

WORKING SYLLABUS

INTERNATIONAL STRATEGIC MANAGEMENT (ITRN 773)

FALL 2008
Thursdays 7:20 – 9:50

Professor Robert A. Rogowsky

ITRN 773 examines the foundations of business activity and strategic decision-making in a transnational environment. A primary objective of the course is to develop an understanding of business challenges and the skills needed to deal with the distinctive problems that arise when firms compete across national borders.

To accomplish this, we will examine the effects of national macro-policy environments on business and productivity. The next stage is to explore the nature and design of the 21st century firm and the essential practice of strategic thinking. The third and predominant leg of the course applies this learning to the complex problem of managing in a dynamic global marketplace.

The course is taught through class discussion, case studies, simulations exercises, guest lectures, and student presentations. The Socratic method will be employed heavily.

Two business problems will be assignment. These will be solved individually at first and then in groups to cumulate wisdom and re-solve in a group presentation. A book review will be required on one of the management books listed below. Two “one-pagers” will be required summarizing selected topics. In addition, students will be assigned short readings of current business events to present to the class.

Grading will be based on class room participation (25%), Book Review (10%), Investment Project Analyses (25% each), one-pagers (5% each) and presentations (10%).

The course requires three books:

William Lewis, *The Power of Productivity*, U. Chic. Press, 2004,
and one of

Gary Hamel, *The Future of Management*, Harvard B School Press, 2007

or

Jim Collins, *From Good to Great*, Harper 2001

Other readings will be provided or posted on the website. Background references are optional for those wanting additional erudition.

COURSE SCHEDULE

- CLASS I (Aug. 28)** ***Introduction to the Course and Background Review
Macro-Policy and Commerce***
To Read: W. Lewis, *The Power of Productivity*, Findings and Part I
- CLASS II (Sept. 4)** ***Macro-Policy and Commerce II***
To Read: W. Lewis, *The Power of Productivity*, Part II and III
Assignment: One-pager– ‘Lessons Learned’ for your CEO.
- CLASS III (Sept. 11)** ***Thinking Strategically and Strategic Clustering,***
To Read: Brandenburger and Nalebuff, “The Right Game: Use Game Theory to Shape Strategy,” HBR, July-Aug. 1995
M.Porter, “Clusters and the New Economics of Competition,” HBR, 1997.

Background: Dixit & Nalebuff, *Thinking Strategically*; P. Andersen. “Regional Clusters in a Global World,” *CA Mgt Review*, Fall, 2006; R. Burgelman & R. Seigal, “Cutting the Strategy Diamond in High-Tech Ventures,” *CA Mgt Review*, Spring 2008.
- CLASS IV (Sept. 18)** ***Theory of the Firm/Design of the 21st Century Firm***
To Read: Ronald Coase, “The Nature of the Firm,” *Economica*, Nov. 1937
Nicholson, *Intermediate MicroEconomics*, Chapter 7 Appendix, *McKinsey Quarterly* (hence short but poignant)
J. Day & J. Wendler, “The new economics of organization;”
Hugh Courtney, “Making the Most of Uncertainty;”
L. Bryan & C. Joyce, “The 21st Century Organization.
- Background: Dess, Lumpkin and Eisner, “Strategic Control and Corporate Governance,” Ch.9, *Strategic Management*, McGraw Hill, 2007)
“Organizational DNA for Strategic Innovation,” *CA Mgt Review*, Spring 2005
- CLASS V (Sept. 25)** ***Strategic Financial Management***
To Read: Case Study: *Fraikin SA*. HBS Case Study
- Class VI (Oct. 2)** ***Entry Strategy and Strategic Alliances***
 Guest Lecturer– James Whitaker, of Unysis, HP and Intel
To Read: Case Studies: Monsanto (GMO-Brazil), Nike (Sportswear–World), Enron (Electricity--India)
Kotha, “The Decision for Acquisition or Alliance, *HBR*, 2003
Assignment: One-pager– Guidance for your CEO.

First assignment due

Class VII (Oct. 4) *Investment Proposals Simulation*
(Saturday 9:00– 12:00)

CLASS VIII (Oct. 16) *Outsourcing and Logistics Strategies*
Guest Lecturer– Marc Tanowitz.,

To Read: Thomas Davenport, “The Coming Commodization of Processes,”
HBR, June, 2005;
Diane Farrell, “Smarter Offshoring, *HBR*, 2006.

Background: A. McAfee & E. Brynjolfsson, “Investing in the IT That Makes a
Competitive Difference,” *HBR*, July-Aug 2008.

Class IX (Oct. 23) *Discussion: Assigned Books on Strategic Management*

Book reviews due

CLASS X (Nov. 1) *Thai Chemicals Simulation– Negotiating a Joint Venture*
(Saturday 9:00-1:00)

To Read: Materials provided

CLASS XI (Nov. 6) *No Class*

CLASS XII (Nov. 13) *No Class*

CLASS XIII (Nov. 20) *Caterpillar: Fighting in a Global Market*
Guest Lecturer, David Pilch, Senior Consultant, KM
Systems

To Read: Case Study: Caterpillar:
“The Cat that Came Back,” Booz-Allen case study

November 27– Thanksgiving

Class XIV (Dec. 6) *Group Presentations of Investment Proposals*
(Saturday 9:00-1:00)

Second assignment due