Imagine discovering a one shot boost for the world’s economy. It would revitalize firms, increase sales, and improve productivity. It would ease access to credit and would increase the range and quality in the shops while keeping their prices low. What economic energy drink can deliver all these benefits? From the 1990s till the middle of the current decade, there was a strong belief that globalization could provide the golden recipe. However, in recent years the trend to greater openness has been replaced by an enthusiasm for building barriers -- mostly to the world’s detriment.

The course focuses on seven inter-related pillars underpinning global strategy. These areas are: (i) the global environment and marketplace; (ii) global competitiveness and manufacturing; (iii) the global financial structure; (iv) the emergence of global services and brands; (v) global management and cultures; (vi) the new forces of global strategy; and (vii) globalization lessons learned and its limitations.
LEARNING OBJECTIVES:

The objectives of this course are to:

- introduce students to some definitions and terminology that are actively used in the global marketplace arena and global strategy;
- familiarize students with the dynamics of Global Strategy and being able to compete against foreign rivals; and
- gain an appreciation on how global corporations function within constraints of the institutional framework, national governments and regulations.

LEARNING OUTCOMES:

The course is intended to help participants develop three basic skills for international business:

1. **Communication Skills**: Throughout the course students improve their oral and written communication skills. Each student presents (twice) short articles that are related to that day's discussion. Students are also required to present their group project findings at the end of the semester and support their arguments using logical justification. The combination of formal and informal presentations helps develop the students' oral communication skills. Students are also required to submit a final written report for their group project. In the report the students utilize a variety of ways to communicate their ideas such as written text portions, as well as visual diagrams, graphs, and charts.

2. **Critical Inquiry and Analytical Skills**: Students are encouraged to critically evaluate all of the reading material such as articles and case studies. Students also develop the critical thinking skills throughout the group project where they are expected to analyze multiple scenarios and recommend a course of action.

3. **Information Literacy and Decision Skills**: Students develop and improve their information literacy skills throughout the course by researching articles (in addition to the required readings) to present in class. In addition, students enhance their information literacy skills in the course project where they have to research information from different sources and outlets to develop a global expansion plan for a specific corporation. This includes researching online information as well as contacting, and in some cases visiting, embassies and companies.

REQUIREMENTS AND READINGS:

(i) **Course Prerequisite**: C of higher in MGMT 312 and degree status

(ii) **Text Books**:

- “The World Is Flat: A Brief History of the Twenty First Century”, Thomas L. Friedman, published by Picador,/Farrar, Straus and Giroux; and
The above text books are wonderful old classics and are fun reading providing valuable and different insights into the global marketplace. They are also available at the bookstore and on Kindle at Amazon Books.

(iii) Readings:

• Additional readings are assigned to supplement each lecture. They will be available on either the specific web sites as mentioned or on blackboard or will be distributed prior to the time of the assignment.

These articles are current and very much business focused. They are published by known international organizations and provide for stimulating class discussion and further enhance your knowledge and sources of the global marketplace.

(iv) Recommended Readings:

• If the students wish to enhance further their understanding of current global business and political events, you may wish to read The Economist, New York Times, The Financial Times, The Wall Street Journal, and Bloomberg BusinessWeek. However, if not specifically assigned, materials from these sources this will not be included in any form on test materials.

ACADEMIC INTEGRITY:

G MU is an Honor Code university; please see the University Catalog for a full description of the code and the honor committee process. The principle of academic integrity is taken very seriously and violations are treated gravely.

GMU E-mail ACCOUNTS:

Students must activate their GMU e-mail accounts to receive important University information, including messages related to this class.

OFFICE OF DISABILITY SERVICES:

If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Service (ODS) at 703.993.2474. All academic accommodations must be arranged through the ODS. http://ods.gmu.edu

OTHER USEFUL CAMPUS RESOURCES:

• Writing Center: A114 Robinson Hall; 703.993.1200; http://writingcenter.gmu.edu
UNIVERSITY POLICIES:

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

GRADING PROCESS:

Grades in the course will be based on the following components:

Class Participation (15%): Your class participation is critical for making this a rich learning environment. Participation includes a variety of factors such as: (i) Attendance*: Everyone is expected to be on time and attend all classes; (ii) Reading the assigned material: The reading for this course is significant. All students are required to read all the material for each day; (iii) Engage actively and constructively in class discussions and group activities; and (iv) Bring to each meeting a news item related to the subject under discussion.

Class participation will be graded on a “0” to “4” scale as follows:

4 excellent participation; enthusiastically participated in class discussions, clearly read assigned material, arrived on time, etc.

3 above average participation, generally participates

2 below average participation, rarely participates

1 attended but did not participate

1 absent

Mid-term (25%) and Final Exam (25%)

The mid-term exam will be held during class time on 3/20, immediately following the spring break. The format of the mid-term will be based on a quiz concept to ensure that students have grasped the essential definitions and concepts in each module that have been completed.

The final exam will be held during the final exam period which is currently scheduled for the week of May 7. Additional information will be provided by the end of the second week. The format of the final exam will be based on a quiz concept and will cover the entire course material.
**Case Briefs (15%)**: The students will be assigned at least three cases during the course of the semester. These briefs must not exceed 1000 words and they must focus on the answering the key case discussion questions provided on Blackboard. The case brief may not simply be a recitation of facts. Little or no background on the company is needed. Assume I am familiar with the facts of the case. In general, support your arguments with the case facts and when data or information is missing, make reasonable assumptions, which you can articulate and defend. Please understand that the assigned cases vary, for example, in terms of information provided, circumstances, key issues, etc. Finally, although finding out what the company actually did may be helpful, it is not necessary and not the only right answer (even if it generated good results) and does not count for adequate analysis of the case.

**Group Research Project: (20%)**

During the first few weeks of the semester, you will be assigned into groups. Each group will select a topic in the area of international business, **in consultation with your professor**. A brief description (less than 50 words) of the research paper is due 2/13.

Each research project should be a minimum of 1,500 words: 8-10 typewritten double-spaced, 12-point font, 1” margin, pages. Note the word count on the first page. In addition to the text, the paper should contain tables and/or charts, footnotes (if necessary) and a bibliography. All references should be carefully cited in the text and in alphabetical-by-author bibliography following APA format. For Internet references you must include detailed information in the bibliography, not just the URL. For guidance on citing Internet sources, please refer to an APA style guide. You can access an APA style guide through the library website.

The final grade in the course is determined on the basis of the weighted average of the above grades.
# CLASS SCHEDULE -- Spring 2014

This is an indicative class schedule for the semester. It provides participants on the class format and expectation of the course outline. The professor will confirm on a weekly basis the specifics of the class schedule, proposed guest lecturers, reading assignments, etc. or any changes to the proposed schedule.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics and Readings</th>
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| Week 1| Thursday 1/23 | * Welcome! *  
Course Introduction  
Participant Introductions  
**Course Overview:** Current issues in the Global Marketplace  
**Read:** “Global Disorder Scorecard: As the U.S. retreats, a reader’s guide to the world’s traumas”. Opinion Section of the *WSJ* dated December 31, 2013  
**Read:** “The World in 2014”, Special Edition of The Economist, up to page 48  |
|       | Thursday 1/23 | I. Global Environment and Marketplace  
**Lecture:** “Introduction to Globalization”.  
| Week 2| Thursday 1/30 | I. Global Environment and Marketplace  
**Lecture:** "The Global Economy: Growth, Structure, Actors and Players".  
**Read:** “The Executive Summary section only” of World Economic Outlook, October 2013, IMF -- location of report on [www.imf.org](http://www.imf.org)  |
|       | Thursday 1/30 | I. Global Environment and Marketplace  
**Lecture:** “The Global Economy: Growth, Structure, Actors and Players”.  
**Read:** “Keeping an Eye on the Prize: Why Emerging Market Consumers Remain Bullish”. An article published by [Boston Consulting Group](https://bcg.com), November 2013  |
| Week 3| Thursday 2/06 | Case Presentation and Discussion  
**Class Case Discussion I** and summary of key lessons learned  
**Case:** “LG’s entry into the Global Marketplace”. Case will be posted on blackboard.  |
<table>
<thead>
<tr>
<th>Week</th>
<th>Thursday</th>
<th>Session 1: 4:30-5:30 pm</th>
<th>Session 2: 5:45-7:10 pm</th>
</tr>
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<tbody>
<tr>
<td>5</td>
<td>2/20</td>
<td>Class Book Discussion: “The World is Flat: A Brief History of the Twenty-First Century”. What are the key lessons learned and how may it impact your future careers?</td>
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| Week 7 | Thursday 3/6 | Case Presentation and Discussion  
Class Case Discussion 2 and summary of key lessons learned  
Case: To be assigned |
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<tr>
<td></td>
<td>Session 2: 5:45-7:10 pm</td>
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<tr>
<td>Week 8</td>
<td>Monday 3/10-3/16</td>
<td>Spring Break – No class on 3/13</td>
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<td>Week 9</td>
<td>Thursday 3/20</td>
<td>Mid Term Exam/Quiz</td>
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<tr>
<td></td>
<td>Session 1: 4:30-5:30 pm</td>
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</tr>
<tr>
<td></td>
<td>Session 2: 5:45-7:10 pm</td>
<td>Review Session: Mid Term Exam and Results. Evaluate course objectives and assessment. Lectures, Readings and Open Q&amp;A. What’s next?</td>
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</tbody>
</table>
| Week 10 | Thursday 3/27 | IV. Global Services and Brands  
Lecture: “The Changing Global Demographics and the Rise of the New Consumer Middle Class”  
|       | Session 1: 4:30-5:30 pm |                                                                 |
|       | Session 2: 5:45-7:10 pm |                                                                 |
| Week 11 | Thursday 4/3 | V. Global Management and Cultures  
Lecture: “What Differentiation International and Global Firms”.  
Read: “Confessions of an Economic Hit Man” by John Perkins, Parts 1 & 2  
|       | Session 1: 4:30-5:30 pm |                                                                 |
| Week | Thursday 4/3 | V. Global Management and Cultures  
Class Book Discussion: “Confessions of an Economic Hit Man”.  
Read: “Confessions of an Economic Hit Man” by John Perkins, Parts 3 & 4 |
|-------|-------------|---------------------------------------------------------------------|
| Week 12 | Thursday 4/10 | VI. Global Strategy  
Lecture: “Global Strategy: Effectiveness or Mythical”  
Read: “Understanding the Role of the Chief Strategy Officer”, The Boston Consulting Group, December 2013. Article will be posted on blackboard. |
| Week 12 | Thursday 4/10 | VI. Global Strategy  
Lecture: “The Transfer of Know-How and Investments: The Importance of Mechanisms”.  
| Week 13 | Thursday 4/17 | VI. Global Strategy  
Lecture: “Global Strategic Alliances and Mergers and Acquisitions”  
Read: “BRICs versus Mortars: Winning at M&A in Emerging Markets, The Boston Consulting Group,  
Read: “The Fortune at the Bottom of the Pyramid”, C.K. Prahalad and Stuart L. Hart. Article will be posted on Blackboard. |
| Week 14 | Thursday 4/24 | VII. Globalizations: Lessons and Limitations  
Lecture: “The Changing Global Political Economy and Localization versus Globalization: Which way are we headed” |
| Week 14 | Thursday 4/24 | VII. Globalizations: Lessons and Limitations  
<table>
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<tr>
<th>Week 15</th>
<th>Thursday 5/1</th>
<th><strong>Review Session.</strong> Lectures, Readings and Open Q&amp;A for the period covering from mid-terms to the end of the semester. Key lessons learned</th>
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<tbody>
<tr>
<td>Sessions 1 &amp; 2: 4:30-7:10 pm</td>
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<tr>
<td>Week 16</td>
<td>Monday 5/7-5/14</td>
<td><strong>Final Exam Week</strong></td>
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