confront when it globalizes
- Judge strategic rationale for the alliance/acquisition and what the sources of value are created?
- Interpret how you see the fit between Renault and Nissan
- Judge the benefits and costs of globalizing operations?
- Identify the issues of the managing a global operation?

Text: Global Strategic Management
Lasserre, Philippe
ISBN: Hardcover - 0333793749
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Articles: Listed by Week Due

Cases: Listed by Week Due

Schedule of Assignments

Pre Retreat

Assignments: Lasserre text. Read entire text and assigned cases.

Day 1: Morning: **COMPETITIVE STRATEGY IN THE GLOBAL ECONOMY**

Case: Mass Retailing in Asia (A) and (B)

Questions : 1).How do mass retailers (hypermarkets and supermarkets) successfully compete?
2).What are the main issues that a mass retailer has to confront when it globalizes

Readings: Chapters 1 and 2 “Global Strategic Management” Lasserre

Afternoon: **STRATEGIES FOR INTERNATIONAL MARKETS ENTRY**

Case: The China Challenge: Sauer (A) and (B)

Readings: Chapters 6, 7 and 8 “Global Strategic Management” Lasserre

Day 2: Morning: **INTERNATIONAL ACQUISITIONS AND STRATEGIC ALLIANCES**

Case : Renault and Nissan : A Marriage of Reason

- Questions:**
- 1).What is the strategic rationale for the alliance/acquisition?
 - 2).What are the sources of value to be created?
 - 3).How do you see the fit between Renault and Nissan
 - 4).What do you think of the way the alliance has been:
- ☐ **Planned?**
 - ☐ **Negotiated?**
 - ☐ **Implemented?**

Readings: Chapters 4, 5 “Global Strategic Management” Lasserre

Afternoon: **MANAGING GLOBAL OPERATIONS**

Cases: The 3M Company: Integrating Europe (A), INSEAD 1994

- Questions:**
- 1). Why is this happening?
 - 2). What are the benefits and costs of such a transformation?
 - 3).What are the issues of the implementation?

Readings: Chapter 3 “Global Strategic Management” Lasserre

Grading Policy and Evaluation

- Emphasis in this course is on team content mastery, critical thinking, and demonstrated ability to apply business concepts to international business situations
- Team Assignments 100%
 - Mass Retailing in Asia (A) and (B) 25%
 - The China Challenge: Sauer (A) and (B) 25%
 - Renault and Nissan: A Marriage of Reason 25%
 - The 3M Company: Integrating Europe (A) 25%

Written Assignments

Evaluation of written assignments and project papers will be based on thoughtful, analytical, well-constructed responses demonstrating knowledge of the topic by citing examples of the key concepts present in the readings or cases.

- A ---Excellent: Understanding of all key issues; no important analytical errors or omissions; concise, very well written and organized, makes appropriate use of charts and tables.
- B---Good: Understanding of most issues; only a few important issues not discussed; few analytical errors; well-written and well-organized, makes appropriate use of charts and tables.
- C---Adequate: Understanding of many issues, but not all important aspects covered; various analytical errors; excessive case recitation unsupported by analysis; poorly written or organized, makes inappropriate use of charts and tables.

Course & Instructor Policies

Format for Written Assignments

Written assignments should be Word documents (no html formats) that are:

- Double-spaced, 12 pt. Arial or Times New Roman font
- Citations properly formatted in MLA style
- Clearly identified by author or team
 - For an individual assignment, the student name needs to be on the first page of the document AND as part of the document name, i.e. Jonessocres.doc when it is submitted.
 - For a team assignment, the team number and names of team participants on the first page AND the team number as part of the document name i.e. Team2MNCs.doc when it is posted
 - There is no need for a separate cover pages

Late Assignments

If you need to miss an assignment deadline, you must pre-notify the instructor and course manager before the deadline. You should provide the reason for missing the deadline and an alternative date for submitting the assignment. The instructor and course manager must approve the extension and the new deadline. If you do not pre-notify the instructor, the instructor may determine the appropriate grade deduction for the assignment.

Retreats: Attendance at the 2 day retreat is a requirement for this course.

Evaluations:

Peer Evaluation

Students need to complete a peer evaluation for each team assignment. The peer evaluation is an electronic document whose link is located on Blackboard (Bb) in the course area under the Information button. Students allocate 100 points among the team members to reflect the level of contribution made by each team member on a specific assignment.

Course Evaluation

The completion of a course evaluation is a course requirement. Students need to complete a course evaluation form which is an electronic document whose link is located

on Blackboard (Bb) in the course area under the Information button. Students who do not submit a course evaluation by the due date will receive an incomplete grade for the course.

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:
The University of Texas at Dallas, SU 22
PO Box 830688
Richardson, Texas 75083-0688
(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the

length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

These descriptions and timelines are subject to change at the discretion of the Professor.