



**MGMT 511 – Global Business Environments
(first half of Technology Commercialization & the Global Environment)**

Fall 2014 - first 8 weeks

ASM 1017

Thursdays 4:00-6:30 (section 001, CRN 13793) & 7:00-9:30 (section 002, 13796)

Professor: Dante Di Gregorio
Email: digregorio@unm.edu (this is the best way to reach me)
Telephone: 277-3751
Office Hours: Tues/Thur 11:00-12:30, 6:30-7:00 (in ASM 1017) or by appointment
Office: ASM 2116

Course Description and Objectives:

This course is designed to help MBA students develop a more global perspective. A global perspective is of obvious relevance for students whose careers take on an international dimension, such as through exporting, importing, foreign direct investment, and working for or with multinational corporations. At the same time, a global perspective is of equal value for enabling new ways of approaching seemingly domestic issues. Within the ‘domestic’ environment, managers face issues and opportunities related to cultural differences, sourcing of imported physical resources, sourcing of imported knowledge and business models, the entry of global competitors into domestic markets, and the opportunity to learn from foreign markets. The line between domestic and foreign has become blurry, and managers who develop a global mindset will be the ones that thrive in any environment.

The primary learning objectives of this course are as follows:

1. To address globalization as more than just a buzzword, by first understanding the globalization of markets and firms, then by focusing on the implications for managerial career development.
2. To assist students in understanding the business environment in international markets, particularly emerging markets such as China, India, Latin America, Africa and the Middle East.
3. To provide students some of the tools needed to compete in global markets, which relate to the different modes of international business: export/import, investment, offshoring and licensing.
4. To learn how to identify and assess international business opportunities.

These objectives will be met through six sets of activities:

1. Students will read a book focusing on emerging markets (Breakout Nations, by Ruchir Sharma). I will post additional readings to the course site at learn.unm.edu.
2. Students will read a series of full-length case studies relating to international management, and we will discuss the cases in class. **It is crucial that students read all cases before we discuss them in order to contribute to and benefit from class discussion.**
3. Class lectures and discussions will focus on the integration of the readings as well as on material not addressed in the readings.

4. Students will submit an individual assignment analyzing how globalization affects their own industry so as to apply class concepts to their own careers.
5. Students will submit and present a group project identifying an international business opportunity.

Readings:

Each reading is listed below, along with dates for completing the reading assignments. **It is crucial that you read each case study prior to its scheduled class discussion date.** The case studies may be acquired for \$24.90 through Study.net. First, register at www.study.net, then visit the following link: http://www.study.net/r_mat.asp?crs_id=30052643

Book:

- Sharma, Ruchir. 2013. Breakout Nations. W. W. Norton.

Case Studies (date of class discussion noted):

- Globalization of Komatsu **{read before August 28}**
- Walmart Around the Worlds **{read before September 4}**
- Harley Davidson in India (A) **{read before September 11}**
- Yum! Brands **{read before September 18}**
- L'Oréal and the Globalization of American Beauty **{read before September 25}**
- Novartis: Leading a Global Enterprise **{read before October 2}**

Additional Readings (Optional):

- I will post additional readings to the class site at learn.unm.edu
- I strongly recommend that students read an internationally-oriented newspaper or magazine in order to become better aware of global business trends and how they will impact your career. One affordable and informative option is a trial subscription (\$30 for 12 weeks in print and online, or \$24 for 12 weeks online) to The Economist, a globally-focused weekly that in spite of its name addresses more than economic issues, available at www.economist.com. It is also available through Parish Library in print and online. Another good option is the Wall Street Journal, which also provides a student discount. You will be required to subscribe to the Wall Street Journal for the second half of this course.

Assignments and Grading Procedures:

MGT 511 is comprised of two components. Your final grade will be the average of the grade you receive for my half (Global Business Environments) and the half taught by Yorgos Marinakis (Management of Technology). The grade for the first half will be determined as follows:

- 60% Individual Assignment – Impact of Globalization
- 30% Group Project – International Business Opportunity
- 10% Participation

Individual Assignment – Impact of Globalization (60%) – DUE MONDAY, 10/13

Each student will individually explore how globalization is shaping the competitive landscape in a specific industry sector. I encourage you to focus on the industry in which you currently work or aspire to work. Note that I am fairly flexible on how you define your ‘industry’, which may include non-profit sectors, higher education, the public sector, etc. Among other issues, you should consider competitive threats, market opportunities, and sourcing opportunities (materials sourcing and/or knowledge sourcing). Your report should consist of approximately 10-12 double-spaced pages, plus references. I have intentionally designed this assignment broadly so that you can focus on researching the dimensions that have the greatest relevance for your own career. For instance, you may choose to focus on analyzing the business strategies of your firm’s major international competitors, patterns of cross-border mergers and acquisitions within your industry, shifts in market potential across geographic markets in your industry, trends in international investments, sourcing and/or outsourcing, best practices across international markets, etc. My primary intent is for you to connect the course content with your own career development. You may utilize any combination of secondary sources (e.g., industry publications, business press) and primary sources (e.g., interviews with industry insiders). If you are including information from primary sources that you wish for me to keep confidential, please let me know. Please submit online via learn.unm.edu.

Group Project – International Business Opportunity (30%) – DUE THURSDAY, 10/2

In groups of 4-5, you will identify an international business opportunity for either an existing company or for the creation of a new venture. You may choose a student’s current employer, even if the student is researching the same industry for the individual report. The purpose of the assignment is to identify an international business opportunity for a new or established business, and to take the initial steps toward investigating and exploiting the opportunity. Each group will make a 10-minute presentation during the final class on their project. Groups will submit a copy of their presentation through Learn, along with any other documentation. The goal is not to develop a lengthy report; rather, you should approach this assignment as an opportunity to put the class material into action by taking the initial steps to identify and exploit an international business opportunity. I encourage each group to discuss the scope of work for their project with me during a break in class or at any other time (or via email).

Participation in Discussions of the Readings and Case Studies (10%)

Since the class readings, lectures and discussions are non-redundant, it is important that students attend class, complete all assigned readings and contribute to class discussions. I also expect you to be a contributing member of class and to refrain from distracting your peers. You are welcome to use a laptop during class, but if you do please sit in the top row of seats, so as to not distract peers seated behind you. If you must miss class, please be sure to email me in advance, and make arrangements with one of your fellow students to record the class or borrow notes. **It is especially important that you read all case studies before the designated discussion date.**

Anderson School Commitment to Academic Integrity:

Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge:

I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.

Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. FOR THE FULL TEXT OF ANDERSON'S ACADEMIC HONESTY CODE, PLEASE VISIT <http://www.mgt.unm.edu/honesty>

Accommodations for Students with Disabilities:

Reasonable accommodation will be given to any individual with a legitimate disability. Please contact the instructor privately for arrangements. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

Class Schedule:

The following class schedule is subject to change. Depending on the classroom discussion and student interest, we may spend more time on one topic and less on another.

Date	Lecture/Discussion Topic	Reading/Assignment	Case Study/Assignment
8/21	Globalization	McKinsey report (optional, posted to learn.unm.edu)	
8/28	Firm-Level Globalization Strategies	Breakout Nations, chapters 1-4	Globalization at Komatsu
9/4	International Business Opportunities	Breakout Nations, chapters 5-8	7-Eleven in Taiwan
9/11	New World (Dis-)Order, Regional Econ Integration	Breakout Nations, chapters 9-12	Yum! Brands
9/18	Managing the Multinational Firm – Strategy & Structure	Breakout Nations, finish book	L'Oreal and the Globalization of American Beauty
9/25	Base of the Pyramid	Reading posted to learn.unm.edu	
10/2		Reading posted to learn.unm.edu	Group Presentations (submit copy on learn.unm.edu)
10/9	FALL BREAK	No class	Individual Project Due 10/13