

MGMT 325-001
Spring 2007

Management 325-International Management

Class: Spring 2007 - TTH 9:25 – 10:40 – Tate Center 132

Faculty: Ben Lever

Office Hours: TTH 12:30-2:00 and by appointment **Office:** BCTR 412

Phone: office 953-7273; mobile 696-6752

E-mail: leverb@cofc.edu

Text: Custom Text International Management; McGraw-Hill. College Bookstore or online at <http://ebooks.primisonline.com/eBookstore/index.jsp> (\$69.89)

e-Reserve Site: CofC Library <http://ereserve.cofc.edu/eres/>. Password will be given in class.

Textbook Web Site: http://highered.mcgraw-hill.com/sites/0072961082/student_view0/index.html

Other Recommended Readings:

The Financial Times of London

The Wall Street Journal

Business Week

Foreign Affairs

The Economist

Smart Bargaining by Graham and Sano

Trading Places by Clyde Prestowitz

Course Description:

This course examines a variety of managerial issues arising from the interaction of two or more cultures in international business situations. The course extends the management and organizational behavior constructs introduced in the prerequisite course, with particular emphasis on problem solving and decision making in the multicultural firm. Background learning will include emphasis on globalization and trade issues. Because this will be a small class, greater emphasis will be placed upon student classroom contribution to the case study method for cases and readings.

Prerequisite: MGMT 301 and Junior standing

Grading:	Two exams/Pop Quizzes*	50 pts.
	Written Case Studies*	25 pts.
	Class Presentation/Contribution**	25 pts.
	Attendance (see below)	
	Extra Credit Opportunities will be given	
	Total	100 pts.

* Possible adjustment in weighting based upon number of quizzes & cases

** As a supplement/substitution, a one page written analysis may be submitted

Course Grade

A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
95-100	90-94	87-89	83-86	80-82	77-79	73-76	70-72	67-69	66-67	65	65>

Attendance policy: Required at all times: 0 points off for first 2 absences, 2 points off final average for remaining absences (deducted from totals). A failing grade (WA) will be given for excessive absences. Please do not come to class late, and be prepared to stay until class is over. In either case of non-compliance, it will be considered as an absence.

Class Participation/Contribution Guidelines: As noted above, 25 points of the final grade will be given for class presentations, participation and contribution. It is possible that the range for students in this class will be from 0 to 25. A fully participating contributor will:

- Follow the attendance policy
- Frequently ask thoughtful questions which benefit the class
- Volunteer to answer questions from the professor
- Be alert throughout class and volunteer ideas contributing to the group's dynamics
- Listen respectfully while others talk
- Make the class better through participation
- Share experiences which relate to the class discussion
- Make sure the professor knows you by name and face based upon your positive contribution

Exam Policy: Please follow the College Honor Code.

A make-up multiple-choice exam for exam 1 or 2 will be possible if a regularly scheduled exam is missed for a legitimate and substantiated reason. Regardless of which exam is missed, a multiple choice make up exam, covering all the text material for exams 1 & 2 will be administered the last week of class.

E-mail Distribution List/Website: E-mail will be distributed from time to time to the class, or messages will be posted on the e-reserve website. Please ensure your current and active e-mail address has been provided to the professor either in the student information sheet for this class or by e-mail notification to the professor. This is a course requirement.

Notes:

- The College Honor Code will guide the behavior of each student
- Daily preparation and participation in discussion will be essential for learning and for excelling in the course. Each student's preparation and participation will be evaluated based upon their sustained efforts to participate in the discussion, to learn from the cases, and to contribute to the learnings of the group.
- Slides used in class will be posted on the e-reserve website after class but before exams on that material.
- Students will be responsible for content in the text or other written material as well as content discussed in class.
- Quizzes may be given at the time each chapter/case is discussed.
- Students are required to turn off cellular phones/pagers in class

Course Outline and Timetable-Spring 2007

Segment	Text Chapters/Topic	Key Readings/Video Cases/Homework Assignments*
1 Begins 9 Jan 2007	Globalization/Trade Chapter 1	Video cases: Globalization, McDonald's <i>Discuss readings: The Case Method (e)</i> <i>The Globalization of Markets (T)</i> <i>Can We Still Make Stuff? (e); Martin Wolf (e)</i> <i>A New World Economy (e); The World is Flat (e)</i> Prepare case: Trade: Boeing v. Airbus (e)
2	Political & Legal Environment - Risk Chapter 2, 10	<i>Discuss: Playing by Different Rules (e); Japan's NTB (e)</i> Prepare case: Nike (T) /Video case: Nike CEO – Phil Knight Video cases: Differences in Political Economies, Dobbs, USTR
3	Culture Chapter 4	Video case: Culture – Japan Practices (Ford) <i>Discuss Readings: The Enigma of Japanese Power (e)</i> <i>Japanese Are Different (e)</i> Prepare case: Mabuchi Motors (T)
4	Managing Chapter 5	Prepare case: Wolfgang Keller (T)
5	Communications & Negotiations Chapter 7	Video cases: ...Lost in Translation, IDG Video case: Negotiating in Different Cultures Prepare case: Guanxi (e)
6	Strategy, Market Entry, Organization	Video case: Entry modes in China Video case: Coke in Japan Prepare cases: General Electric Medical Systems (T) Phillips v. Matsushita (T) /Video case: Phillips
	Exam #1	Exam - 2/22/06
7	Strategic Alliances	Prepare case: DaimlerChrysler AG (e) <i>Reading: BusinessWeek: Will this marriage last? (e)</i> Prepare case: Renault-Nissan (T) <i>Discuss readings: High Adventure in JV (e), Joint Ventures with Japan Give Our Future Away (e)</i> <i>The Global Logic of Strategic Alliances (T)</i>
	Spring Break 3/5-3/12	Individual Written Case Due 3/1/06 Before Break
8	Organizational Structure & Control Chapter 9	Prepare case: Ford 2000 (e) <i>Discuss reading: Culture & Organization (e)</i>
9	Leadership; Value of Work Chapter 13	Prepare case: Charlotte Beers (e) /Video case: Charlotte Beers
10	Human Resources Chapter 14 Note: Easter Sunday – 8 April	Video cases: Global HR – Expat in Paris, Unions <i>Discuss reading: Fred Bailey (e)</i> Video cases: Alex & Melinda; Accenture Prepare case: Colgate-Palmolive (T)
11	The Future	Prepare case: The Transformation of BP (e) Video case: BP
12	Cont'd Exam #2	Cont'd 4/17/07
13	Last Class 4/19	Written Team Case & Presentation Due

*Note

1. Subject to change / additional cases may be assigned
2. (e) = e-reserve online at CofC library; (T) = in textbook

BEN R. LEVER, III

Background

Education:

BEE, **Georgia Institute of Technology**, 1969

MBA, **Wharton Graduate School**, University of Pennsylvania, 1973. Majored in Finance with other course work in Operations Research, International Finance and Marketing.

Employment:

Ford Motor Company

--**Executive Director, Market Research Office (Worldwide)**, 1995-1999.

Responsible for all market research conducted for Ford on a global basis and development of strategy and organization for Ford's move to brand management. Developed new processes for quality evaluation, measurement of brands and their impact, new products and market segmentation.

--**General Marketing Manager**, Lincoln-Mercury Division, 1993-1995.

Responsible for Advertising, Product Plans, and Merchandising of Lincoln and Mercury Products for Ford Motor Company. Close work with Advertising Agency with significant budget for national advertising as well as dealer association advertising. Developed overall marketing strategy for Division and implementation including marketing plans and input into new products, sales promotion plans for both consumer and dealer incentives, and other promotional efforts. Total sales of approximately \$15 billion.

--**Segment Director**, Small and Mid-Size Cars, Product Development Group, 1991-1993.

Responsible for new car product development for over half of Ford's North American production (Ford Thunderbird, Mustang, Taurus, Mercury Cougar and others), as well as imported cars (Escort, Aspire) and cars planned for Europe (Cougar). Supervised direct planning and engineering staff of 200 people plus matrix organization of about 1000. Directed planning of new models from conceptual stage through production.

--**President, Ford of Japan & Executive Director, Northern Pacific Business Development**

(Tokyo, Japan), 1988-91.

Responsible for Ford's business in the North Pacific and represented Ford's interest as a Member of the Board of Directors, Mazda Motor Corporation (Hiroshima) and Kia Motors (Seoul). Developed distribution system for Ford in Japan including negotiation of joint venture for sale of cars in Japan. Supervised export operations from Japan as well as sale of vehicles in Japan. Responsible for Product development of vehicles in Asia-Pacific. Developed proposals for new ventures in Thailand, China and other countries in Asia. Developed new business opportunities with existing partners. Managed Associations Strategy for Ford.

--**Western Regional Marketing Manager**, Ford Division, San Jose, California, 1985-87.

Responsible for marketing of cars and trucks for 13 Western States.

--Other experience at Ford in Product Development and Marketing, and as Plant Engineer, Union Carbide Corporation and U.S. Army Officer, Signal Corps.

CLASSROOM CODE OF CONDUCT

“Published by the President’s Advisory Committee in cooperation with the Office of the President.”

While there are many informal situations in which people have neither the desire nor the right to prescribe how others ought to behave, a college classroom requires a higher level of courtesy than many people exercise in ordinary public space. Everyone in a classroom is there for the purpose of learning, and no one should be able to deprive another person of the chance to learn. Expressions of rudeness and even of carelessness degrade the high purpose of learning that should be paramount in a college classroom. Your professor expects that you as a student:

- Will be attentive and courteous during class.
- Will complete the assigned work according to the course schedule, and
- Will do all your own work and will not present anyone else’s work as your own.

Some More Specific Principles Of Civil Conduct In A College Classroom:

- Do not cut classes, come in late or leave early for class, enter in complete silence and do not walk between the class and the professor. Never leave during class unless you absolutely must. Leaving for a short break and then returning is not acceptable. The professor is not a TV set, but is a person addressing the class, and it is rude to leave when someone is addressing you.
- Likewise, it is rude and unacceptable to talk with classmates while the professor (or another student who has the floor) is talking.
- Turn off cell phones, pagers, and all other electronic devices.
- Eating or drinking are not acceptable during class.
- Wearing a hat that conceals your face is rude because the person who is addressing you cannot see you.
- Visible and noisy signs of restlessness are rude as well as disruptive to others. If you cannot sit still or stay awake, you should not be taking a college class. Do not begin packing your book bag or otherwise indicate that you think it is time for class to come to an end; wait for the professor to dismiss class. If the class period has ended but the professor has not finished and you cannot stay any longer, leave in complete silence.
- Come to class prepared to work. Bring writing materials and any other necessary instructional material with you, such as your textbook, workbook, computer disks, etc. Make necessary financial arrangements so that you can purchase all such material at the beginning of the semester. It is a waste of money to pay for a class and then not buy the books you will be reading. Your professor expects you to obtain all necessary material in order to succeed in the course. Your professor also expects you to prepare for class by completing reading and homework assignments. If you are unprepared for class, this may prevent you from participating in a class activity. Do not present your lack of preparation as a problem for the professor to solve or excuse.
- Submit work and take tests on schedule. If you miss a test or fail to turn in work on time, you may not have the opportunity to make it up.
- The Honor Code prohibits lying, cheating, or stealing; this is, of course, the most basic and most important of all principles of civilized academic behavior. For more information about or to report a violation to the Honor Code, contact the vice president for student affairs

Student Information File

Management 325-001 – Spring 2007 -- TTh 9:25
(Please Print)

Name: _____ College ID # ___ - ___ - ___

Local Address _____ Phone # ___ - ___ - ___

Major: _____ Minor: _____ E-mail: _____@edisto.cofc.edu

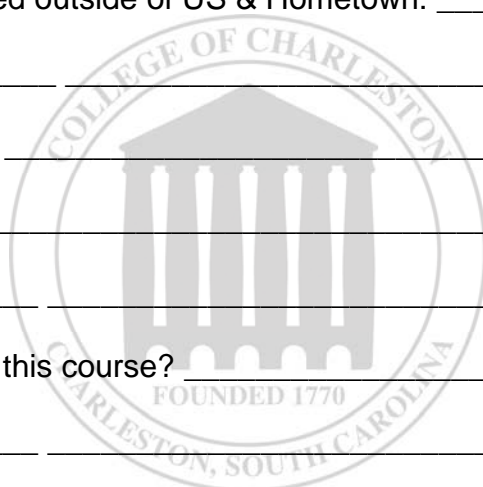
Present Work Outside of School _____

Where you have lived or traveled outside of US & Hometown: _____

Interests Outside of Academia: _____

Your Career Goals _____

What are your expectations for this course? _____



- I have received a course outline
- I am aware of all prerequisites for this class
- I accept the attendance policy, which requires my presence in class each meeting time, not to come to class late, or to schedule appointments which require me to leave class early
 - All reasons for missing class are legitimate
 - No excuse or explanation is ever necessary – a note from the Dean is for information only and does not change my attendance status
- I accept the policy that no one can leave class during an exam, for any reason, until they have finished their work and hand in the exam
- I accept the responsibility to know of assignment deadlines, and not to ask for special treatment or favors
- I understand that late assignments cannot be accepted for a grade, as this would violate the trust of students who are timely

Signed _____ Date _____