Semester: Fall 2016
Instructor: Dr. Avinash Mainkar
Course: International Strategy MGMT 441 (3 credit hours)

<table>
<thead>
<tr>
<th>Section</th>
<th>CRN</th>
<th>Location</th>
<th>Time</th>
<th>Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>79163</td>
<td>Planetary Hall 224</td>
<td>7:20 pm - 10:00 pm</td>
<td>W</td>
</tr>
</tbody>
</table>

Office: Workstation next to room 207 (Inside Enterprise Hall 206)
Office Hours: By appointment
Phone: Email is the best way to reach me
Email: amainkar@gmu.edu
Website: courses.gmu.edu

Required Course Materials:

(b) Case packet: You will purchase the cases listed below electronically from Harvard Business School Publishing by clicking this link: http://cb.hbsp.harvard.edu/cbmp/access/53224878

Samsung Electronics
Curled Metal Inc.--Engineered Products Division
Autoliv QB: A Proposed Joint Venture
Scotts Miracle-Gro: The Spreader Sourcing Decision
Kent Chemical: Organizing for International Growth
Tricon Restaurants International: Globalization Re-examined
Levendary Café: The China Challenge

Please keep in mind the copyright laws and act responsibly – you are representing Mason - as you purchase the case packet from Harvard Publishing. The publisher is easily able to know what percentage of the enrolled students in the class actually bought the case pack.

Course Description: This course focuses on the globalization of business activities. Globalization traditionally forces managers and companies to deal with: (1) challenges that are naturally more complex, diverse, and uncertain; and (2) numerous strategic decisions regarding whether and when to internationalize, which markets to pursue, where to locate key activities, how to enter markets, and how to manage and organize across borders. This course explores the theories and the practices of firms operating across borders. It will be valuable to students interested in: (1) managing and advising companies that either compete internationally or face international competitors; and (2) expanding their global mindset.
Course Goals:
- Will be effective communicators
- Will have an interdisciplinary perspective
- Will be critical thinkers

Course Objectives:
- To familiarize the current literature of global strategy;
- To understand the complexities and challenges confronting firms internationalizing their activities and competing against foreign rivals; and
- To understand the factors that can determine the capabilities and the performance of internationalizing firms.

Course Structure: This course uses a combination of class discussions, case analyses and lectures along with student presentations and in-class exercises.

Prerequisites: Undergraduate level MGMT 301 Minimum Grade of C or Undergraduate level MGMT 303 Minimum Grade of C or Undergraduate level MGMT L301 Minimum Grade of T or Undergraduate level MGMT L303 Minimum Grade of T or Undergraduate level MGMT 301T Minimum Grade of T or Undergraduate level MGMT 303T Minimum Grade of T C or higher in MGMT 312 and degree status.

Email policy: Mason requires that students use their MasonLive email account to receive important University information, including messages related to this class. Faculty may only respond to emails originating from Mason email accounts. Please see http://masonlive.gmu.edu for more information.

Business Library Liaison Information: Jo Ann J. Henson, MLIS Business and Economics Liaison Librarian. Fenwick Library Fairfax Campus: http://infoguides.gmu.edu/business

School of Business Standards of Behavior: The mission of the School of Business at George Mason University is to create and deliver high-quality educational programs and research. Students, faculty, staff, and alumni who participate in these educational programs contribute to the well-being of society. High-quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the School of Business community. In doing so, they agree to abide by the following standards of behavior:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence. School of Business can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the School of Business. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

Mason Honor Code: To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the university community, have set forth this honor code: Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.
### School of Business Recommended Sanctions for Honor Code violations

<table>
<thead>
<tr>
<th>Type of Violation</th>
<th>First Offense</th>
<th>Second Offense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plagiarism—failure to cite/attribute sources</td>
<td>An F in the class; multiple visits to the Writing Center required; and Academic Integrity Seminar Attendance</td>
<td>An F in the class; multiple visits to the Writing Center required; Academic Integrity Seminar Attendance; dismissal from the program; and possible suspension or expulsion</td>
</tr>
<tr>
<td>Plagiarism—representing someone else’s work as the student’s own</td>
<td>An F in the class; multiple visits to the Writing Center required; and Academic Integrity Seminar Attendance</td>
<td>An F in the class; multiple visits to the Writing Center required; Academic Integrity Seminar Attendance (at times of hearing and reenrollment if relevant); dismissal from the program; and possible suspension or expulsion</td>
</tr>
<tr>
<td>Cheating on an assignment, homework, class participation, or minor project</td>
<td>An F in the class; and Academic Integrity Seminar Attendance</td>
<td>Expulsion</td>
</tr>
<tr>
<td>Cheating on a major project, test, or exam</td>
<td>An F in the class; Academic Integrity Seminar Attendance; and at least one semester suspension</td>
<td>Expulsion</td>
</tr>
<tr>
<td>Egregious Violation [e.g., stealing an exam; submitting coursework from another class as original work; lying to an employer about academic performance]</td>
<td>Dismissal from the program; at least one year suspension; and attendance at Academic Integrity Seminar at the time of hearing and just prior to reenrollment</td>
<td>Expulsion</td>
</tr>
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### General Course Policies

**Catalog:** The University Catalog, [http://catalog.gmu.edu](http://catalog.gmu.edu), is the central resource for university policies affecting student, faculty, and staff conduct in university affairs.

**Attendance and participation:** Since this course is a discussion/case-based course, your participation is critical to the learning experience. Much of the learning that will take place in this class comes from the chance to express ideas, listen to what others have to say, and discuss these ideas in order to develop your critical-thinking skills. Please take advantage of this opportunity to gauge and hone your communication skills. Do not underestimate the value of what you and your classmates have to say. Your participation is vital to the success of the class as a whole!

The GMU catalog states the following on attendance policies for graduate and undergraduate classes: Students are expected to attend the class periods of the courses for which they register. In-class participation is important to the individual student and to the class as a whole. Because class participant may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation. Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor's grading policy, as stated in the course syllabus.
Late assignments: Late assignments will not be accepted. Please note the deadline for your seven individual-level case analyses (three days in advance of the case discussion in class on Wednesday).

Make-up exams: No make-up exams will be given without prior permission.

Extra credit: There is no extra credit opportunity available.

Electronic devices: Please turn off your cell phones and pagers. Bring your laptop to class for the final exam, which requires the use of LockDown Browser.

Disability Accommodations: If you have a learning or physical difference that may affect your academic work, you will need to furnish appropriate documentation to the Office of Disability Services. If you qualify for accommodation, the ODS staff will give you a form detailing appropriate accommodations for your instructors. Please bring that form to me as I cannot provide any accommodations until I receive that form. Please take the initiative to discuss accommodation with me at the beginning of the semester and as needed during the term so we can plan effectively. If you have contacted the Office of Disability Services and are waiting to hear from a counselor, please let me know.

Diversity: Diversity is a core value at Mason. We promote a living and learning environment for outstanding growth and productivity among our students, faculty and staff. Through our curriculum, programs, policies, procedures, services and resources, Mason strives to maintain a quality environment for work, study and personal growth. Please read Mason’s Diversity Statement at http://ctfe.gmu.edu/professional-development/mason-diversity-statement/.

Religion: Students who will miss class for religious reasons should inform me of their anticipated absences by email preferably within the first two weeks of the semester.

Counseling Center: George Mason University has a counseling center that can provide assistance if you find yourself overwhelmed by life, want training in academic or life skills, or the like. More information is available at http://www.gmu.edu/departments/csdcc/.

Writing Guidelines: All writing assignments should be formatted as follows: single-spaced, Times New Roman, 11-point font, and 1-inch margins. To cite and reference professional or academic sources, please use APA style. Specific instructions for in-text citations and referencing are found in the Publication Manual of the American Psychological Association, 6th Edition or at http://owl.english.purdue.edu/owl/resource/560/01/.

To help manage citations and seamlessly create reference lists, Mason supports free software called Zotero at https://www.zotero.org/. This program offers: Centralized bibliography management, ability to sync across computers, ability for teams to combine contributions to the references, and word plug-in that allows citation management within MS word.

George Mason University has a writing center that can help you improve your English writing skills. More information is available at http://writingcenter.gmu.edu/

Inclement weather and campus emergencies: Information regarding weather-related changes in the University’s schedule (e.g., closing or late opening) will be provided on the GMU website and via MasonAlert. Students sign up for the Mason Alert system to provide emergency information of various sorts at https://alert.gmu.edu. An emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on http://www.gmu.edu/service/cert

Miscellaneous: Electronic means such as SafeAssign may be used to check originality of work.
Grading scale for your course grade:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Total Points</th>
<th>Grade</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>C+</td>
<td>77-79.99</td>
</tr>
<tr>
<td>A-</td>
<td>90-92.99</td>
<td>C</td>
<td>70-76.99</td>
</tr>
<tr>
<td>B+</td>
<td>87-89.99</td>
<td>D</td>
<td>60-69.99</td>
</tr>
<tr>
<td>B</td>
<td>83-86.99</td>
<td>F</td>
<td>Below 60</td>
</tr>
<tr>
<td>B-</td>
<td>80-82.99</td>
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Course Exams, Assignments, and Projects:

(1) Individual-level exams: There are three individual-level course exams. Final exam requires the use of LockDown Browser. If I decide to give exams 1 and 2 using LockDown Browser as well, I will let you know. At this time, I am thinking of using the traditional scatron method for exams 1 and 2.

If you are not familiar with LockDown Browser yet, please use the link below to learn more.


There will be a one-page LockDown Browser Student Quick Start Guide in the miscellaneous folder in Blackboard. You will have to download the browser ahead of time. You will have an opportunity to complete a practice test using LockDown Browser to make sure you have installed the browser correctly.

(2) Individual-level case analyses: There are seven individual-level case analyses.

More details about the exams and the case analyses will be available in the miscellaneous folder in Bb.
### Components of your course grade:

<table>
<thead>
<tr>
<th>Evaluation Tool</th>
<th>% of Course Grade</th>
<th>Important date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual-level Exam 1</td>
<td>30</td>
<td>October 12 (in-class)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multiple choice, closed-book – scantron needed</td>
</tr>
<tr>
<td>Seven Case Analyses (Individual-level)</td>
<td>10</td>
<td>Upload to Bb by midnight on Sunday (three days in advance of the case discussion in class on Wednesday)</td>
</tr>
<tr>
<td>Individual-level Exam 2</td>
<td>30</td>
<td>November 16 (in-class)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multiple choice, non-cumulative, closed-book – scantron needed</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30</td>
<td>December 14 (7:30-10:15 PM) (Final exam week)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-multiple choice, open-book, open-case, open-notes exam on cases from the ENTIRE case packet using LockDown Browser – bring your laptop to class for the final exam</td>
</tr>
<tr>
<td>Total Points</td>
<td>100</td>
<td></td>
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### Tentative Course Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 31</td>
<td>Course Introduction + What is Strategy</td>
</tr>
<tr>
<td>Sept 7</td>
<td>Chapters 1 &amp; 2</td>
</tr>
<tr>
<td>Sept 14</td>
<td>Chapters 3 &amp; 4</td>
</tr>
<tr>
<td>Sept 21</td>
<td>Case: Samsung Electronics</td>
</tr>
<tr>
<td>Sept 28</td>
<td>Case: Curled Metal &amp; Case: Autoliv QB</td>
</tr>
<tr>
<td>Oct 5</td>
<td>Chapters 5 &amp; 6</td>
</tr>
<tr>
<td>Oct 12</td>
<td>Exam 1</td>
</tr>
<tr>
<td>Oct 19</td>
<td>Chapters 7 &amp; 8</td>
</tr>
<tr>
<td>Oct 26</td>
<td>Chapters 9 &amp; 10</td>
</tr>
<tr>
<td>Nov 2</td>
<td>Case: Scotts Miracle-Gro</td>
</tr>
<tr>
<td>Nov 9</td>
<td>Case: Kent Chemical</td>
</tr>
<tr>
<td>Nov 16</td>
<td>Exam 2</td>
</tr>
<tr>
<td>Nov 23</td>
<td>Thanksgiving Holiday – No class</td>
</tr>
<tr>
<td>Nov 30</td>
<td>Case: Tricon Restaurants</td>
</tr>
<tr>
<td>Dec 7</td>
<td>Case: Legendary Café &amp; Chapter 11</td>
</tr>
<tr>
<td>Dec 14</td>
<td>Final exam in class during the final exam week on December 14 from 7:30-10:15 PM</td>
</tr>
</tbody>
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