Standard Course Outline

I. General Information
   - Course number: MGMT 543
   - Title: International Business Policy
   - Units: 3
   - Prerequisites: Graduate business standing and MGMT 500 or equivalent
   - SCO Prepared by Dr. Sabine Reddy
   - Date prepared Sept. 28, 2012, revised Dec. 5, 2016

II. Catalog Description

Current theory and principles of international business management pertaining to problems of formulating policy and developing strategies and tactics in the multinational corporation. Case studies, readings, logistic analysis and research report. Letter grade only (A-F).

III. Curriculum Justification(s)

This is an advanced course in the formulation and implementation of strategies for the multinational corporation (MNC). Students will learn to evaluate the complex environment within which the MNC operates, the current challenges facing decision makers in this environment, the strategy options available to the MNC, and strategy implementation issues facing the modern day MNC. The course brings into focus the interrelationship of economic, cultural, legal and political factors of host countries, international organizations, and the managerial process. Moreover, the course integrates such areas of study as international economics, economic development, international marketing, and multinational planning, organization, and control. Embedded in the specific subject matter of the course is an appreciation of the following CBA graduate learning goals:

- Critical Thinking (General)
- Ethics (General)
- Business Functions (Management-specific)
- Domestic & Global Environment (Management-specific).

IV. Course Objective(s)

(Management Specific) Business functions: Students will demonstrate understanding of all business functions, practices and related theories and be able to integrate this functional knowledge in order to address business problems. Students will be able to:

- Demonstrate understanding of how multinational companies formulate successful strategies to compete internationally.
- Understand basic configurations of multinational strategies and structures, given the challenges associated with learning, innovation and knowledge management across borders.
Suggested methods of assessment: objective test questions, essay test questions, research paper, case analysis and presentation

*(Management Specific) Domestic & Global Environment:* Students will be able to demonstrate knowledge of today’s dynamic business environment (e.g., legal, regulatory, political, cultural, and economic), especially the links between our region and global business.

Students will be able to:
- Demonstrate understanding of global strategy, globalization, its drivers, and the analysis of industry opportunities and threats in the global market place.
- Demonstrate understanding of the special challenges managers face in the global economy, including how national cultures affect management and international negotiation and communication.

Suggested methods of assessment: objective test questions, essay test questions, research paper, case analysis and presentation.

**Critical thinking:** Students will demonstrate conceptual learning, critical thinking, and problem-solving skills.

- Research and examine systematically the strategic problems facing managers of multinational companies and critically evaluate potential solutions to these problems.
- Make logical and defensible recommendations that are consistent with the relevant facts, and effectively communicate these recommendations both orally (e.g., presentations, class discussion) and in writing.

Suggested methods of assessment: objective test questions, essay test questions, research paper, case analysis and presentation.

**Ethics:** Students will be able to demonstrate awareness and knowledge of social responsibility, ethical leadership, and citizenship issues in the local, regional and world communities.

- Demonstrate understanding of the management of ethical and social responsibility in multinational corporations.

Suggested methods of assessment: objective test questions, essay test questions, research paper, case analysis and presentation.

V. Outline of Subject Matter

<table>
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<tr>
<th>Topics to be covered:</th>
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<td>Drivers of international expansion, theories of the multinational enterprise (MNE)</td>
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<td>The international environment: culture and organization</td>
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<tr>
<td>The international environment: institutions</td>
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<tr>
<td>Strategic management in the multinational company: managing competition, leveraging resources and capabilities</td>
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<td>Multinational participation strategies, market entry strategies</td>
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<td>Design options for MNEs: integration, responsiveness and flexibility</td>
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<td>Worldwide innovation and learning, cross-border knowledge management</td>
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Cross-border collaboration, managing strategic alliances and other cooperative ventures
Strategy implementation in MNEs
Managing ethics and social responsibility challenges in multinational management

Additional topics may include: corporate governance around the world, leadership in multinational companies

VI. Methods of Instruction

a) Instructors should use appropriate instruction methods that are consistent with the graduate level of instruction and the course description stated in Section II, and serve the course objectives listed in Section IV of this SCO. Examples of instruction methods for the course include:
   • Class lecture/examples/discussion
   • Individual and team case analysis
   • Written assignments including research papers
   • Individual and team projects
   • Debates
   • Simulations

b) The textbooks for this course should be chosen in accordance with the University Policy on textbooks. Instructors should use appropriate readings, cases and/or text books that are consistent with the graduate level of instruction and the course description stated in Section II, and serve the course objectives listed in Section IV of this SCO. Given the diverse nature of the material covered, a custom course pack may be appropriate. The following is illustrative:
   • Readings packet
   • Appropriate graduate level cases from Harvard or Ivey

c) Instructors in planning the exams, and other grading procedures, should adhere to the relevant University Policy on “Grades, Grading Procedures, and Final Assessments, Final Course.” Examinations must be essay-type and/or problem solving questions and avoid the predominant use of multiple-choice questions.

VII. Instructional Policies Requirements

Instructional policies should be consistent with the course description stated in Section II, and should serve the course objectives listed in section IV of this SCO.

Instructors may specify their own policies with regard to plagiarism, withdrawal, absences, etc., as long as these policies are consistent with the University policies published in the CSULB Catalog. It is expected that every course will follow University
policies on Final Course Grades, Grading Procedures, and Final Assessments (PS 05-07), Attendance (PS 01-01), Course Syllabi (PS 11-07), Final Course Grades, Grading Procedures, and Final Assessments (PS 05-07), and Withdrawals (PS 02-02 rev). If some or all sections of the course are to be taught, in part or entirely, by distance learning in the future, the course must follow the provisions of PS 03-11, Academic Technology and the Mode of Instruction.

All sections of the course will have a syllabus that includes the information required by the syllabus policy adopted by the Academic Senate. Instructors will include information on how students may make up work for excused absences. When class participation is a required part of the course, syllabi will include information on how participation is assessed.

**Students with Disabilities:** Students with disabilities are responsible for notifying their instructor as early as possible of their needs for an accommodation of a verified disability. A student with a disability is urged to consult with Disabled Student Services as soon as possible in order to identify possible accommodations to enhance academic success.