

REQUEST FOR NEW COURSE

1. General Information.

- a. Submitted by the College of: **Business and Economics** Today's Date: **1/15/2010**
- b. Department/Division: **MBA**
- c. Contact person name: **Mary Lee Kerr** Email: **mkerr2@uky.edu** Phone: **7-1924**
- d. Requested Effective Date: Semester following approval OR Specific Term/Year¹: **Fall 2010**

2. Designation and Description of Proposed Course.

- a. Prefix and Number: **MBA 618**
- b. Full Title: **Global Strategy**
- c. Transcript Title (if full title is more than 40 characters): **Global Strategy**
- d. To be Cross-Listed² with (Prefix and Number): **No**
- e. Courses must be described by at least one of the meeting patterns below. Include number of actual contact hours³ for each meeting pattern type.

16 Lecture _____ Laboratory¹ _____ Recitation _____ Discussion _____ Indep. Study

_____ Clinical _____ Colloquium _____ Practicum _____ Research _____ Residency

_____ Seminar _____ Studio _____ Other – Please explain: _____

- f. Identify a grading system: Letter (A, B, C, etc.) Pass/Fail
- g. Number of credits: **1**
- h. Is this course repeatable for additional credit? YES NO
- If YES: Maximum number of credit hours: _____
- If YES: Will this course allow multiple registrations during the same semester? YES NO

- i. Course Description for Bulletin: **This course introduces students to the fundamental concepts, analytical tools, and frameworks related to the challenges of globalization and international strategy. Open only to One Year MBA students.**

¹ Courses are typically made effective for the semester following approval. No course will be made effective until all approvals are received.

² The chair of the cross-listing department must sign off on the Signature Routing Log.

³ In general, undergraduate courses are developed on the principle that one semester hour of credit represents one hour of classroom meeting per week for a semester, exclusive of any laboratory meeting. Laboratory meeting, generally, represents at least two hours per week for a semester for one credit hour. (from SR 5.2.1)

1950-1951

1951-1952

1952-1953

1953-1954

1954-1955

1955-1956

1956-1957

1957-1958

1958-1959

1959-1960

1960-1961

1961-1962

1962-1963

1963-1964

1964-1965

1965-1966

1966-1967

1967-1968

1968-1969

1969-1970

1970-1971

1971-1972

1972-1973

1973-1974

1974-1975

1975-1976

1976-1977

1977-1978

1978-1979

1979-1980

1980-1981

1981-1982

REQUEST FOR NEW COURSE

j. Prerequisites, if any: Prereq: MBA 600 through MBA 614

k. Will this course also be offered through Distance Learning? YES⁴ NO

l. Supplementary teaching component, if any: Community-Based Experience Service Learning Both

3. Will this course be taught off campus? YES NO

4. Frequency of Course Offering.

a. Course will be offered (check all that apply): Fall Spring Summer

b. Will the course be offered every year? YES NO
If NO, explain: _____

5. Are facilities and personnel necessary for the proposed new course available? YES NO
If NO, explain: _____

6. What enrollment (per section per semester) may reasonably be expected? 40 per section (total 80)

7. Anticipated Student Demand.

a. Will this course serve students primarily within the degree program? YES NO

b. Will it be of interest to a significant number of students outside the degree pgm? YES NO
If YES, explain: _____

8. Check the category most applicable to this course:

Traditional – Offered in Corresponding Departments at Universities Elsewhere

Relatively New – Now Being Widely Established

Not Yet Found in Many (or Any) Other Universities

9. Course Relationship to Program(s).

a. Is this course part of a proposed new program? YES NO
If YES, name the proposed new program: _____

b. Will this course be a new requirement⁵ for ANY program? YES NO
If YES⁵, list affected programs: _____

10. Information to be Placed on Syllabus.

a. Is the course 400G or 500? YES NO
If YES, the *differentiation for undergraduate and graduate students must be included* in the information required in **10.b**. You must include: (i) identification of additional assignments by the graduate students; and/or (ii) establishment of different grading criteria in the course for graduate students. (See SR 3.1.4.)

b. The syllabus, including course description, student learning outcomes, and grading policies (and 400G-/500-level grading differentiation if applicable, from **10.a** above) are attached.

⁴ You must *also* submit the Distance Learning Form in order for the proposed course to be considered for DL delivery.

⁵ In order to change a program, a program change form must also be submitted.

The following information is being furnished to you for your information and guidance.

It is requested that you advise the Bureau of any changes in the information furnished herein.

The information contained herein is confidential and should be handled accordingly.

Very truly yours,
Special Agent in Charge

Enclosed for your information are two copies of the report of the investigation.

Very truly yours,
Special Agent in Charge

Enclosed for your information are two copies of the report of the investigation.

Very truly yours,
Special Agent in Charge

Enclosed for your information are two copies of the report of the investigation.

Very truly yours,
Special Agent in Charge

Enclosed for your information are two copies of the report of the investigation.

Very truly yours,
Special Agent in Charge

Enclosed for your information are two copies of the report of the investigation.

Very truly yours,
Special Agent in Charge

Enclosed for your information are two copies of the report of the investigation.

Very truly yours,
Special Agent in Charge

REQUEST FOR NEW COURSE

Signature Routing Log

General Information:

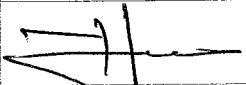

Course Prefix and Number: MBA 618

Proposal Contact Person Name: Mary Lee Kerr Phone: 7-1924 Email: mkerr2@uky.edu

INSTRUCTIONS:

Identify the groups or individuals reviewing the proposal; note the date of approval; offer a contact person for each entry; and obtain signature of person authorized to report approval.

Internal College Approvals and Course Cross-listing Approvals:

Reviewing Group	Date Approved	Contact Person (name/phone/email)	Signature
MBA Policy Committee (Gatton College)	11/24/2009	Merl Hackbart / 7-1627 / mhackbart@uky.edu	
Gatton College Faculty	2/5/2010	Merl Hackbart / 7-1627 / mhackbart@uky.edu	
		/ /	
		/ /	
		/ /	

External-to-College Approvals:

Council	Date Approved	Signature	Approval of Revision ⁶
Undergraduate Council			
Graduate Council			
Health Care Colleges Council			
Senate Council Approval		University Senate Approval	

Comments:

⁶ Councils use this space to indicate approval of revisions made subsequent to that council's approval, if deemed necessary by the revising council.

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

1948-1949

MBA 618 – GLOBAL STRATEGY

Instructor: Prof. Walter J. Ferrier
Office: Rm. 455X Gatton Bldg.
Phone: 257-9326
E-mail: walter.ferrier@uky.edu
Hours: Monday-Friday, 8:30-10:00 a.m.

COURSE OVERVIEW

This course (1 credit-hour) introduces students to the fundamental concepts, analytical tools, and frameworks related to the challenges of globalization and international strategy. As such, it serves as a complement to the study of global supply chain management.

OBJECTIVES

The objectives of MBA 618 are to:

- Gain insight and perspective about globalization and its consequences for national economies, politics, and international business
- Explore and analyze elements of the international political economy that impact international business
- Design and adaptively configure a firm's international strategy in a dynamic global environment

CLASS MEETINGS

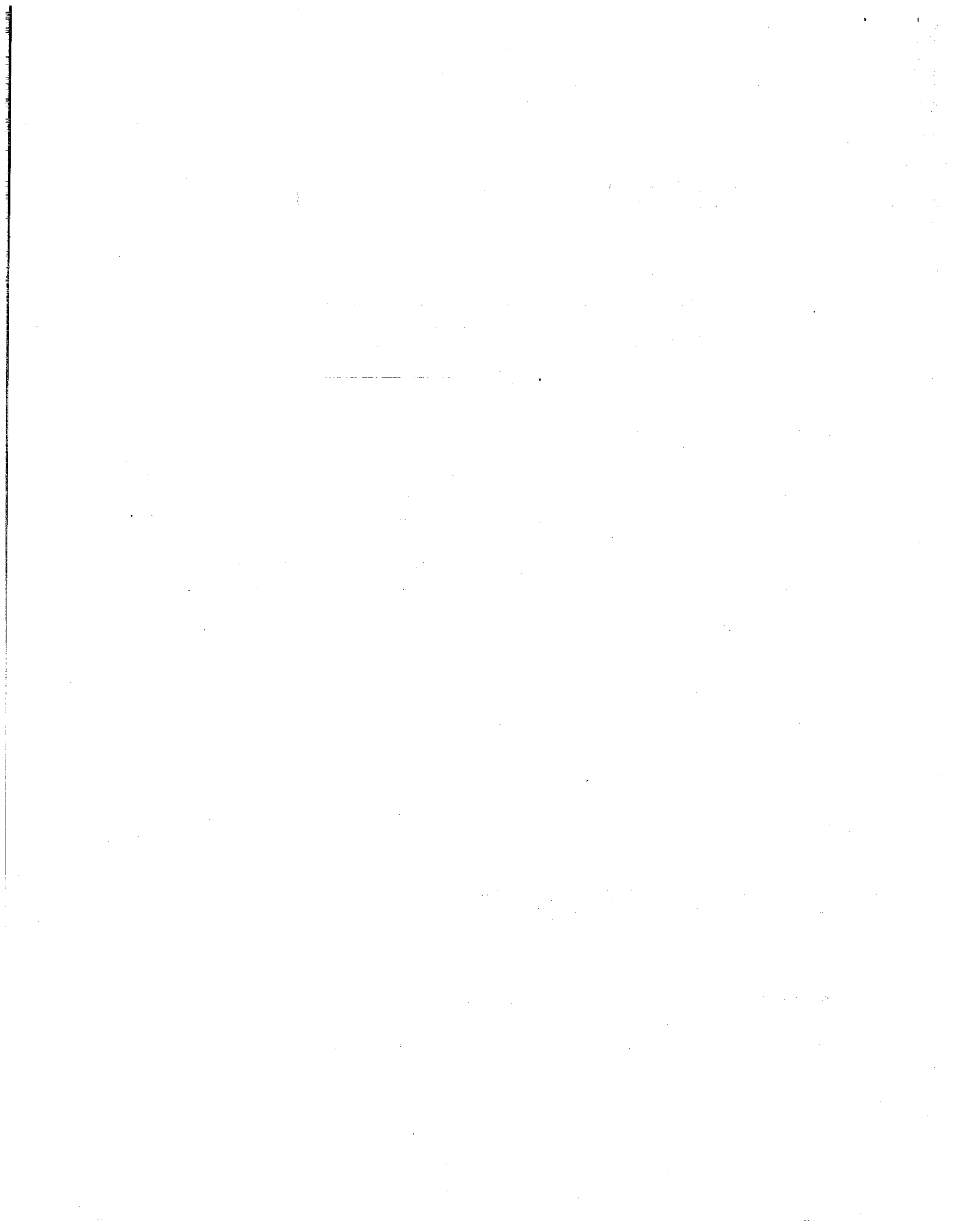
- JAN 25-27; FEB 9
 - Morning Cohort: 10:00-12:00
 - Afternoon Cohort: 1:00-3:00
- FEB 10-11
 - see schedule detail below

COURSE MATERIALS

- [QuickMBA](#) and [NetMBA](#)
- Case Study – Nora-Sakari: A Joint Venture in Malaysia
- Global New Product Launch Simulation Player's Manual
- Other readings, monographs, mini-cases, worksheets, etc.
 - See schedule with embedded web links below

ATTENDANCE

You are expected to attend all scheduled class meetings. Given the unique nature of the MBA curriculum calendar, no make-up opportunities will be available.



PARTICIPATION

One of the critical factors in making this course a successful experience for everyone is the quality of student participation. Thus, you are expected to read all assignments before class and contribute to class discussions. The solutions to the complex and diverse problems/challenges in this course can and will be varied. Often, the most complete understanding of and best solutions for important issues and challenges emerge only after substantial class debate and discussion.

GRADING

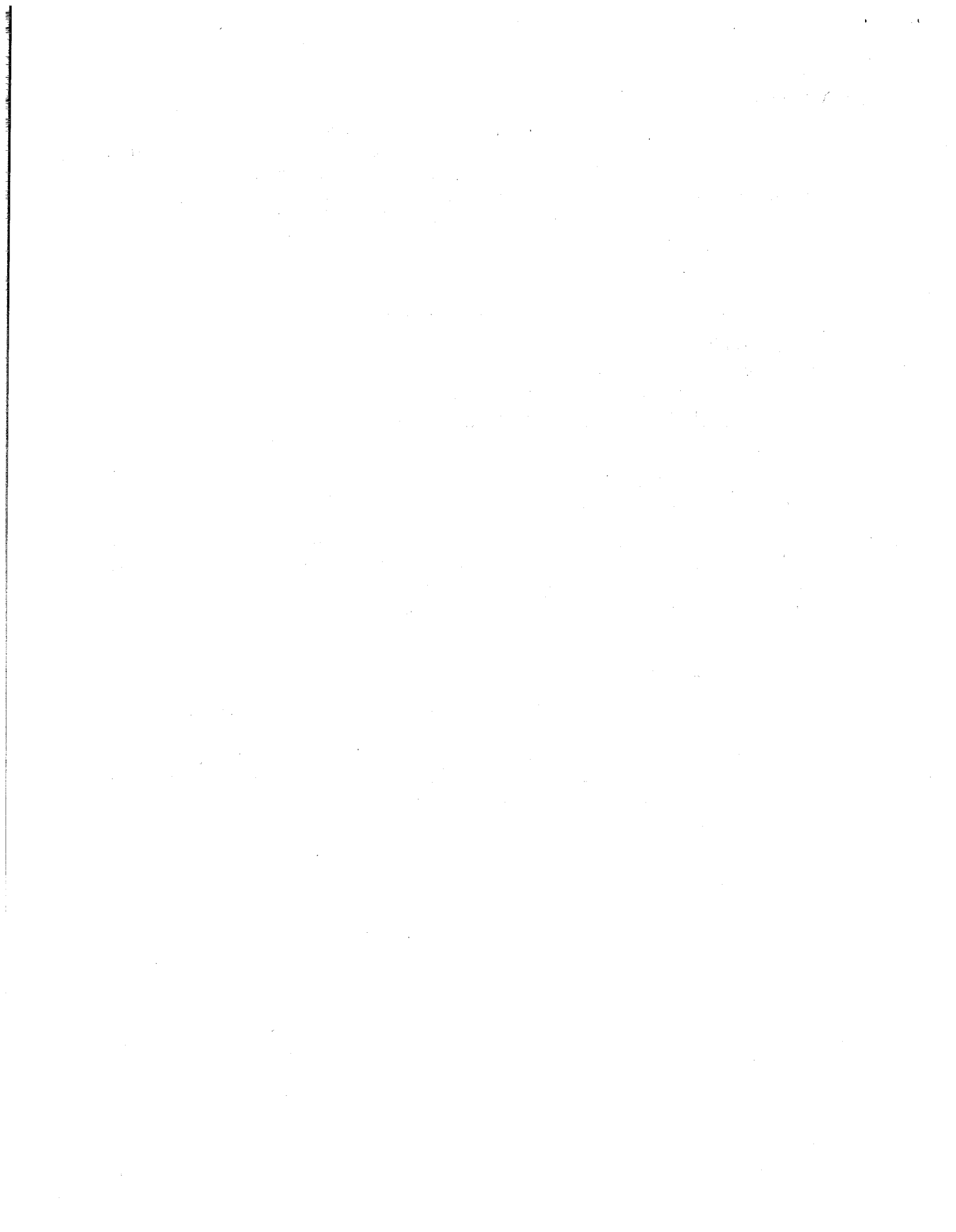
Pre-Simulation Memo (<i>team grade</i>)	15%
Post-Simulation Written Report (<i>team grade</i>)	50%
Post-Simulation Oral Presentation (<i>team grade</i>)	15%
Simulation Peer Evaluation (<i>individual grade</i>)	10%
In-Class Participation/Discussion (<i>individual grade</i>)	10%

ACADEMIC INTEGRITY & PLAGIARISM

Students are expected comply with the spirit and letter of the standards of academic honesty and integrity as outlined by the rules of the University Senate. Students should not plagiarize, cheat, or falsify or misrepresent their work. Failure to follow these rules could result in discipline ranging from failure on an assignment to failure in the class and suspension from the university.

STUDENTS WITH DISABILITIES

If you have a documented disability that requires academic accommodations, please see me as soon as possible during scheduled office hours. In order to receive accommodations in this course, you must provide me with a Letter of Accommodation from the Disability Resource Center (Room 2, Alumni Gym, 257-2754, email address jkarnes@email.uky.edu) for coordination of campus disability services available to students with disabilities.



COURSE SCHEDULE, TOPICS/OBJECTIVES, READING MATERIAL

JAN 25: The Context of Global Strategy

Framing questions: What is globalization? Is globalization a stepping stone or stumbling block towards the attainment of prosperity, peace and general happiness? What are the relevant elements of the international political economy and scope of national trade and investment policies that impact a firm's global strategy and operations?

Topics:

- Globalization - Pros & cons
- Comparative advantage
- Trade and foreign investment policy
- Economic integration
- Foreign exchange

Required reading:

- Web:** [Globalization: Who's Up, Who's Down?](#)
Web: [Comparative Advantage \(NetMBA.com\)](#)
Web: [Trade Policy Tools \(Ch10 – Intl. Trade Theory & Policy, internationalecon.com\)](#)
Web: [Economic Integration \(Ch.110-2 – Trade Theory & Policy, internationalecon.com\)](#)
Web: [The Big Mac F/X Index \(wikipedia.org\)](#)
Web: [Globalization with a Human Face \(Reason.com\)](#)

Suggested reading:

- Web:** [What's So Scary About Trade and the WTO?](#)
Web: [USTRs NAFTA Myths vs. Facts](#)
Web: [Anti-NAFTA Fact Sheet](#)
Web: [The Outsourcing Bogeyman \(Foreign Affairs\)](#)

JAN 26: Country Selection and Foreign Market Entry Modes

Framing questions: Given all the complexities and risk, why/how should companies take advantage of opportunities in the global economy? How do companies decide which mode of entry to use to penetrate foreign markets?

Topics:

- Country/market selection and foreign market entry modes

Task:

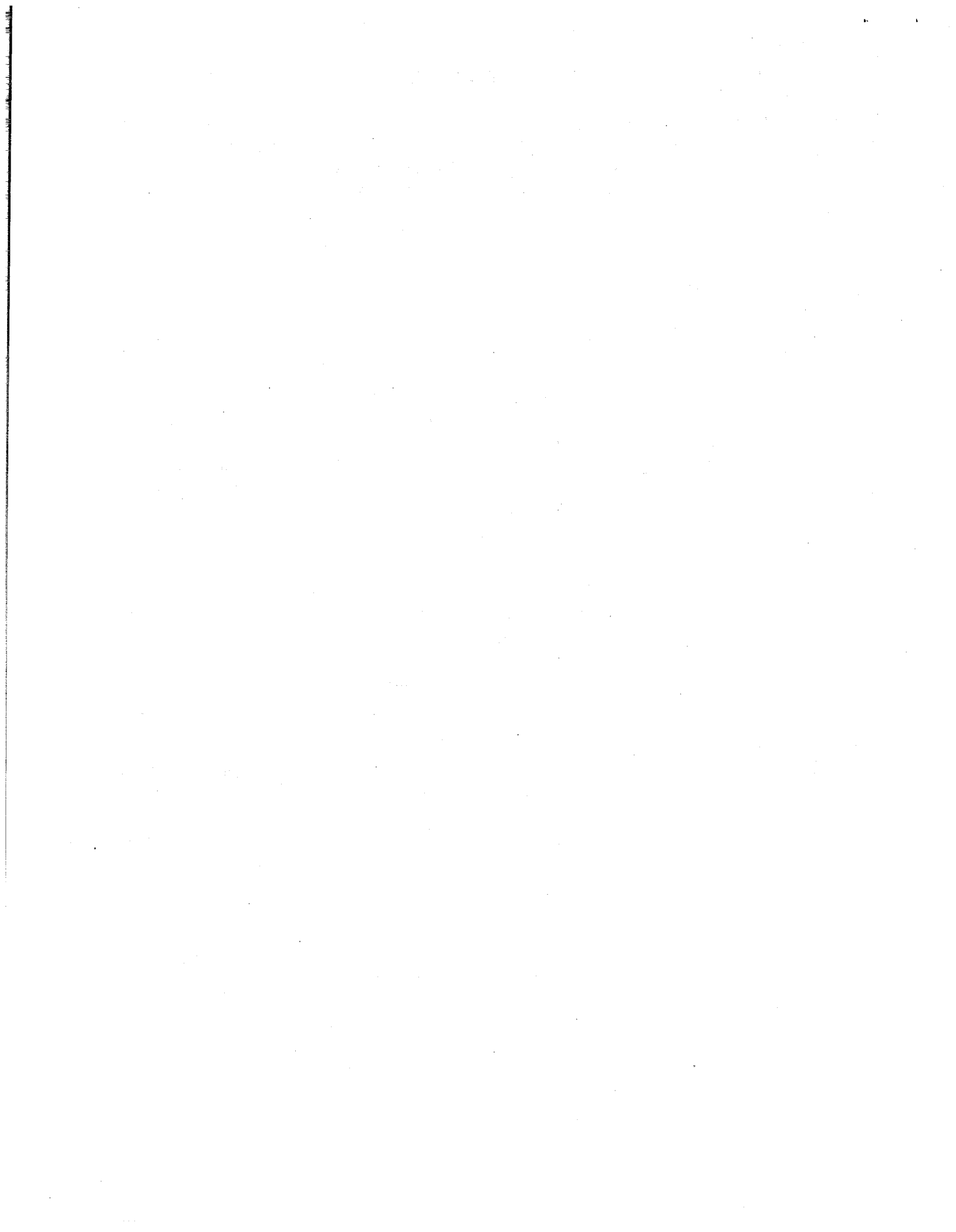
- Automakers' global supply chain maps

Required reading:

- Web:** [Foreign Market Entry Modes \(QuickMBA.com\)](#)
Mini-case: Electra in Central Europe (*in-class handout*)

Suggested reading:

- Article:** "An Eclectic Theory of the Choice of International Entry Mode."
(by Hill, Hwang & Kim; *Strategic Management Journal*, 1990, 11: 117-128)



JAN 27: International Strategy

Framing questions: What are the different types of international strategies and their key dimensions/characteristics? How do companies know when to *standardize* products and supporting value-creating activities? How do they know when to *adapt* them in accordance with differences in national tastes/preferences and other globalization drivers?

Topics:

- Globalization drivers
- International strategy alternatives
- Global value chain configuration and integration

Required reading:

Web: Global Strategic Management (*QuickMBA.com*)
Mini-case: McDonald's International Strategy (*in-class handout*)

Suggested reading:

Article: "Global Strategy...In a World of Nations?"
(by G. Yip; *Sloan Mgt Review*, 1989, Fall Issue, pg. 29-40)
Article: "Changing Patterns of International Competition."
(by M. Porter; *California Management Review*, Vol. XXVIII, pg. 9-39).

FEB 9: International Joint Ventures

Framing questions: Given a company's need to choose and implement both a foreign market entry mode and a particular type of international strategy, under which conditions will an international joint venture or alliance be the optimal? How does national culture influence both the preferred structure of and negotiation process for international joint ventures?

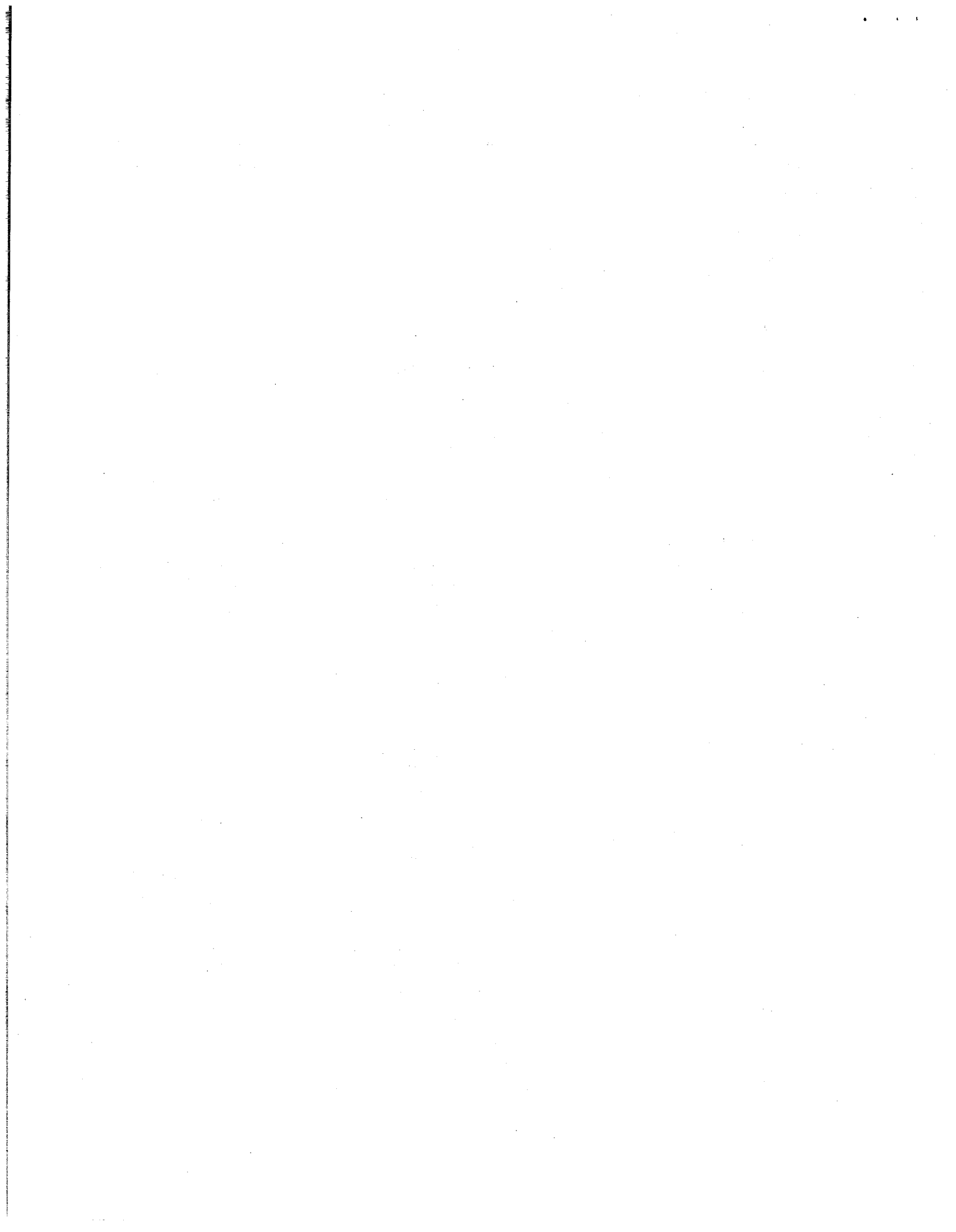
Topics:

- International joint ventures/alliances as strategic vehicles
- The role of culture in international business

Case Study: Nora-Sakari: A Proposed Joint Venture in Malaysia (*HBS*)

Task: Put yourself in a consultant's shoes and provide either Nora or Sakari with your specific recommendations as to the motivations, structure, and modes of cooperation for the proposed joint venture. Your recommendations should explicitly consider:

- What is Sakari's overall international/regional strategy? What does it want?
- What is Nora's overall international/regional strategy? What does it want?
- What role should the joint venture play in facilitating each company's intended strategy?
- Which are really the most important strategy-level issues related to:
 - Firm capabilities, entry mode choice, international strategy and implementation, timing, etc.



FEB 10: Global New Product Launch Simulation

Simulation overview: Drawing from relevant concepts, frameworks, analytical techniques, etc. in supply chain management, global strategy, and negotiations, teams of MBA students will engage in a two day-long exercise designed to simulate the formation of an international joint venture. Teams will adopt the role/perspective of either a large multinational corporation, a small emerging market company, or an emerging market government.

Required Reading:

Manual: Global New Product Launch Simulation (via e-mail)

Pre-Simulation Memo

- Brief (3-4 pages) description/statement about your team's *intentions* for:
 - International strategy, entry mode, or FDI/trade policy package (for country teams)
 - Specific role of joint venture in facilitating strategy, entry, policy goals
 - Engaging in negotiation with specific other teams/parties
 - Specific goals and processes for negotiations
- Use diagrams, charts, tables, etc. to help explain/map out your ideas and intentions

Suggested reading:

Web: [Sample Pre-Simulation Report 1](#)

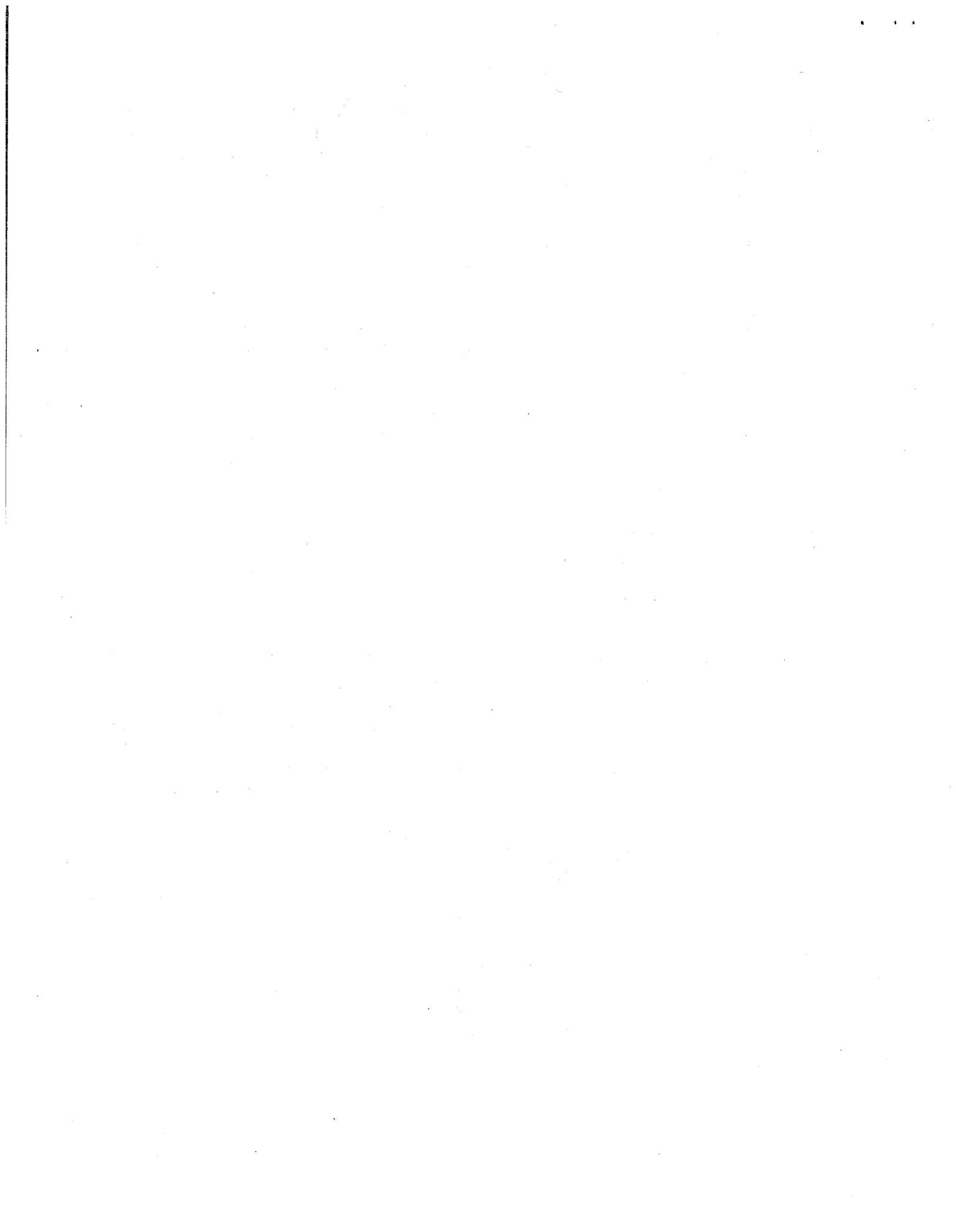
Web: [Sample Pre-Simulation Report 2](#)

Web: [Sample Pre-Simulation Report 3](#)

FEB 11: Simulation cont.

Post-Simulation Briefings and Report

- Oral (5 minutes) and written (7-8 pages) about:
 - Joint venture deal(s) in which your team will participate or helped facilitate:
 - Participants, structure, roles & responsibilities, contributions of partners, etc.
 - Contracts (if any – may be a single/common contract to be included by JV partners and governments in team report; does not count against text or diagram page counts)
 - How JV will facilitate your team's international strategy, entry mode, government objectives, etc.
 - Negotiation process
 - Log/timeline of negotiations: Which teams, issues discussed, agreements, differences, issues won/lost, reasons, conclusions, etc.
 - What would you do differently, if given the chance?
 - Special note to teams that were not party to any JV deals
 - Describe why you were not part of a deal:
 - Strategic reasons, negotiation process reasons, etc.
- Use diagrams, charts, tables, etc. to help explain/map the structure of and processes related to the joint venture(s)



Suggested reading:

Web: Sample Post-Simulation Report 1

Web: Sample Post-Simulation Report 2

Simulation Schedule

	FEB 10	FEB 11
Morning Cohort	8:00-9:30 <ul style="list-style-type: none">Simulation Kick-off	1:00-2:30 <ul style="list-style-type: none">Post-Simulation Oral Briefing
	2:00 <ul style="list-style-type: none">Pre-Simulation Memo DUE	Post Negotiation Memo <ul style="list-style-type: none">DUE: FEB 19, 5:00 p.m.
Afternoon Cohort	10:00-11:30 <ul style="list-style-type: none">Simulation Kick-off	3:00-4:30 <ul style="list-style-type: none">Post-Simulation Oral Briefing
	4:00 <ul style="list-style-type: none">Pre-Simulation Memo DUE	Post Negotiation Memo <ul style="list-style-type: none">DUE: FEB 19, 5:00 p.m.

Simulation Graded Assignments

Teams will be graded on the quality of *three* reports associated with Global New Product Launch Simulation:

• **Written Assignments**

1. Pre-simulation Memo
2. Post-simulation Report

Grading Criteria:

- Entry Mode Analysis/Plan
- Strategy Analysis/Plan
- Negotiation Plan
- Exhibited Use of Concepts/Facts/Examples
- Closure/Conclusions
- Usefulness/Professionalism of Exhibits
- Structure of Report
- Sections, consistency, orderliness
- Writing Style (Unprofessional/rambling vs. Concise)

• **Oral Presentation**

3. Post-simulation Oral Briefing

Grading Criteria:

- ...same general criteria as written assignments, plus...
 - Confidence, poise, energy, enthusiasm
 - Eye contact, voice projection, body Language
 - Visual aids (content + aesthetics)
 - Pace, timing, logically ordered
 - Effective response to questions