

## Course Overview

Course Name & Number:	MGMT 509 – Global Strategy
Quarter	Spring 2022
Start & End Dates	3/28 - 4/28
Prerequisites	None
Credits	2 credits
Delivery Format	In-person

### Course Overview:

This course is intended to help you develop a better understanding of the global environment in which businesses compete. Today's regional economies are increasingly linked to the rest of the world and many industries are global. International markets and competitors cannot be ignored. In a global economy, managers need to develop a broad vision and an organization that can operate and compete effectively worldwide. This requires an appreciation of the various relationships that need to be managed including those with national governments and cross-border partners, as well as those between headquarters and international operations.

This course will give you a broad overview of many of the issues that managers face including globalization trends, government-multinational firm relations, country risk, entry modes, cross-border collaborative challenges, and various strategies and organizational structures. To accomplish our learning goals, we will combine multiple learning aids including simulations, case analyses, and discussions.

### Course Learning Objectives:

The course will help students to:

- ★ Understand the foundations of economic globalization and its challenges
- ★ Manage key multinational firm relationships including those with governments, global regulatory bodies, strategic partners, and those between headquarters and foreign operations
- ★ Evaluate the institutional voids of countries targeted for investment
- ★ Assess export Vs. cross-border licensing decisions
- ★ Anticipate the challenges of cross-border collaboration
- ★ Appreciate differences across national economic systems and their influence on multinational firms
- ★ Evaluate multinational firm strategies and develop reorganization plans commensurate with these strategies.

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## Faculty Info

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Office Hours:

By request

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Office Hours:

By request

**Faculty Bio:**

H. Kevin Steensma is a Professor of Management, and has been at Foster School of Business, University of Washington, Seattle since 2000. He received his Ph.D. from the Kelley School of Business at Indiana University. His research interests include global strategy, inter-firm collaboration, technology strategy, intellectual property rights, and the flow of knowledge between firms. His work has been published in journals including *Academy of Management Journal*, *Organization Science*, *Strategic Management Journal*, *Journal of Applied Psychology*, and the *Journal of International Business Studies* among others. In addition to teaching at the University of Washington, he has taught at the Indian School of Business (ISB) and Grenoble Ecole de Management in Grenoble, France.

**Email and Internet:**

UW Email and the Canvas Discussion Forums in this course are the official means of communication for this class. Students are expected to read and act upon email in a timely fashion. Students should check their email regularly along with the Announcements section of this course. All instructor correspondence will be sent to your @washington.edu email account.

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## Course Structure and Format

**Course Time Commitment:**

This 2-credit course requires approximately 4-6 hours of work per module. Please expect to spend more time during those modules which include exams or larger assignments.

**Delivery Method:**

This course uses Canvas for the facilitation of communications between faculty and students, posting course materials and activities, submission of assignments, and posting of grades. Canvas can be accessed at <https://canvas.uw.edu/>

**Organization:**

This course is organized by modules, which correspond to weeks in the Quarter.

<b>Module:</b>	<b>Topic:</b>	<b>Dates:</b>
1	Globalization: Promises and Impediments	3/28
2	Political Risk and Institutional Voids	3/28
3	Multinational Firms, Governments, and Global Regulations – Part 1	4/4
4	Multinational Firms, Governments, and Global Regulations – Part 2	4/4
5	Market Entry Modes: Licensing vs. Export	4/11
6	Cross-Border Collaborative Challenge: From Culture to Institutions	4/11
7	Strategy and Structure of the Multinational Firm – Part 1	4/18
8	Strategy and Structure of the Multinational Firm – Part 2	4/18
9	The Social Responsibility of Multinational Firms	4/25
10	Review, exam prep, etc.	4/25

**Course Format:**

Each module will provide you with a variety of learning experiences. You can expect the following types of activities throughout the Quarter:

**Readings**

I have compiled a list of readings from various sources (e.g., The Economist, Harvard Business Review, Wall Street Journal, New York Times, textbooks) that succinctly address the respective topics and provide insight into the cases that we will be discussing. All readings will be available through the Canvas website.

**Case Studies**

Most all modules entail some form of case analyses. Our discussions will revolve mostly around the case at hand or issues pertaining to the case. All cases will be available through the Canvas website.

**Discussions**

Some modules have ‘final thoughts’ discussion boards in Canvas to give you an opportunity to put down in words some of your thoughts following our in-class discussions. Instructions for completing these required assignments are included within the Module pages.

**Surveys**

Some modules have short surveys to be completed prior to the class asking you to weigh in on the case that will be discussed. I will use your responses to help guide discussion during class.

### **Final Exam**

There will be a final open book exam at the end of the course that will allow you to integrate the various lessons from the topics covered. Further information on this exam will be provided on the completion of our last module.

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## **Grading Policies**

### **Submitting Assignments**

Instructions for submitting assignments are included with the assignment descriptions within the Canvas course site. Due dates for all graded work are included in the Course Calendar below, and in each Module page in the Canvas course.

### **Late or Missed Assignments**

Notify the instructor BEFORE an assignment is due if an urgent situation arises and the assignment can't be submitted by the due date. Published assignment due dates (Pacific Standard Time - -PST) are firm. Please follow the appropriate University policies to request an accommodation for religious observances.

### **Grading Procedure**

Grades reflect your performance on assignments and adherence to deadlines. The grading turnaround time will be one week. Grades will be posted in the gradebook on the course site.

### **Class Participation**

Class participation (synchronous or asynchronous) is extremely important. The class should be a common learning experience. Thus, we want you to take ownership and initiative for the success of the class.

It is critical that you arrive for each class fully prepared to lead the discussion if called upon. You should be able to demonstrate your understanding of the relevant issues and problems in the assigned readings and cases. Share your knowledge and help others understand your point of view.

Some of the criteria we will use to judge the effectiveness of your participation include:

- ★ Are you willing to participate?
- ★ Do your comments show evidence of appropriate, insightful analysis of the case?
- ★ Are your comments relevant to the class discussion?
- ★ Are you a good listener as well as speaker? Can you play off of the comments of others?
- ★ Are you willing to test new ideas? Or are all of your comments “safe”?
- ★ Do you work well with others during group projects?

I encourage you to play devil’s advocate in your discussion comments. You do not have to believe in everything you say! Play around with different viewpoints. This can be uncomfortable for some. When playing devil’s advocate, instead of starting a comment with “I think that...”, you may want to suggest that “one could argue that...”.

<b>Graded Material Overview</b>	<b>Points:</b>	<b>Due Date:</b>
Individual Brief: Cameron Auto Parts (Module 5)	200	4/11
Participation	200	throughout
Final Exam	600	5/8
Total:	1000 points	

Please review the ‘Syllabus’ tab in Canvas for the full list of due dates for surveys and discussion boards.

### **Incompletes**

An Incomplete may be given only when the student has been in attendance and has done satisfactory work to within two weeks of the end of the quarter and has furnished proof satisfactory to the instructor that the work cannot be completed because of illness or other circumstances beyond the student’s control.



# Course Policies

## Academic Integrity and Student Conduct

This program employs the principles and procedures espoused by the [University of Washington Community Standards and Student Conduct guidelines](#) to maintain academic integrity in the course. The Code establishes the expectation that students will practice high standards of professional honesty and integrity. In particular, implementation of the Code at the Foster School of Business prohibits cheating, attempted cheating, and plagiarism—including improper citations of source material—as it pertains to academic work. Suspected violations will be handled in compliance with the [University of Washington Student Conduct Code](#) as outlined in [Washington Administrative Code 478-121](#).

## Copyright

The course content is for class purposes only and are to be used only by the student enrolled in the course. All rights reserved. No part of this course may be reproduced, distributed, or transmitted in any form or by any means, including photography, video recordings, screenshots, or other electronic or digital methods, without the prior written permission of the instructor.

## Access and Accommodations

Your experience in this class is important. If you have already established accommodations with Disability Resources for Students (DRS), please communicate your approved accommodations to me at your earliest convenience so we can discuss your needs in this course.

If you have not yet established services through DRS, but have a temporary health condition or permanent disability that requires accommodations (conditions include but not limited to; mental health, attention-related, learning, vision, hearing, physical or health impacts), you are welcome to contact DRS at 206-543-8924 or [uwdrs@uw.edu](mailto:uwdrs@uw.edu) or [disability.uw.edu](http://disability.uw.edu).

DRS offers resources and coordinates reasonable accommodations for students with disabilities and/or temporary health conditions. Reasonable accommodations are established through an interactive process between you, your instructor(s) and DRS. It is the policy and practice of the University of Washington to create inclusive and accessible learning environments consistent with federal and state law.

Website: <http://depts.washington.edu/uwdrs/>

Guide: [Getting Started / Accessing Resources](#)

Email: [uwdrs@uw.edu](mailto:uwdrs@uw.edu)

Phone: 206-543-8924

Fax: 206-616-8379

### **Course Evaluation**

Course evaluations are done toward the end of the quarter during a predetermined time period. Students will have 24-48 hours to complete their course evaluation, which is delivered digitally from the UW Office of Educational Assessment.

All evaluations are anonymous and are used to make improvements to the course and are included in a faculty member's annual review. It is important to complete the evaluations and provide your honest assessment both in the quantitative and qualitative measures.

### **Religious Accommodations Policy**

Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW's policy, including more information about how to request an accommodation, is available at [Religious Accommodations Policy \(https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/\)](https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/). Accommodations must be requested within the first two weeks of this course using the [Religious Accommodations Request form \(https://registrar.washington.edu/students/religious-accommodations-request/\)](https://registrar.washington.edu/students/religious-accommodations-request/).

### **FERPA**

For more information about the University's FERPA policy, please visit the [Hybrid MBA Program Information Course](#).

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## **Tech Support**

### **Network Use Policies**

Please read the University of Washington's [Student Use of UW Computing Resources Policy](#).

### **Technology Requirements**

This course requires Internet access and the following:

- ★ A web browser (use only [Google Chrome](#) or [Mozilla Firefox](#))
- ★ Adobe Acrobat Reader ([free](#))
- ★ Webcam, microphone, and speaker
- ★ [Zoom software](#) (for video conference)
- ★ [Microsoft Office 365 ProPlus](#) (free for students & staff)

## Network Outages

To monitor the status of campus networks and services, visit the ItConnect eOutages page at: <https://eoutage.uw.edu/>

## Canvas Support

<https://itconnect.uw.edu/learn/tools/canvas/canvas-help-for-students/>

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### Syllabus Purpose and Disclaimer:

This syllabus serves as a guideline for what to expect in this class and an implicit agreement between the instructor and the student.

Before contacting the instructional staff, please review these documents first to see if your question is addressed. Every effort will be made to avoid changing the course schedule, but adjustments may be necessary to accommodate errors, omissions, or unforeseen events (such as weather events).

In the event changes are made to the syllabus, students will be informed during class, on the course website, and via email. It is your responsibility to be aware of these changes, so please check your email and the course site often.