

## EMBA 29 (Spring 2009)

### MGT 5007

International Business

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#### Professor

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Office hours by appointment

#### Course Scope and Mission

We are told that globalization is changing the face of competition in many industries, but what does this really mean for managers as they formulate and implement strategy? How can we effectively analyze the competitive structure of global industries and translate that analysis into winning strategies? This course is designed to immerse you in the challenges that companies face when they venture into overseas markets in response to (or in anticipation of) increased global competition. Through a combination of lectures, readings, case discussions and exercises you will hone your ability to pursue managerial action that is responsive to the evolving global business environment, and to the often-conflicting demands of multiple stakeholders such as local and overseas employees, customers, joint venture partners, governments, and non-governmental organizations.

#### Required Readings

All of the materials for this course are included the course binder. Please read all of the *required* reading materials prior to the session in which they are discussed. Optional readings are...well, optional! Preparation questions for each class will be distributed at the previous session.

#### Grading

Your evaluation will be based on a group assignment and an individual take home exam as follows:

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Group Assignment	40%
Take Home Exam	60%

### **Group Assignment – 40%**

**Due: Session #5, Thursday May 14 at start of class**

The group assignment is to do an analysis of current practice and future potential for offshore outsourcing in an industry of your choice and to present this in a 10 minute presentation during class on Thursday May 14. You do not need to produce a formal written report. However, you should turn in your powerpoint deck at the beginning of class session; the slides should provide sufficient detail to support your presentation and data sources should be referenced in an appendix.

### **Take Home Exam (Individual Assignment) – 60%**

**Due: Monday, June 8<sup>th</sup> by 11:59pm (by eDropbox)**

At the end of the 6<sup>th</sup> session (Friday, May 29th) a case similar to the ones used in the course will be distributed. There will be a specific series of questions distributed to be answered in about 10 pages plus supporting exhibits – no more than 15 pages in total.

**Late penalty:** A 5% penalty will be deducted per day from the assignment grade for papers that are submitted late.

Session	Topics	Readings / Cases
#1 & #2 Fri, Apr 17 <sup>th</sup> 1:00-4:00 & 4:30-7:30	<b>Understanding the Global Competitive Landscape</b>  <b>Guest speaker</b> – Michael De Paul, Import Director, Canadian Tire	<b>Required</b> 1. Why trade is good for you, 2. The competitive advantage of nations 3. A tale of two factories 4. U.S. Action not an indictment of NAFTA 5. 10 common misunderstandings about the WTO (WTO website)  <b>Optional</b> 1. The \$1.4 trillion question
#3 Fri, May 1 <sup>st</sup> 1:00-4:00	<b>Competing Internationally</b>	<b>Required</b> 1. Managing differences 2. What is a global manager?  <b>Case:</b> Philips versus Matsushita: A New Century, a New Round  <b>Optional</b> 1. The right way to manage expats
#4 Sat, May 2 <sup>nd</sup> 8:30-11:30	<b>Entering New Markets: Timing and mode of entry</b>	<b>Required</b> 1. The half truth of first-mover advantage 2. Selecting international modes of entry and expansion <b>Case:</b> Crocs <b>Optional</b> 1. When your contract manufacturer becomes your competitor
<b>GROUP ASSIGNMENT: OFFSHORE OUTSOURCING POWERPOINT DECK DUE AT THE START OF SESSION #5</b>		
#5 Thurs, May 14 <sup>th</sup> 4:30-7:30	<b>Offshore Outsourcing &amp; International Collaboration</b>  <b>Group Presentations</b>	<b>Required</b> 1. Smarter Offshoring 2. Strategic alliances: choose your partners <b>Optional</b> 1. Jobs on another shore 2. CORE, Making the Outsourcing Decision
#6 Fri, May 29 <sup>th</sup> 4:30-7:30	<b>Non-Market Strategy and Global Corporate Responsibility</b>	<b>Required</b> 1. The power of activism: Assessing the impact of NGOs on global business 2. The virtue matrix <b>Cases</b> 1. Life, Death & Property Rights: The Pharmaceutical Industry Faces AIDS in Africa 2. Phase Two: The Pharmaceutical Industry Responds to AIDS <b>Optional</b> 1. Integrating market and non-market strategies
<b>TAKE HOME EXAM: CASE AND QUESTIONS DISTRIBUTED FRIDAY MAY 29TH DUE DATE/TIME: MONDAY, JUNE 8<sup>TH</sup> BY 11:59PM TO EDROPBOX</b>		