MGT 3580: GLOBAL ENTERPRISE MANAGEMENT

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COURSE DESCRIPTION AND OBJECTIVES

This course focuses on the management of the multinational corporation (MNC). Its main objective is to provide students with a basic understanding of how to conduct business across cultures and borders and how to function effectively and succeed in MNCs. Specifically the course will: (1) discuss critical managerial challenges and opportunities faced by MNCs; (2) provide knowledge and conceptual frameworks necessary for understanding and managing in MNCs; and (3) train and develop skills for effective global management (e.g., conceptual, analytical, writing, communication, and presentation skills).

In Part I of the course we will discuss the political, economic, and legal environments, in which MNC operate. We will specifically study national culture and its effects on international management. Part II will focus on the strategy and organization of multinational firms including the topics of entry strategies, strategic alliances, and joint ventures, as well as organization structures and issues of control and coordination in MNCs. Part III will address topics related to group- and individual behaviors in MNCs, such as managing cross-cultural teams, decision-making, motivation and leadership in the global context, and international business careers. Part IV focuses on organizational transformation and change, learning, and knowledge management in MNCs.

The class employs a variety of teaching methods including case analyses, experiential exercises, lectures, videos, individual and group research, written assignments, and oral presentations. It is expected that students maintain an active learning orientation, share their experiences and opinions, participate in class discussions, and demonstrate tolerance for diversity and respect for others’ cultures.

COURSE MATERIALS

2. Custom casebook “MGT3580: Global Enterprise Management” available either online from Harvard Business School Publishing or as a course packet in the CUHK bookstore.
3. Lecture notes and useful External links posted on the course Blackboard.

COURSE REQUIREMENTS AND GRADING

Course requirements and student evaluation are as follows:

A. Class participation 20%
B. Case write-up 10%
C. Group project: 40% (Text-20%; Presentation-10%; Ind. Contribution-10%)
D. Final exam 30%
A. CLASS PARTICIPATION

Class participation will be evaluated based on the quantity and the quality of individuals’ contribution. On occasion, without notice, students will be called upon to make the opening statement describing the facts of a case or to address a specific issue during class discussion. Unexcused absences from any part of the class sessions will affect the participation grade.

B. CASE WRITING-UP

This is an individual writing assignment which is intended to develop further students’ conceptual, analytical, and writing skills. The assignment consists of a case write-up in the form of executive report on a specific question for one of the cases discussed in class. The write-up should not exceed 2 pages (min. 11 point font and 1.5 line spacing) and is due in the beginning of class when that case will be discussed. Detailed individual and group feedback and revision guidelines will be provided to all students.

C. GROUP PROJECT

During the second class session, teams of 4-6 people will be formed. Each team will be responsible for writing and presenting a paper entitled “Getting ready for an international assignment” for a particular country and a particular company. The paper should demonstrate students’ knowledge and understanding of the critical issues of accepting an international assignment, their ability to collect the necessary country-, industry-, organization-, and subsidiary-level data, as well as their teamwork and presentation skills.

The paper includes three parts. Part I is an assessment of the country’s economic, political, and cultural environments. Part II presents an analysis of the company and its subsidiary in that country. Part III discusses the potential organizational and managerial problems in the subsidiary given the characteristics of the country and the company/subsidiary, and offers strategies that could be used to counter these problems. The paper should be based on thorough research of various sources including library resources, company documentation, personal interviews, and personal experience in a country and/or a company. Additional detailed guidelines for the project will be provided.

D. FINAL EXAMINATION

The final exam will be comprehensive and will include short essay questions. Study guide and sample questions will be provided one week before the exam.
**TENTATIVE CLASS SCHEDULE**

| Session 1 | June 29 | **Introduction to International Management**  
**The Environment of International Management** (Chapter 1) |
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| Session 2 | July 4 | **MNC Social Responsibility and Ethics** (Chapter 2)  
*Case:* Reebok: Managing Human Rights Issues “Ethically”? (case #1 from textbook) |
| Session 3 | July 6 | **National Culture and Management** (Chapter 3)  
**Cross-Cultural Communication** (Chapter 4)  
*Case:* Guanxi in Jeopardy (case #7 from textbook)  
*Case:* Moto: Coming to America (case #8 from textbook) |
| Session 4 | July 11 | **Small group meetings**  
Work on group projects  
*Assignment:* Part I of the project due |
| Session 5 | July 13 | **MNC Strategy** (Chapters 6)  
*Case:* Philips versus Matsushita: A New Century, a New Round (course packet) |
| Session 6 | July 15 | **Organization Structure and Control Systems** (Chapter 8)  
*Case:* Kentucky Fried Chicken (Japan) Ltd. (course packet)  
*Assignment:* Write-up due (bring a hard copy to class) |
| Session 7 | July 18 | **Motivating the Global Workforce** (Chapter 11)  
*Case:* Lincoln Electric: Venturing Abroad (course packet)  
*Case:* Jinjian Garment Factory: Motivating Go-Slow Workers |
| Session 8 | July 20 | **Decision-Making in a Cross-Cultural Context** (Chapter 5)  
*Case:* Ideal Standard France: Pat Paterson (course packet)  
*Assignment:* Part II of the project due |
| Session 9 | July 22 | **Managing Global Alliances** (Chapter 7)  
*Case:* Nissan Motor Co. Ltd. – 2002  
**Managing Cross-Cultural Teams** |
| Session 10 | July 25 | **Global Leadership and Pioneering Best Management Practices** (Chapter 11)  
*Case:* GE’s Two-Decade Transformation: Jack Welch’s Leadership  
Review for final exam |
| Session 11 | July 27 | **Group Project Presentations**  
*Assignment:* Complete projects due  
**Final Exam** |

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1 Note: This is a tentative schedule which is subject to change. Final syllabus and schedule will be provided the week before classes start.