



APR 14 1994

LSC Use Only
Number _____
Action _____
Date _____

UWUCC USE Only
Number 93-73-94-15
Action _____
Date App - 11/29/95
Senate App - 2/7/95

CURRICULUM PROPOSAL COVER SHEET
University-Wide Undergraduate Curriculum Committee

I. TITLE/AUTHOR OF PROPOSAL

Course/Program Title: MG 351 International Management
Suggested 20 character course title: International Mgt.
Department: Department of Management
Contact Person: Dr. Abbas J. Ali or Dr. Manmohan D. Chaubey

ii. If a course, is it being proposed for:

New Course

- Course Approval/Revision Only
- Course Approval/Revision and Liberal Studies Approval
- Liberal Studies Approval Only (course previously approved by Senate.)

III. APPROVALS

[Signature]
Department Curriculum Committee

[Signature]
College Curriculum Committee

[Signature]
Department Chairperson

[Signature]
* College Dean

Director of Liberal Studies
(where applicable)

Provost (where applicable)

* EACH COLLEGE DEAN MUST CONSULT WITH THE PROVOST BEFORE APPROVING CURRICULUM CHANGES. APPROVAL BY COLLEGE DEAN INDICATES THE PROPOSED CHANGE IS CONSISTENT WITH LONG RANGE PLANNING DOCUMENTS, ALL REQUESTS FOR RESOURCES IN THE PROPOSAL CAN BE MET, AND THE PROPOSAL HAS THE SUPPORT OF THE UNIVERSITY ADMINISTRATION.

III. TIMETABLE

Date Submitted:
to LSC _____
to UWUCC _____

Semester to be
implemented:
Fall 1994 _____

Date to be
published
in Catalog
Summer 1994 _____

COURSE SYLLABUS
MG 351: International Management

I. Catalog Description

MG 351 International Management	3 credits
	3 lecture hours
	0 lab hours
	(3c-0l-3sh)

Prerequisites: MG 310

Corequisites: none

This course seeks to provide the student with a general foundation on managing multinational corporations (MNCs). The course examines the macro-and structural-level issues of MNCs. It focuses on planning, organization structure, managerial decision making, human resource management in global structures, and differences between MNCs and domestic organizations.

II. Course Objectives

1. Students will be familiar with the complexity of multinational business environments and typical patterns of MNCs operations.
2. Students will know the importance of the structural and behavioral dimensions of managing MNCs.
3. Students will understand planning processes in selected MNCs.
4. Students will be familiar with the interactions between MNCs and the host country.

III. Course Outline (Based on a 3 hour session)

1. Multinational Business Concepts (3 hours)
2. Evolution of International Business and MNCs (3 hours)
3. Multinational Integration and Host Government Policies (3 hours)
4. Basic Structures of MNCs (3 hours)
5. MNCs and the Corporate Planning Life Cycle (6 hours)
6. Decisions in a Complex Business Environment (3 hours)

7. Human Resource Management in MNCs (3 hours)
8. Control and Evaluation in MNCs (3 hours)
9. European MNCs and Third World MNCs (3 hours)
10. Future Trends in MNCs Operations (3 hours)
11. Cases related to the above subjects (9 hours)

42 hrs

IV. EVALUATION METHODS

The final grade for this course will be determined as follows:

40% Exams, (mid-term and final).

25% Case studies, three cases studies as directed by the instructor.

25% Research paper. Each student will prepare a library research paper or company related paper on a topic approved by the instructor.

10% Class participation

V. REQUIRED TEXTBOOKS AND SUPPLEMENTAL MATERIAL

Beamish, Kelling, and Lecraw. (1991). International Management, Irwin.

Doz, Y. (1986). Strategic Management in Multinational Companies, Pergamon.

Fortune Magazine

Selected current readings on reserve in the library.

BIBLIOGRAPHY

- Ackoff, Russel A. A Concept of Corporate Planning. New York: Wiley-Interscience, 1970.
- Bartlett, Christopher A. and Sumantra Ghoshal. "Tap Your Subsidiaries for Global Reach." Harvard Business Review, (Nov/Dec), 1986.
- Bartlett, Christopher A. and Sumantra Ghoshal. "Managing Across Borders-The Transnational Solution," Harvard Business School Press, 1989.
- Davidson, William H. Global Strategic Management. New York: John Wiley & Sons, 1982.
- D'Cruz, Joseph R. and James D. Fleck. "Yankee Canadians in Global Economy," National Center for Management Research and Development, The University of Western Ontario, London, Canada, 1988.
- Egelhoff, William G. "Strategy and Structure in Multinational Corporations: A Revision of the Stopford and Wells Model." Strategic Management Journal, Jan-Feb, 1988.
- Hamel, Gary, and Prahalad, C.K. "Do You Really Have a Global Strategy?" Harvard Business Review (July-Aug).
- Harrell, Gilbert D., and Kiefer, Richard O. "Multinational Strategic Market Portfolios." MSU Business Topics (Winter 1981).
- Kruger, Mark P. "The Increasing Role of Subsidiary Boards in MNCs: An Empirical Study." Strategic Management Journal, July-Aug. 1988.
- LaPalombara, Joseph and Blank, Stephen. Multinational Corporations in Comparative Perspective. New York: The Conference Board, 1977.
- Phatak, Arvind V. Managing Multinational Corporations. New York: Praeger Publishers, 1974.
- Poynter, Thomas A. and Roderick E. White. "Organizing for Worldwide Advantage." Business Quarterly, Summer 1989.
- Schwendiman, John S. Strategic and Long-Range Planning for the Multinational Corporation. New York: Praeger Publishers, 1973.

Shanks, David C. "Strategic Planning for Global Competition." Journal of Business Strategy (Winter 1985).

Simon, Jeffery D. "A Theoretical Perspective on Political Risk." Journal of International Business Studies (Winter 1984).

Steiner, George A. Top Management Planning. New York: Macmillan, 1969.

Walters, Kenneth D., and Monsen, R. Jose. "State-owned Business Abroad; New Competitive Threat." Harvard Business Review (March-April 1979).

Yoshino, M.Y. "International Business: What Is the Best Strategy?" Business Quarterly (Fall 1966).

COURSE ANALYSIS QUESTIONNAIRE

Section A: Details of the course

- A1. This course will be an elective for students in the College of Business. It is not intended for the liberal studies program.
- A2. No change is required by this course.
- A3. Traditional approach along with cases and guest lectures.
- A4. Yes, as a special topic course in Spring 1992.
- A5. No.
- A6. No.
- A7. Other national and regional institutions of higher learning offer similar courses (see Appendix 1A).
- A8. International Management activities and theory have developed into a major area of study. It is recommended by the American Assemble of Collegiate Schools of Business (AACSB).

Section B. Interdisciplinary Implications

- B1. One instructor
- B2. No, this course can stand alone.
- B3. There is no overlap with courses offered by other departments.
- B4. Yes.

Section C. Implementation

- C1. No new faculty resources are required. Current faculty complement is sufficient to cover the instruction of this course based on anticipated departmental enrollment patterns in the near future.

No other new resources are needed to teach the course. Current library, equipment and space allocations are adequate to offer this course.

- C2. The U.S. Department of Education has awarded the College of Business a two-year grant to develop courses and curriculum in international business. The grant expired on July 31, 1994. (There is a possibility for a one year extension.)
- C3. This course may be offered once a year.

C4. One section.

C5. Each course will accommodate 30 students.

C6. No.

C7. No.

Section D: Miscellaneous

In the 1990s and beyond, U.S. must compete effectively in the global marketplace. U.S. based MNCs play an important role in maintaining/restoring U.S. competitiveness. Courses like this can help prepare managers who can meet the global challenge and acquire leadership skills for the twenty-first century.

APPENDIX A INSTITUTIONS OFFERING SIMILAR COURSES

Columbia University
Florida State University
University of Pennsylvania
MIT
Northwestern University
South Carolina University
Saginaw Valley State University