

COURSE SYLLABUS

Course Number/Title: **L&S170 / Strategies in the Global Business Environment**

Department/School: **Leadership & Strategy Dept. / John Gokongwei School of Mgmt.**

Semester/School Year: **First Semester / School Year 2012-13**

Teacher: **Rodolfo R. Narciso**

Schedule/Room: **TTh – 12:00-1:20 p.m. / SOM105**

A. Course Description

A study of the strategic aspects of business that operate across national borders, focusing on the international while anchored on the local environment. Topics include the realities of global competition, multinational firms in the ASEAN region and in other developing countries, identification and assessment of the forces that shape the international economic environment, and the impact of information technology, electronic communication, and ecology.

B. Course Objectives

By the end of the course, the student is expected to have developed an understanding of basic concepts, models, theories and principles underlying global strategies in business within the context of the new, global economic order. The student should also be able to examine the emerging role of the global manager, who works across different cultures and takes a “think global, act local” attitude in various aspects of business management. Finally, he or she should be able to develop an ability to formulate, implement, evaluate, and decide on strategies which are designed for one to enter and compete effectively in the global marketplace.

C. Course Outline

- I. Introduction
 - A. The Global Domain
 - B. World Trade Organization
- II. The Global Environment
 - A. The Environment for International Management
 1. Political Environment
 2. Legal Environment
 3. Economic Environment
 4. Technological Environment
 - B. Global Competitiveness
 1. Total Quality Organizations
 2. Learning Organizations
 3. World-Class Organizations
- III. Doing Business Abroad
 1. Export & Import Strategies
 2. Foreign Exchange Management
 3. Multinational Accounting and Tax Functions
- IV. International Strategic Management
 - A. Strategic Formulation and Implementation
 - B. Entry Strategies & Organizational Structures
 - C. Management Decision and Control
- V. World-Class Business Management
 - A. Managing with Information Technology
 - B. Managing Operations: Global Manufacturing

D. Required Readings

- Hodgetts, Richard M., Luthans, Fred, and Doh, Jonathan P. *International Management – Culture, Strategy, and Culture*, 6th Ed. New York: The McGraw-Hill Companies, Inc., 2006. pp. 2-53, 226-232, 234-291, 316-349, 352-357.

- Hodgetts, Richard M. and Luthans, Fred. *International Management – Culture, Strategy, and Behavior*, 5th Ed. New York: The McGraw-Hill Companies, Inc., 2003. pp. 50-99.
- Hodgetts, Richard M. and Luthans, Fred. *International Management*, 3rd Ed. New York: The McGraw-Hill Companies, Inc., 1997. pp. 537-540, 557-567, 571-573.
- Daniels, John D., Radebaugh, Lee H. and Sullivan, Daniel P. *International Business – Environments and Operations*, 10th Ed. New Jersey: Pearson Education, Inc. 2004. pp. 262-315, 504-599.
- Ball, Donald A., McCulloch, Wendell Jr. H., Frantz, Paul L., Geringer, J. Michael and Minor, Michael S. *International Business – The Challenge of Global Competition*, 9th Ed. New York: The McGraw-Hill Companies, Inc., 2004. pp. 556-591.

E. Suggested Readings

- Nelson, Carl A. *International Business – A Manager’s Guide to Strategy in the Age of Globalism*. London: International Thomson Business Press, 1999.
- Sundaram, Anant K. and Black, J. Stewart. *The International Business Environment – New Jersey: Prentice-Hall Inc.*, 1995. pp. 19-40.
- Dessler, Gary. *Management – Leading People and Organizations in the 21st Century, International Ed.* Singapore: Pearson Education Asia Pte Ltd, 2001. pp. 41-69, 482-521, 524-526, 546-547.

F. Course Requirements

1. Periodic unit tests
2. Group reports, case studies, assignments, and/or presentations
3. Individual and group exercises
4. Individual recitations and class discussions
5. Final oral and written exams

G. Evaluation System

1. Tests	25%	2. Report	15%
3. Assignments	20%	4. Participation/exercises	20%
5. Final exams	20%		

Grading System (only for tests):

92~100	A	(4.00)	76~77	C	(2.00)
89~91.5	A-	(3.75)	74.5~75.5	C-	(1.75)
87~88.5	B+	(3.50)	73~74	D+	(1.50)
85~86.5	B’	(3.25)	71.5~72.5	D’	(1.25)
83~84.5	B	(3.00)	70~71	D	(1.00)
81~82.5	B-	(2.75)	65~69.5	D-	(0.75)
79~80.5	C+	(2.50)	60~64.5	F+	(0.50)
77.5~78.5	C’	(2.25)	55~59.5	F’	(0.25)

The grading system **for the final grade** follows the ADMU’s. Please refer to the Student Handbook.

H. Classroom Policies

1. The student is required to submit a valid e-mail address together with other personal data such as home address, telephone numbers, birthday, name of parents, etc. and an ID photograph for the teacher’s file. These will be kept in strict confidentiality, and will be used only for classroom purposes, or for coordinating official out-of-classroom activities, if any;
2. For a 3-unit course, the maximum allowable cut is 9 hours (6 sessions). Lateness within 15 minutes must be justified. Otherwise, it is considered a half-cut. Attendance is checked only once, usually at the start of the class;
3. No make-up tests are given except in extreme cases, which should be validated by a responsible person (i.e., physician, parent);

4. Make-up classes may be scheduled following unforeseen class holidays;
5. No exemptions from the final exam are given;
6. All cell phones should to be put on silent mode, and may not be used inside the classroom. You may, however, answer an incoming call or send text messages after quietly stepping out of the classroom; and
7. All group projects receive a group grade; it is, therefore, everyone's responsibility to ensure more or less equal participation among members. Cases of non-contributing members may be brought to the attention of the teacher for particular action.

I. Consultation Hours

- Consultation hours: TTh 10:30-12:00 p.m. at the JGSoM/LS Dept. or SoSS/JSP, or by appointment;
- Simple questions may be answered through the class Yahoo! group at:
url: <http://www.groups.yahoo.com/group/globestrat>
Yahoo group e-mail address: globestrat@yahogroups.com; or
- The teacher may also be contacted through the following:
Cell phone – (0916)243-8131 / E-mail: rudynarciso@yahoo.com.



Prepared by: **RODOLFO R. NARCISO**

SCHEDULE OF CLASSES

LS170 Strategies in the Global Business Environment - Rodolfo R. Narciso

DAY / DATE	AREA	TOPIC	ACTIVITY
<i>June 14 (Thu)</i>	Groupings and Assignments		
<i>June 19 (Tue)</i>	Introduction	The Global Domain, World Trade Organization	Lecture, <i>Exercise 1:</i> <i>Globalism</i>
<i>June 21 (Thu)</i> A1	The Global Environment	Environment for Int'l Management	Lectures, Cases, <i>Exercise 2:</i> <i>International Law</i>
<i>June 26 (Tue)</i> * ₁		Global Competitiveness	
<i>June 28 (Thu)</i> * ₂ A2 <i>July 3 (Tue)</i> ** ₃			
<i>July 5 (Thu)</i>	First Unit Test		
<i>July 10 (Tue)</i> A3 <i>July 12 (Thu)</i> * ₄ <i>July 17 (Tue)</i> * ₅	Doing Business Abroad	Export & Import Strategies	Lectures, Cases, <i>Exercise 3: Letter of Credit (L/C)</i> <i>Exercise 4: Interest Parity</i> <i>Exercise 5: Forex Gain/Loss</i> <i>Exercise 6: Value Added Tax</i>
<i>July 19 (Thu)</i> <i>July 24 (Tue)</i> ** ₆ A4 <i>July 26 (Thu)</i> ** ₇		Foreign Exchange Management	
<i>July 31 (Tue)</i>		Holiday: St. Ignatius	
<i>August 2 (Thu)</i>		Foreign Exchange Management (cont'd)	
<i>August 7 (Tue)</i> <i>August 9 (Thu)</i> ** ₈ <i>August 14 (Tue)</i>		Multinational Accounting and Tax Functions	
<i>August 16 (Thu)</i>	Second Unit Test		
<i>August 21 (Tue)</i>	International Strategic Management	Holiday: Ninoy Aquino	Lectures, Cases, <i>Exercise 7: Organization,</i> <i>Exercise 8: Taguchi vs. SQC</i>
<i>August 23 (Thu)</i> <i>August 28 (Tue)</i> ** ₉ A5		Strategic Formulation and Implementation	
<i>August 30 (Thu)</i>		Holiday: National Heroes	
<i>Sept. 4 (Tue)</i> ** ₁₀		Strategic Formulation and Implementation (cont'd)	
<i>Sept. 6 (Thu)</i> * ₁₁ A6		Entry Strategies and	

<i>Sept. 11 (Tue)**</i> ₁₂		Organizational Structures	
<i>Sept. 13 (Thu)*</i> ₁₃ A7		Management Decision and Control	
<i>Sept. 18 (Tue)*</i> ₁₄			
<i>Sept. 20 (Thu)</i>		Third Unit Test	
<i>Sept. 25 (Tue)**</i> ₁₅	World-Class Business Management	Managing with Information Technology	Lectures, Cases
<i>Sept. 27 (Thu)*</i> ₁₆		Managing Operations: Global Manufacturing	
<i>Oct. 2 (Tue)</i>			
<i>Oct. 4 (Thu)**</i> ₁₇			
<i>Oct. 9 (Tue)</i>		Final Written Exam	

Note: Days marked with an asterisk () or asterisks (**) are reporting days.

TEAM REPORT SCHEDULE
LS170 Strategies in the Global Business Environment – Rodolfo R. Narciso

No.	Topic	Case	Date
1.	International Environment	Integrative Case 1 pp.93-97 (5 th ed.): <i>China</i>	June 26(Tue)
2.	Global Competitiveness	Case 1 pp.537-540 (3 rd ed.): <i>Motorola: An International Competitor</i>	June 28(Thu)
3.	Global Competitiveness	In-Depth Integrative Case 2 pp. 226-232 (6 th ed.): <i>Wal-Mart's Japan Strategy</i>	July 3(Tue)
4.	Export & Import Strategies	Minicase 17.1 p.588 (IB 9 th ed.): <i>State Manufacturing Export Sales Price</i>	July 12(Thu)
5.	Export & Import Strategies	Case pp.532-534 (IB 10 th ed.): <i>Sunset Flowers of New Zealand, Ltd.</i>	July 17(Tue)
6.	Forex Management	Case pp.285-287 (IB 10 th ed.): <i>HSBC and the Peso Crisis in Argentina</i>	July 24(Tue)
7.	Forex Management	Case pp.310-314 (IB 10 th ed.): <i>Pizza Hut and the Brazilian Real</i>	July 26(Thu)
8.	Multinational Accounting and Tax Functions	Case pp.594-599 (IB 10 th ed.): <i>Vivendi Universal</i>	Aug. 9(Thu)
9.	Strategic Formulation and Implementation	Case 9 pp.563-564 (3 rd ed.): <i>The Cola War in Brazil</i>	Aug. 28(Tue)
10.	Strategic Formulation and Implementation	Case 10 pp.565-567 (3 rd ed.): <i>Questionable Strategy at The Pebble Beach Golf Links</i>	Sept. 4(Tue)
11.	Entry Strategies and Organizational Structures	Case 8 pp.560-562 (3 rd ed.): <i>Global Integration vs. Local Differentiation of MNCs</i>	Sept. 6(Thu)
12.	Entry Strategies and Organizational Structures	In-Depth Integrative Case 1 pp. 352-357 (6 th ed.): <i>The HP-Compaq Merger</i>	Sept. 11(Tue)
13.	Management Decision and Control	Brief Integrative Case 1 pp.345-349 (6 th ed.): <i>KNP, N.V.</i>	Sept. 13(Thu)
14.	Management Decision and Control	Case 12 pp.571-573 (3 rd ed.): <i>Human Resources Management in Japan</i>	Sept. 18(Tue)
15.	Managing with Information Technology	Integrat. Case 2 pp.98-99 (5 th ed.): <i>Will the EU Go for Microsoft's Jugular?</i>	Sept. 25(Tue)
16.	Managing with Information Technology	Case 7 pp.557-559 (3 rd ed.): <i>Is Information Technology Japan's Achilles' Heel?</i>	Sept. 27(Thu)
17.	Managing Operations: Global Manufacturing	Case pp.559-562 (IB 10 th ed.): <i>Denso Corp. & Suppliers</i>	Oct. 4(Thu)

YOUR GROUP MATES:

REPORT TEAM: G-2 ⇨	
ASS'T./ORALS: G-3 ⇨	

POINT ACCUMULATION SUMMARY SHEET (PASS)
LS170 Strategies in the Global Business Environment - Rodolfo R. Narciso

No.	Criterion	Topic(s)	Result	Quotient
1.	1 st Unit Test	Introduction & The Global Environment	____ / 100 pts.	
	2 nd Unit Test	Doing Business Abroad	____ / 100 pts.	
	3 rd Unit Test	Int'l Strategic Managemt.	____ / 100 pts.	
	<i>Average: Total / 3 =</i>			
	<i>Multiply this average by 25% =</i>			1
2.	Team Report: Content: ____ /5 Present.: ____ /5 Org'n : ____ /5 Appl'n : ____ /5 Impact : ____ /5	[Assigned Topic] (G-2)	Average Index: ____ / 5	
	<i>Multiply this quotient by 15% =</i>			2
3.	Assign. 1 (G-3)	A. India / B. U.S.A.	____ / 10 pts.	X
	Assign. 2 (G-3)	A. Vietnam / B. China	____ / 10 pts.	
	Assign. 3 (G-3)	A. Germany / B. France	____ / 10 pts.	
	Assign. 4 (G-3)	Forex management	____ / 20 pts.	
	Assign. 5 (G-3)	A. Poland / B. East Asia	____ / 10 pts.	
	Assign. 6 (G-3)	A. Nether. / B. Australia	____ / 10 pts.	
	Assign. 7 (G-3)	A. Spain / B. Brazil-France	____ / 10 pts.	
	Total Score =		____ / 80 pts.	
<i>Multiply this quotient by 20% =</i>			3	
4.	Recitations & Discussions		____ / 10 pts.	X
	Exercise 1 (G-2)	Globalism	____ / 10 pts.	
	Exercise 2 (G-2)	International Law	____ / 10 pts.	
	Exercise 3 (G-2)	Letter of Credit	____ / 10 pts.	
	Exercise 4 (G-2)	Interest Parity	____ / 10 pts.	
	Exercise 5 (G-2)	Forex Gain/Loss	____ / 10 pts.	
	Exercise 6 (G-2)	Value Added Tax	____ / 10 pts.	
	Exercise 7 (G-2)	Organization	____ / 10 pts.	
	Exercise 8 (G-2)	Taguchi vs. SQC	____ / 10 pts.	
	Total Points =		____ / 90 pts.	
<i>Multiply this quotient by 20% =</i>			4	
	CLASS STANDING		(1+2+3+4)/80% =	
X	Written Exam	Operations & IT	____ / 100 pts.	X
	Total Score =		____ / 100 pts.	
	<i>Multiply this quotient by 20% =</i>			
	HYPOTHETICAL FINAL GRADE ⇨		1+2+3+4+5 =	