

Department of Management
The Wharton School
University of Pennsylvania

Fall 2002

Syllabus

Course: Multinational Corporate Strategy (MGMT 205)
TR: 1:30-3:00 pm in

Instructor: Adrian E. Tschoegl (pronunciation: churgle)
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This syllabus is a plan, not a contract. I reserve the right to change it without notice.

Office Hours: TR 3-4:30 or by appointment

Course Materials: Bartlett, C.A. and S. Ghoshal. 2000. *Transnational Management: Text, Cases, and Readings in Cross-Border Management*. (New York: Irwin McGraw-Hill)
Readings from Wharton Reprographics (WR)

Course description: Multinational Corporate Strategy addresses major operating challenges facing managers in businesses with extensive activities around the world. The course focuses on the strategic management of firms engaged in multinational business. The topics covered include internationalization, competition, collaboration and alliances, organization, control and coordination, management, expatriates, evolution of the TNC, accounting and control, strategic finance, language and ethics. The course format is two-thirds lecture with discussion and one-third case discussion.

COURSE POLICIES

GRADING:

I will grade the course on the basis of four out of seven one-page case write-ups, one short paper, four out of eight short quizzes, a short in-class final, class participation and attendance.

- * The case write-ups will represent 20% of your grade.
- * The short paper will represent 20% of your grade.
- * The spot quizzes will represent 20% of your grade.
- * The in-class final will represent 10% of your grade.
- * Class participation will represent 20% of your grade.
- * Attendance will represent 10% of your grade.

To ensure that each item receives the correct weight in the final tally, I convert your score on each item to a Z score. For example, I shall take your score on a quiz, subtract the mean for the class and then divide by the standard deviation.

$$Z(x) = (x - \mu)/\sigma$$

Even perfect scores on different tests, write-ups, etc. may not receive the same Z score. A perfect score on an easy quiz (high class average) may convert to a lower score than a good score on a difficult quiz (low class average).

EVALUATION:

Your overall grade in the course will depend on relative scores not absolute scores. I expect to award about 30%+/-5% A's. I do not expect to award more than 5% (+/-) C's or worse, though I am willing to do so if appropriate. The bulk of the grades will be B's.

WRITTEN ASSIGNMENTS:

- * I expect, at the very least, that your written assignments be clean, on time and within the space budget. I have more detailed requirements regarding cleanliness, punctuality and the space budget below.

I have no model of perfect work; success comes from exceeding requirements, my expectations, and the work of your classmates.

- 📖 **Research:** Please note that research is not just about going on the Internet. Much useful material is not on the Internet, and some of the material on the Internet is not reliable. Whatever your sources, you may not plagiarize, i.e., quote verbatim without pointing out that the material is a quote, and you must cite your sources.

- * **I and the school will treat cases of plagiarism very severely. Please realize that search engines may make plagiarism from the Internet easy to detect.**

Case write-ups:

What: Prepare each case write-up as the executive summary of a much longer analysis.

When: For the term I have assigned 7 cases from the BG text. If you are going to do the write-up for a case, your write-up is due in Wharton Web Café Course Center (<http://courses.wharton.upenn.edu/>) before 10:30am on the day of the relevant discussion.

For the purposes of your final grade, I shall only count your four highest grades. You may drop or ignore up to three case write-ups.

Because you have the option to drop case write-ups I shall not accept ones that are late. I expect you to use your freedom to drop assignments as a way of dealing with illness, injury, nervous breakdown, necessary travel and attendant delays, death in the family, fire in your residence, harassing phone calls, stolen cars with notes inside, software or hardware difficulties and any other such problems.

Skipping the first three write-ups with plans to do the last four is a risky strategy. Students have found themselves short a write-up due to miscalculations or unexpected difficulties.

How: The exact format is up to you.

Your task is to persuade me of your recommendation. However, the issue is not just what we should do, but how we should go about doing it. If I may quote the late 5-star general, Omar Bradley, “Amateurs talk about strategy; professionals talk about logistics.”

Other people's time is valuable. You must keep the length of your write-ups within one page *and* under 450 words of text, which ever is less. This word and page limitation does not include the footnotes or endnotes. You may append tables, charts or other appendices to buttress your case. Appendices also do not count against the one-page limitation, and nor does a page.

Clean copy is easier and more pleasant to read. I expect you to proofread your write-ups for typos, spelling errors, missing words, misuse of words, etc. I shall accept no more than one error per page. (Misspelling my name is an error.)

To help you understand my expectations, I have attached a copy of the grading sheet that I shall use for the write-ups (Appendix 1). After each case I shall post

one write-up of those that I have received on the door to my office. The write-ups that I post will not necessarily be the “best” for that case. The ones that I choose to highlight will be good but more importantly they will be ones that I found particularly interesting for one reason or another.

Short paper:

What: You may pursue either of two options.

- 1) Analyze the internationalization of a particular company that interests you. I expect you to use the paper to engage the reading. That is, I expect that your report will discuss the company in light of one to three of the readings, and use the company’s history to critique the reading.
- 2) A paper from the list of potential paper topics that I have appended to this syllabus (Appendix 2).

Your research sources must include Internet sources, but you may not limit yourself to the Internet. You must also include some print sources.

☛ **When:** The first draft is due on **October 29, 2002**. I shall grade it and return it to you. Your grade on the first draft will represent 7% of your final grade.

☛ The final draft is due on **December 5, 2002**. I shall grade it and keep it for my files. Your grade on the final draft will represent 13% of your final grade.

You may hand the first draft and the final draft in at my office or in my mail box in the Management Department office before 5 p.m. on the date due. If you are late by fewer than 24 hours I shall deduct half a standard deviation. If you are late by more than 24 hours I shall deduct a full standard deviation.

☛ **How:** The short paper will be a maximum of four pages or 1800 words in length, *whichever is less* (not including cover page, end-notes, tables and charts in appendices, but including the executive summary). *This is your budget; stay within it.* The first draft should follow the same format as the final draft.

To save space, minimize quoting from the readings or abstracting the readings. You can assume that I am familiar with any readings that I have assigned. Rather than footnotes, cite your sources using end-notes that you number (using Arabic numerals) consecutively in the text and that you group on a separate page *in lieu* of a bibliography.

Start the paper with an executive summary (that you label as such) of 100 words or fewer. Ideally, the summary consists of one sentence that summarizes what the paper is about, one sentence that explains why the company or topic you chose is interesting, and one sentence that summarizes your primary finding.

The paper should have an introduction and a conclusion. The introduction should include one sentence that describes the organization of the paper. Good practice includes breaking up the report with headings.

If you are doing the corporate history, among your appendices you might wish to include a table that gives a timeline for your company. A good way to organize the table is with three columns: the first column gives the date, the second names or describes the event, and the third column gives the event's significance.

Please print your report with a cover sheet that includes the name of the company that you are analyzing or the topic, your name, and the course name, number and semester. Also, for the first draft only, please also include on the cover a short paragraph explaining why you chose the company or topic you chose. Please do not use plastic or stiff stock covers; I intend to keep your reports in a three-hole binder.

QUIZZES:

Eight times during the semester I shall administer a surprise quiz at the beginning or end of class. The quizzes:

- ❶ give you an incentive to keep up with the reading so that the lectures are meaningful to you;
- ❷ enable me to make at least part of your grade highly objective; and
- ❸ give me a way of tracking attendance without taking roll.

Each quiz will deal with one or more of the articles that I have assigned either for that class session or the previous class session, or with the previous lecture. Each quiz will consist of a handful of questions about main points of the articles or lectures, not minutiae. Only your top four quizzes will count.

Because I use the quizzes to take roll, if you come in late to a class session, at the end of class ask for a copy of the quiz and put your name on it. You may not take the quiz but at least I will mark you as having been present. If you leave class early and miss a quiz at the end of class I shall mark you as absent.

FINAL EXAM:

The final exam will consist of True/False and Multiple Choice questions. The exam will focus roughly equally on the lectures and the readings. The final will include material from the entire course and will take about half an hour, +/- 15 minutes.

CLASS PARTICIPATION:

I expect all students to contribute to class discussion. Participation is not just an issue of frequency of contribution but also the quality of the question or comment.

ATTENDANCE:

I will monitor grade attendance on an ad hoc basis.

- * As part of your attendance I expect you to visit me in my office at least once before **29 October 2002**.

MISSING ASSIGNMENTS:

- * Please keep an accurate count of the number of memos you have handed in and the number of quizzes you have taken. I shall not be offering make-ups or extra credit; if you are short a memo or quiz this will have a devastating effect on your grade for the course. Furthermore, doing the minimum necessary work is a risky strategy; if anything goes wrong, and generally something will, you have no insurance.

COURSE OUTLINE (1)

<u>Session</u>	<u>Date</u>	<u>Topic</u>	<u>Assign.</u>	<u>Readings</u>
1	Sep 5	Introduction		B&G Chap. 1 B&G: Ohmae CP: Hu (first)
2	Sep 10	Internationalization		CP: Root CP: Hu (second)
3	Sep 12			CP: Banco Popular case
4	Sep 17		Jollibee	B&G: Jollibee case
5	Sep 19	Environmental challenge		B&G Chap 2 B&G: Schneider & Barsoux
6	Sep 24		Gerber	B&G: Gerber products case
7	Sep 26	Competitive challenge		B&G Chap 3 B&G: Yip
8	Oct 1		Komatsu	B&G: Komatsu – Project G case
9	Oct 3	Collaborative challenge		B&G Chap 4 B&G: Ohmae
10	Oct 8		Swissair	B&G: Swissair's alliances case
11	Oct 10	Alliances: lessons learned		CP: Nakamura, Shaver and Yeung CP: Brannen & Salk
12	Oct 15	Organizational challenge		B&G: Chap 5 B&G: Kim and Mauborgne
13	Oct 17		BMG	B&G: BMG International case
14	Oct 22	In class midterm		CP: Byron and Besanko

COURSE OUTLINE (2)

<u>Session</u>	<u>Date</u>	<u>Topic</u>	<u>Assign.</u>	<u>Readings</u>
15	Oct 24	Control and coordination		CP: Camerer and Knez CP: Cummings
16	Oct 29	Learning challenge	Draft	B&G: Chap. 6 B&G: Nonaka B&G: Garvin
17	Oct 31		McKinsey	B&G: McKinsey case
18	Nov 5	Management challenge		B&G: Chap 7 B&G: Das B&G: Perlmutter CP: Hedlund
19	Nov 7		Acer	B&G: Acer America case
20	Nov 12	Expatriates		CP: Black & Gregersen CP: Tung CP: Fung CP: Morris, Clark and Pennings
21	Nov 14	Evolution of theTNC		B&G: Chap 8 B&G: Gross, Pascale and Athos
22	Nov 19	Accounting and control		CP: Lessard and Sharp
23	Nov 21	Strategic finance		CP: Jacque and Perlmutter CP: Jacque and Hawawini CP: Kogut CP: Disney's Yen
24	Nov 26	Language		CP: Lang

COURSE OUTLINE (3)

<u>Session</u>	<u>Date</u>	<u>Topic</u>	<u>Assign.</u>	<u>Readings</u>
	Nov 28	Thanksgiving break		
25	Dec 3	Ethics		CP: Donaldson & Dunfee
26	Dec 5	In class midterm	Paper	

Name: _____

GRADING CRITERIA FOR MGMT 871 CASE WRITE-UPS

Fall 2002

It all comes together		15
Some combination of keen insights (not obvious but requiring careful thought), strong analysis in support of those insights, good use of details from the readings in support of that analysis, good balance in your analysis and well-structured writing.		14
		13
Clear that you have read the case carefully and constructed a thoughtful argument but lacking either depth in analysis or balance in perspective (e.g., not only highlighting why strategy A is good but assessing its strengths relative to its weaknesses as compared to the strengths and weaknesses of strategy B).		12
		11
Did not demonstrate deep reading nor careful analysis of the case		10
* Have you followed instructions (on length, etc.)?	No = -1	
* Have you proofread the write-up?	No = -1	
* Have you stuck to the point and avoided fluff?	No = -1	
	TOTAL	_____

Paper topics

Language

Choice of language(s) on the Web sites of the 100 largest banks in the world

Company official language at the 100 largest (non-US) companies

Call centers across borders

HR

Executive search firms and cross-border placement

Composition of the Board of Directors of *Fortune's* "World's 50 most admired companies", by national origin and sex

Composition of the Board of Directors of *The Banker's* top 50 global banks, by national origin and sex

Alliances

Logistic

SWIFT

Verification and inspection

Organization

Structure of *The Banker's* top 50 global banks (product/matrix/geography/front-back)

Structure of the 50 largest industrials (product/matrix/geography/front-back)

Geography of regional headquarters (location and countries covered)

Learning companies

Company universities and foreign managers

Company in-house knowledge databases

RESUME**Adrian Edward Tschoegl****EDUCATION:**

- 1976-1980 Ph.D., Sloan School of Management (M.I.T.), Intl. Bus. & Fin.
- 1972-1974 M.P.A., UCLA. Major in Intl. Devel.
- 1965-1969 B.A. (cum laude), UCLA. Major in Poli. Sci. & Cert. in Afr.Stud.

EXPERIENCE:

- 2002 The Wharton School of the Univ. of Penn.: Adjunct Assoc. Prof. of Mgmt.
- 2001-2002 College of Business and Economics, Univ. of Delaware: Visiting Asst. Prof. of Finance.
- 1993-2001 The Wharton School of the Univ. of Penn.: Asst. Prof. of Mgmt. (Visiting 1993-94).
- 1987-1993 SBCI Securities (Asia) Ltd., Tokyo: Chief Economist; also de facto Head of Research (8/89-10/91).
- 1980-1987 University of Michigan: Asst. Prof. of Intl. Bus.
- 1976-1980 M.I.T., Sloan School & Center for Policy Alternatives: Res. Asst.
- 1976 Security Pacific National Bank, Intl. Div., Los Angeles: Supervisor.
- 1974-1975 T.S. Kollerich & Cie., S.A.: Fin. and Intl Trading in London, Lausanne, and Dubai.
- 1969-1972 U.S. Army, Infantry: Lieutenant.

LANGUAGES:

French and German; some knowledge of Latin, Swahili, Vietnamese and Japanese.