

UNIVERSITY OF NOTRE DAME - MENDOZA COLLEGE OF BUSINESS
MMSG 60410-01/-02 INTERNATIONAL MANAGEMENT
Spring 2024 Q3

Classroom/times: Tuesdays & Thursdays
• 1:00 – 2:15 p.m. MCOB 159 (01)
• 2:30 – 3:45 p.m. MCOB 159 (02)
Professor: Gerard J. Pannekoek
Office: MCOB 309
Office Hours: By appointment, but available by phone or email virtually anytime
Telephone: 219.476.5886 (mobile)
Email: Gerard.J.Pannekoek.1@nd.edu

Course Description and Objectives

Ultimately, international business is conducted with and through people from various cultural backgrounds. Cultural differences, if not understood and bridged, can be significant barriers to the implementation and success of a business venture.

Students completing this course will obtain an understanding of how to conduct business across borders and cultures and will be able to:

1. analyze and appraise the political, economic, legal and technological environments in which multinational corporations (MNCs) operate;
2. identify the effect that national cultures have on international management;
3. formulate and evaluate different entry strategies that MNCs can apply;
4. manage and evaluate individual behavior within MNCs, such as motivation and leadership in a global context and international business careers.

Required Course Materials

“International Management – Managing Across Borders and Cultures” by Helen Deresky, 10th edition (ISBN-13: 9780135897874), published by Pearson. This book is available (Print Rental and eText) at www.pearson.com

Three cases which are available for pick-up in MCOB 340 (cost \$4.25)

- “Skutis: Negotiating Production in China”
- Case: “Business Model and Competitive Strategy of IKEA in India”
- Case: “Walmart in Africa”

Grading

A. Individual Assignment (due Thursday, January 25 at the start of class)	20%
B. Individual Assignment (due Tuesday, February 13 at the start of class)	20%
C. Final Exam (date TBD)	40%
D. Class Participation	<u>20%</u>
	100%

Scale	A	93-100	C+	77-79.9	F 59.9 and below
	A-	90-92.9	C	73-76.9	
	B+	87-89.9	C-	70-72.9	
	B	83-86.9	D+	67-69.9	
	B-	80-82.9	D	60-66.9	

Please note that final grades will be awarded consistent with the policy on grade distributions for all Mendoza College of Business courses; therefore, if necessary, curves may apply.

INDIVIDUAL ASSIGNMENTS

Each student must submit two individual papers on a country of her/his choice. The choice country must be approved by the professor. Please submit a choice country and (at least) two backups (in case another student has already taken your first choice) by email no later than Monday, January 15. The professor will assign the choice countries on a first-come, first-serve basis and will confirm by return email.

In addition, three students will present their first paper and three different students will present their second paper in class. The professor will award the presentation of the first and second assignment on a first-come, first-serve basis to six students who have indicated in their email an interest in presenting.

First Assignment (due Thursday, January 25)

Imagine that your company is considering an international expansion into the country that you are researching. Write an executive memo to your CEO in which you analyze the political, economic, legal and technological environments in this country. Pay specific attention to those characteristics which could have a significant impact on your company's success of doing business in this country (e.g. political risks, economic stability, labor laws, etc.). Conclude with a recommendation of whether your company should start operations there. If necessary, make explicit assumptions (e.g. about industry, products, resources, etc.).

Second Assignment (due Tuesday, February 13)

Write a second executive memo to your CEO in which you describe and analyze the cultural profile of the same country, using the cultural frameworks presented in the textbooks as well as additional sources such as personal experiences. Conclude with a discussion of possible management implications of the particular culture.

FINAL EXAM

The final exam will cover all chapters, articles, news items and cases discussed during the entire semester and will consist of short-essay questions.

CLASS PARTICIPATION

Attendance in class is important to your success in understanding the course material. My expectations are simple: you **attend** all classes (unexcused absences will affect your final grade!), you are **prepared** for all classes and you **contribute** to the learning that takes place in the classroom.

Class participation will be noted by the professor after each class session and scored as a function of the quality of your contribution rather than the quantity. Students are encouraged to refrain from prolonged or misdirected monologues, statements of common knowledge and confrontations that are not directed at the issue at hand. What constitutes good participation? The following list should help:

1. Making evidence-based comments and recommendations;
2. Distinguishing between data, opinions and guesswork;
3. Demonstrating an understanding of the readings and cases;
4. Building on the comments of others;
5. Being a good listener and respecting your peers' opinions;
6. Asking thoughtful questions.

Students will be called upon, without notice, to summarize any of the cases and mini cases in the textbook or address a specific issue during class discussion.

Six students will present their individual assignment to the class. All students are encouraged to provide constructive comments and/or ask questions.

Miscellaneous

1. By enrolling in this course, you agree that you have read, understand and accept the University's policies and procedures regarding academic integrity and the honor code.
2. My fair assessment of your learning in this course requires me to review your work as completed in accordance with our Honor Code. To be clear, for the purposes of this class, you may **not** engage in unauthorized collaboration to complete any work for the course, and you may **not** use ChatGPT or other AI composition software.
3. I view punctuality as a crucial indicator of professionalism, and we will begin and end class on time. Therefore, barring legitimate emergencies, I expect you to be in class and ready to start on time.
4. During class time, please do not use your laptops, tablets, cell phones, PDA's or other technical devices. Research indicates that while the use of technological devices has some benefits, it significantly detracts attention. So, while I respect your right of self-determination, I would appreciate if you refrain from the use of electronic devices during class time.
5. Support for Student Mental Health at Notre Dame: Care and Wellness Consultants provide support and resources to students who are experiencing stressful or difficult situations that may be interfering with academic progress. Through Care and Wellness Consultants, students can be referred to The University Counseling Center (for cost-free and confidential

psychological and psychiatric services from licensed professionals), University Health Services (which provides primary care, psychiatric services, case management, and a pharmacy), and The McDonald Center for Student Well Being (for problems with sleep, stress, and substance use). Visit care.nd.edu.

6. I share the commitment of the University of Notre Dame to social justice. I will always strive to maintain a positive learning environment based on open communication, mutual respect, and non-discrimination. In this class we will not discriminate on the basis of race, sex, age, political affiliation, economic class, disability, veteran status, religion, sexual orientation, color or national origin. Any suggestions as to how to further such a positive and open environment will be given serious consideration.
7. In this class, as elsewhere on campus, students must comply with all University health and safety protocols. We are part of a community of learning in which compassionate care for one another is part of our spiritual and social charter. Consequently, compliance with these protocols is an expectation for everyone enrolled in this course. If a student refuses to comply with the University's health and safety protocols, the student must leave the classroom and will earn an unexcused absence for the class period and any associated assignments/assessments for the day. Persistent deviation from expected health and safety guidelines may be considered a violation of the University's "Standards of Conduct," as articulated in *du Lac: A Guide for Student Life* and will be referred accordingly.

Tentative Course Schedule

Class 1 - Tuesday, January 16

Introduction and course overview
Guidelines and Expectations for First Individual Assignment
Read and be prepared to discuss Chapter 1 – Assessing the Environment

Class 2 - Thursday, January 18

Continue Chapter 1 – Assessing the Environment

Class 3 - Tuesday, January 23

Read and be prepared to discuss:

- Chapter 2 – Managing Interdependence – Social Responsibility, Ethics, Sustainability

Class 4 - Thursday, January 25

First Individual Assignment due

Class 5 - Friday, January 26

9:00 – 11:00 a.m. *Cross-Cultural Simulation*
Stayer Commons A and B

Class 6 - Tuesday, January 30

Read and be prepared to discuss Chapter 3 – Understanding the Role of Culture

Class 7 - Thursday, February 1

Continue Chapter 3 – Understanding the Role of Culture

Read and be prepared to discuss the case “Canada Timber: Negotiating with the Japanese” (Canvas)

Class 8 - Tuesday, February 6

Read and be prepared to discuss Chapter 4 – Communicating Across Cultures
Guidelines and Expectations for the Second Individual Assignment

Class 9 - Thursday, February 8

Read and be prepared to discuss:

- Chapter 5 – Cross-Cultural Negotiation and Decision Making
- Case Study “Skutis: Negotiating Production in China”

Class 10 - Tuesday, February 13

Second Individual Assignment due

Class 11 - Thursday, February 15

Read and be prepared to discuss Chapter 6 – Formulating Strategy

Class 12 - Tuesday, February 20

Continue Chapter 6 – Formulating Strategy

Read and be prepared to discuss Case 6 “Business Model and Competitive Strategy of IKEA in India”

Class 13 - Thursday, February 22

Read and be prepared to discuss:

- Chapter 7 – Implementing Strategy
- Case 7 “Walmart in Africa”

Tuesday, February 27

TENTATIVELY CLASS CANCELED (compensated for by Cross-Cultural Simulation on Friday, January 26)

Final Exam (date TBD)

Note: this schedule is subject to change at the discretion of the professor. Changes, if any, will be announced in class.