

Instructor: Dr. DJ Bava, Ed.D., MBA
Time: MWF– 1:30-2:20 Villa 5

Office: Valfiorita
Hours: 9:25-11:25

Course Description (Franklin College Switzerland 2002-2003 Catalog):

This course, as a capstone to the International Management major, should come after students have studied all basic aspects of management. The course focuses on multinational corporate strategies. Using the case study method, students are required to apply the concepts of accounting, finance, marketing, management science and organizational behavior to the development of a strategic plan. Emphasis is placed on the development of a global strategy and its implementation on a world-wide basis as well as the integration of strategy, organizational structure and corporate culture.

Course Objectives:

This course incorporates characteristically business development plans, which must minimally include marketing in the form of cross-border market analysis and planning along with finance in the form of current financial analysis and multi-period projections with sensitivity analysis. Teams are expected to address other functional areas such as operations, logistics, and human resources to the extent appropriate for each case study. Because of the growing importance of technology in business, teams are encouraged to explore high tech elements in their plans; including e-commerce and web-based value chain management.

Students learn to

- (1)analyze a client firm and its industry in depth,**
- (2)identify, evaluate and prioritize alternative opportunities using clear decision criteria,**
- (3)accomplish original business research- gathering, processing and presenting data,**
- (4)understand business environments and practices in different countries,**
- (5)formulate a comprehensive international business plan,**
- (6)manage a complex business project,**
- (7)work as member of a multicultural team,**
- (8)communicate persuasively in written and verbal presentations,**
- (9)engage in quantitative and qualitative analysis,**
- (10)utilize word processing, spreadsheet, and presentation graphics packages at high level of competence,**
- (11)integrate knowledge from previous coursework and experience,**
- (12)apply models and skills to real-world project, and**
- (13)operate successfully in a complex, ambiguous project environment.**

Evaluation and Grading:

Your grade in the course will be determined by your performance over several activities. The weight given to each is as follows:

	<u>%</u>	<u>Points</u>
First Case Study	30.0	150
Second Case Study	30.0	150
Final Term Project	30.0	150
Subjective Assessment	10.0	50
Total	100.0	500

The new analytical tool consists in applying this test. Observe closely, record findings exactly, and frame generalities that cover the facts, without coloring from myth, poetry, or other preconceived idea. The lessons learned will enable you to predict without fail the future behavior of things and thereby guide action with assurance and wisdom. Knowledge is Power!

Text:

Readings In Strategic Management. Thompson, Strickland, and Kramer. 10th edition.

Suggested Reading: *Financial Times and Wall Street Journal; Forbes and Fortune 500*.

Methodology:

The format of the class will be lecture-oriented, based on the assigned reading and case studies. Readings will be assigned for every class that will also provide the basis for class discussion. Class participants are encouraged to actively engage the instructor to clarify points, and ask questions pertaining to the issues at hand, and to seek assistance during posted office hours.

Preparation includes (1) reading the text, (2) articulating the assigned case studies and research, and (3) identifying questions that you need answered. Also, students may be asked to present “research-in-progress” in class. While class attendance and individual participation will not be graded per se, they will factor into the Subjective Assessment noted in the Evaluation and Grading section.

Attendance Policy:

Attendance will be taken regularly. A student who for no valid reason remains absent from campus for an excessive length of time during the semester may be asked to withdraw from the course and from the college. Non-compliance with the expectation of attendance may result in the student being dropped from the roll for the course by the professor in consultation with the Dean and, in any case, will incur a reduction of the student’s final grade by up to 15% after the course evaluation criteria (see section below) have been computed. The reduction of the final grade will be determined by the instructor after a careful consideration of the following guidelines:

- 1 – 3 unexcused absences: reduction by up to 5%.
- 4 – 6 unexcused absences: reduction by 10 – 15%.
- More than 6 unexcused absences: grounds for withdrawal from the course.

Students who miss a class due to illness must provide the instructor with a valid medical certificate if they wish to prove cause of absence.

Students will be expected to arrive for class promptly. Tardiness is distracting and time consuming for both the instructor and class participants. Students who consistently arrive late will be charged with unexcused absences, which may affect final grades as noted above.

Course Calendar: Bus 455

Date: Text Chapters – Topics

Mon.	Jan. 20	Introduction to Course, Class Introductions, Review Outline	
Wed.	Jan. 22	The General Manager and Strategy	1-1 & 1-2
Fri.	Jan. 24	The General Manager and Strategy	1-3 & 1-4
Mon.	Jan. 27	The General Manager and Strategy	1-5 & 1-6

Date: Text Chapters – Topics

Wed.	Jan. 29	Business Strategy Formulation	2-1 & 2-2
Fri.	Jan. 31	Business Strategy Formulation	2-3 & 2-4
Mon.	Feb. 03	Business Strategy Formulation	2-5 & 2-6
Wed.	Feb. 05	Business Strategy Formulation	2-7 & 2-8
Fri.	Feb. 07	Business Strategy Formulation	2-9 & 2-10

Mon.	Feb. 10	Business Strategy Formulation	2-11 & 3-1
Wed.	Feb. 12	Strategic Analysis/Strategic Alliances	3-2 & 3-3
Fri.	Feb. 14	Strategic Analysis/Strategic Alliances	3-4 & 3-5
Mon.	Feb. 17	Case Study Presentation	
Wed.	Feb. 19	First Case Study Presentation- Contd.	
Fri.	Feb. 21	Managing Strategy Implementation	4-1 & 4-2
Mon.	Feb. 24	Managing Strategy Implementation	4-3 & 4-4
Wed.	Feb. 26	Managing Strategy Implementation	4-5 & 4-6
Fri.	Feb. 28	Managing Strategy Implementation	4-7, 4-8 & 4-9
Mon.	Mar. 03	Managing Strategy Implementation	4-10 & 4-11
Wed.	Mar. 05	Managing Strategy Implementation	4-12 & 4-13
Fri.	Mar. 07	Managing Strategy Implementation	4-14 & 4-15
March 10-21 Academic Travel			
Mon.	Mar. 24	Managing Strategy Implementation	4-16 & 4-17
Wed.	Mar. 26	Business Ethics/Social Responsibility	5-1 & 5-2
Fri.	Mar. 28	Business Ethics/Social Responsibility	5-3 & 5-4
Mon.	Mar. 31	Second Case Study Presentation	
Wed.	Apr. 02	Second Case Study Presentation- Contd.	
Fri.	Apr. 04	Field Trip To Multinational Firm- TBA	
Mon.	Apr. 07	Cover Letter and Curriculum Vitae Tutorial	
Wed.	Apr. 09	Mock Interview Process	
Fri.	Apr. 11	Mock Interview Process- Contd.	
Mon.	Apr. 14	International Management Capstone Review	
Wed.	Apr. 16	International Management Capstone Review- Contd.	
Fri.	Apr. 18	Breakout Session For Final Term Project	
Mon.	Apr. 21	Easter Break	
Wed.	Apr. 23	Term Project Presentation	
Fri.	Apr. 25	Term Project Presentation- Contd.	
Mon.	Apr. 28	Term Project Presentation- Contd.	
Wed.	Apr. 30	Last Day of Class- Course Evaluation	
Thur.	May 01	Reading Day	
Mon.	May 05	Final Exam Period- 1:30-3:30	

Other Important Dates to Remember:

January 23	Deadline for Schedule Changes- Drop/Add
March 24-April 4	Advising and Registration
March 28	Last Day to Withdraw from Classes
May 2-8	Final Exams
May 11	Graduation
May 26-June 26	Summer Session I
June 30-July 31	Summer Session II

Statement on Cheating and Plagiarism:

A student, whose actions are deemed by the College to be out of sympathy with the ideals, objectives or the spirit of good conduct as fostered by the College and Swiss community, may be placed on Disciplinary Probation or become subject to dismissal from the College. Cheating is a dishonest action out of sympathy with the ideals, objectives and spirit of the College. Cheating reflects negatively on one's personal integrity. Cheating is unjust to those students who have studied.

Consequently, the College has adopted the following code:

When an examination is in progress, all unauthorized books, notes, papers and notebooks must be left outside the classroom, or, where this is not feasible, left beneath the student's seat unopened.

So far as logistically possible, students will be asked to distribute themselves around the room during an exam so as to leave the widest possible space between them.

During the examination only the blank paper required for the examination and a pencil, pen or other tools as permitted by individual instructors may be on the desk.

Should an instructor see written crib notes in evidence during an exam, the presumption will be that the student is using those notes for cheating on an exam.

If a student must leave the classroom during an examination due to physical duress, the student must turn in the exam and will not be allowed to return during the examination period. No make-up examination will be administered.

It is within the prerogative of the instructor to take a student's paper during an exam and to ask that student to take an oral exam, or another exam, at the instructor's choice.

A student found cheating will be reported to the Dean of the College and may be called before the Student Appeal and Grievance Hearing Board for further disciplinary action.

A student found cheating on an exam would be given an "F" for that examination. If it is a final examination, the student may be given an "F" for the course.

A student whose paper or assignment has clearly been plagiarized will receive an "F" for that paper. Notification will be sent to the Dean of the College. A second offense in that, or any other, course may result in dismissal from the College.

Cases of academic dishonesty may be handled by the instructor in whose course the violation occurred if the matter is a result of student ignorance or is a first offense. The instructor will assess the severity of the violation and impose an appropriate penalty. In the event of a repetition of dishonesty, the matter will be referred to the Dean of the College, and the student will risk expulsion from the College.

Please also note: Only conventional calculators will be permitted in class.