I. COURSE OVERVIEW

The principal objective of this course is to prepare graduate students to better understand the complexity of entering foreign markets through equity-based entry modes and to effectively manage the international operations of multinational corporations (MNCs). The course builds on a cross-disciplinary approach and will present a unified framework based on which we will discuss the various strategic and operational issues confronting MNCs when entering international markets. The course will specifically focus on the strategic, operational and global issues in conducting mergers and acquisitions (M&As) and addresses the practical and managerial opportunities and challenges of these global transactions by MNCs. The course will further discuss the managerial opportunities and challenges of managing MNCs in emerging markets. Students will apply the gained conceptual knowledge through various individual assignments and an integrative team project.

II. EDUCATIONAL OBJECTIVES

1. Identify and describe the complexities of managing a multinational corporation (MNC) in the global business environment
2. Understand the considerable challenges as well as valuable opportunities managers of MNCs face when (further) internationalizing their business operations
3. Analyze the performance determinants of MNCs from both an institution-based (macro) and resource-based (micro) perspective
4. Understand the global strategic factors that determine the success of MNCs in general, and in the context of equity-based foreign market entry modes in particular
5. Understand the strategic alternatives available to MNCs to enter and further expand in international markets with particular emphasis on equity-based foreign market entry modes
6. Analyze the performance determinants of global private equity as well as strategic international mergers and acquisitions
9. Understand the various issues in managing multinational corporations in the context of undertaking and implementing international mergers and acquisitions using a cross-disciplinary approach including global strategic, operational, functional (such as managing human resources, global teams etc.) perspectives
10. Understand the importance and dynamic character of sociocultural integration in international mergers and acquisitions when managing multinational corporations
11. Apply the gained conceptual knowledge by analyzing the current global business environment and proposing specific solutions for managing MNCs

III. COURSE CONTENTS

- Overview of the Multinational Corporation (MNC), Conceptual Foundations, Current and Future Trends in Global Business and Managing MNCs
- Global Business Environment of the Multinational Corporation: Managing Formal and Informal Institutions and the Importance of Legitimacy in Global Markets
- Leveraging Resources and Capabilities When Managing MNCs in Global Markets
- Entering and Further Expanding to Global Markets
- International Mergers and Acquisitions (M&As), Global Environment of M&As, Managing the M&A Process
- Managing Private Equity Investments (Buy to Sell Transactions)
- Managing Strategic Mergers and Acquisitions (Buy to Hold Transactions)
- Managing the MNC and M&As in Emerging Markets

IV. TEACHING METHOD AND APPROACH

The course uses a variety of methods, including class discussions, case analyses, readings, lectures, exercises, student presentations, and team work. Given the nature of this course that is based on an interactive learning environment, students are expected to attend and actively participate in all class sessions to facilitate a fruitful collective learning experience.

V. GRADING

- Case Analyses (individual) 30%
- Article Brief Assignment/Exercise (individual) 30%
- Global Business Topics Project (team) 40%

VI. COURSE MATERIALS, SCHEDULE AND CONTENT

Please see an overview of the assignments and a detailed schedule (session by session), including course content and reading materials, on the following pages.

review Individual Assignments (Pre-Course Assignments)
<table>
<thead>
<tr>
<th>Due Date</th>
<th>Article Brief Assignment/ Exercise</th>
<th>Case Analyses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day 1 (May 10)</td>
<td>No Assignment for Submission</td>
<td>No Assignment for Submission</td>
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</tbody>
</table>
| Day 2 (May 11) | • Business Cultural Intelligence Quotient (BCIQ) Assessment (Exercise)  
• Yunus et al. 2015 & Winter and Govindarajan 2015 (Article Brief) |                                            |
| Day 3 (May 12) | • Tad O’Malley - The Investment Conundrum (Case Analysis)  
• InBev – Anheuser Busch Acquisition (Case Analysis) |                                            |

**Overview Global Business Topics Team Project (Post-Course Assignment)**

This project provides student teams with the opportunity to act as consultants on a special global business topic and their implications for managing multinational corporations. The project provides the opportunity to apply the gained conceptual knowledge in the course to a real-life company and business setting, and includes the interviewing of business executives who have current experience with, and expertise in, the chosen global business topic and to whom you can ask important questions so that answers can be incorporated in the project. This project, therefore, constitutes a valuable opportunity to you and your team members to get in touch and network with business executives through the interviews.

Student teams will be formed in class and assignment details will be discussed during the course. Student teams will work on the project after the in-class portion of the course has been completed. Student teams will be given ample time to complete the project, and the specific due date will be defined by the program administration and announced in class.

Student teams which decide to go “above and beyond” the mandatory requirements (i.e. class requirements) of the project may be considered for presenting the project at a major international business conference and so may have the opportunity to network with international business executives, fellow graduate students and academicians from around the globe at this conference. Details will be discussed in class.
DAY 1: THURSDAY PM, May 10, 2018

Topic 1: Overview of the Multinational Corporation (MNC), Conceptual Foundations, Current and Future Trends in Global Business and Managing MNCs

Recommended Readings:

DAY 2: FRIDAY AM & PM, May 11, 2018

Topic 2: Global Business Environment of the Multinational Corporation: Managing Formal and Informal Institutions and the Importance of Legitimacy in Global Markets

EXERCISE ASSIGNMENT:
• Exercise: Business Cultural Intelligence Quotient (BCIQ) Assessment (see handout for assignment guidelines)

Topic 3: Leveraging Resources and Capabilities When Managing MNCs in Global Markets, Managing MNCs in Emerging Markets

Assigned Readings:

ARTICLE BRIEF ASSIGNMENT:
• Yunus et al. 2015 & Winter and Govindarajan 2015 Article Analysis (see handout for assignment guidelines)

Topic 4: Entering and Further Expanding to Global Markets (Non-Equity vs Equity based Entry Modes, Build-Borrow-Buy Options)

Topic 5: International Mergers and Acquisitions (M&As), Global Environment of M&As, Managing the M&A Process
DAY 3: SATURDAY AM & PM, May 12, 2018

**Topic 6:** Managing Private Equity Investments (Buy to Sell Transactions)

**CASE ANALYSIS I:**
- Case: Tad O’Malley - The Investment Conundrum (see handout for assignment guidelines)

**Topic 7:** Managing Strategic Mergers and Acquisitions (Buy to Hold Transactions)

*Recommended Readings:*

**CASE ANALYSIS II:**
- Case: InBev–Anheuser Busch Acquisition (see handout for assignment guidelines)

**Topic 8:** Managing M&As in Emerging Markets

**CONCLUSION AND FINAL COMMENTS**
RECOMMENDED ADDITIONAL READINGS (not required) – if you have the time:

**Topic 1:** Overview of the Multinational Corporation (MNC), Conceptual Foundations, Current and Future Trends in Global Business and Managing MNCs

**Topic 2:** Global Business Environment of the Multinational Corporation: Managing Formal and Informal Institutions and the Importance of Legitimacy in Global Markets

**Topic 3:** Leveraging Resources and Capabilities When Managing MNCs in Global Markets, Managing MNCs in Emerging Markets

**Topic 4:** Entering and Further Expanding to Global Markets

**Topic 5:** International Mergers and Acquisitions (M&As), Global Environment of M&As, Managing the M&A Process

**Topic 6:** Managing Private Equity Investments (Buy to Sell Transactions)

**Topic 7:** Managing Strategic Mergers and Acquisitions (Buy to Hold Transactions)

**Topic 8:** Managing M&As in Emerging Markets