

SIMON FRASER UNIVERSITY

MEMORANDUM

To: Senate **From:** J.M. Munro, Chair
Senate Committee on
Academic Planning

Subject: Faculty of Business Administration - **Date:** November 16, 1994
Graduate Curriculum Revisions

Action undertaken by the Senate Graduate Studies Committee and the Senate Committee on Academic Planning, gives rise to the following motion:

Motion:

"that Senate approve and recommend approval to the Board of Governors as set forth in S.94-72 the following new courses:

BUS 881 - 4 Trade Policy and Management
BUS 882 - 4 Doing Business with the Pacific Rim Countries
BUS 883 - 4 International Business and Multinational Enterprises
BUS 884 - 4 Comparative Management
BUS 885 - 4 International Human Resource Management
BUS 886 - 4 Management of International Firms
BUS 887 - 4 Entry Strategies for International Markets."

In all cases agreement has been reached between the Faculty and the Library in the assessment of library costs associated with new courses.

August 15, 1994.

TO: Lindsay Meredith, Chairman, Graduate Programs
FROM: Rosalie Tung, Area Coordinator, I.B.
SUBJECT: Calendar Changes

I propose that the following courses be added to the M.B.A. curriculum:

Bus 881-4	Trade Policy and Management
Bus 882-4	Doing Business with the Pacific Rim Countries
Bus 883-4	International Business and Multinational Enterprises
Bus 884-4	Comparative Management
Bus 885-4	International Human Resource Management
Bus 886-4	Management of International Firms
Bus 887-4	Entry Strategies for International Markets

All the above courses, except the last two, have been offered as selected topics courses for several years, with very successful levels of student demand. Since I do not want to exhaust your selected topics numbers, I propose to make them a part of the international business curriculum.

If you have any questions, please do not hesitate to let me know.

SIMON FRASER UNIVERSITY
NEW GRADUATE COURSE PROPOSAL

CALENDAR INFORMATION:

Department: Business Administration Course Number: 981
Title: Trade Policy and Management
Description: This course examines the impact of the North American Free Trade Agreement on domestic and international regulation of business, and the implications for North American business mgt. in the 1990s and the 21st C.
Credit Hours: 4 Vector: 4-0-0 Prerequisite(s) if any: _____
Permission of the instructor _____

ENROLLMENT AND SCHEDULING:

Estimated Enrollment: 10-15 When will the course first be offered: 95-2
How often will the course be offered: Once a year

JUSTIFICATION:

This course has been offered in the past as a selected topics course.
This course is also necessary to mount a concentration in international business at the graduate level.

RESOURCES:

Which Faculty member will normally teach the course: Mr. Bradley Condon
What are the budgetary implications of mounting the course: None

Are there sufficient Library resources (append details): Yes, see letter from R. Stanton

Appended: a) Outline of the Course

b) An indication of the competence of the Faculty member to give the course.

c) Library resources

Approved: Departmental Graduate Studies Committee: [Signature] Date: Sept 19/94
Faculty Graduate Studies Committee: [Signature] Date: Sept 19/94
Faculty: [Signature] Date: Sept 19/94
Senate Graduate Studies Committee: [Signature] Date: Sept 27/94
Senate: _____ Date: _____



SIMON FRASER
UNIVERSITY
AT HARBOUR CENTRE

Faculty of Business Administration
Executive MBA Program

Summer 1994 Semester

Harbour Centre Tel: 291-5106

MBA 881

International Business:
Trade Policy & Management
Professor Bradley Condon

PURPOSE

The purpose of this course is to familiarize students with the North American Free Trade Agreement, its impact on domestic and international regulation of business, and the implications for North American business management in the 1990s and the 21st century. The course will examine the provisions of the NAFTA from a legal and business perspective, using both business case studies and FTA dispute panel rulings. The course will examine the NAFTA in its broader political and social context and consider how the trilateralization of the North American economy fits into the globalization of the world economy. The course will feature several guest speakers.

READINGS

A variety of current materials will be used, including:

Austin, Kohn, Strategic Management in Developing Countries
(Collier, Macmillan) Excerpts

Beamish, Killing, International Management and Cases (Irwin Homewood) Excerpts

Castel, de Mestral and Graham, The Canadian Law and Practice of International Trade
(Emond-Montgomery)

The North American Free Trade Agreement, the North American Agreement on Environmental Cooperation, and the North American Agreement on Labour Cooperation

Selected rulings of the Dispute Panels under Chapters 18 and 19 of the Canada-United States Free Trade Agreement and under the GATT

GRADING

Group Project	30%
Mid-term	30%
Final	40%

Bradley Condon is a trilingual international trade and environmental lawyer. He is director of the Centre for North American Business Studies at Simon Fraser and sits on the Board of Directors for the Canadian Institute of International Affairs and the Canadian Foundation for the Americas.

SIMON FRASER UNIVERSITY
NEW GRADUATE COURSE PROPOSAL

CALENDAR INFORMATION:

Department: Business Administration Course Number: 882
Title: Doing Business with the Pacific Rim Countries
Description: The course seeks to examine the opportunities and challenges of doing business with the Pacific Rim countries. Topics include the analysis of foreign investment climate, business negotiations & marketing strategies.
Credit Hours: 4 Vector: 4-0-0 Prerequisite(s) if any: Permission of the instructor

ENROLLMENT AND SCHEDULING:

Estimated Enrollment: 20 When will the course first be offered: 94-3
How often will the course be offered: Once a year

JUSTIFICATION:

This course has been offered in the past as a selected topics course and had good enrolment. This course is also necessary to mount a concentration in international business at the graduate level.

RESOURCES:

Which Faculty member will normally teach the course: Dr. Rosalie Tung
What are the budgetary implications of mounting the course: None

Are there sufficient Library resources (append details): Yes, see letter from R. Stanton

Appended: a) Outline of the Course

b) An indication of the competence of the Faculty member to give the course.

c) Library resources

Approved: Departmental Graduate Studies Committee: Dr. P. Meredith Date: Sept 14/94
Faculty Graduate Studies Committee: Dr. P. Meredith Date: Sept 17/94
Faculty: Dr. P. Meredith Date: Sept 19/94
Senate Graduate Studies Committee: [Signature] Date: Sept 27/94
Senate: _____ Date: _____

SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION
BUS. 882: DOING BUSINESS WITH PACIFIC RIM COUNTRIES
FALL 1993

Professor R. Tung

Phone: X3083

Class meetings: Wednesdays 9:00-12:00, AQ 5118

Office hours:

Readings:

Bulk pack and books on reserve in the library

Graduate Students: Gao Yuan, Lure the Tiger out of the Mountains
(1991)

Objective:

This course seeks to examine the opportunities and challenges of doing business with the Pacific Rim Countries, such as China, Japan, and Korea. Topics include: the political and economic systems as they affect foreign investment and the conduct of business; social and cultural systems as they affect management and business practices; the conduct of business negotiations for market entry; marketing strategies, and product adaptation.

Class Procedures:

The content of the course will be conveyed through a mix of lectures, discussions, and cases. Each approach in the mix is designed to develop and elaborate on the content of the assigned readings. Class meetings will encourage student participation. As such, students are expected:

1. To discuss knowledgeably the assigned readings
2. To raise questions they may have about the assigned readings
3. To participate in the cases.

At the beginning of the term, each student will be assigned to one case. Each person assigned to a case for a particular session must submit a written case analysis/report to the instructor at the beginning of the class meeting. Please submit two copies of the case analysis. Each written report must not exceed 6 pages.

All assigned text and case materials for a particular day must be read prior to class meetings. You will be graded on the quality of your contribution to class discussion of the cases and assigned readings.

Method of Evaluation:

The basis of evaluation will be as follows:

Mid-Term exam	20%
Case	15%
1st Project	25%
2nd Project	25%
Class participation	15%

NOTE:

1. Both projects are due on or before the beginning of class, December 1, 1993. PLEASE SUBMIT TWO COPIES. LATE REPORTS WILL NOT BE ACCEPTED.
2. Students must read assigned materials for a particular topic prior to the class meetings.

PROJECT 1:

20-page double-spaced paper entitled: "Is Asia Canada's Last Hope? Successes and Challenges of Small to Medium Size Canadian Companies". The best paper will be submitted to Queen's University second annual national competition and conference for MBA students: "Far Horizons: Exploring Canada's role in the Global Marketplace".

Project 2:

Critique of Lure the Tiger out of the Mountains. The critique must discuss the relevance and significance of the 36 stratagems for Canadian business people who seek to do business in East Asia.

SIMON FRASER UNIVERSITY
NEW GRADUATE COURSE PROPOSAL

CALENDAR INFORMATION:

Department: Business Administration Course Number: 883
Title: International Business & Multinational Enterprises
Description: The course identifies theories, information and research findings which are useful in understanding different aspects of managing multinational operations, such as foreign investment, organization & control.
Credit Hours: 4 Vector: 4-0-0 Prerequisite(s) if any: Permission of the instructor

ENROLLMENT AND SCHEDULING:

Estimated Enrollment: 15-20 When will the course first be offered: 94-3
How often will the course be offered: Once a year

JUSTIFICATION:

This course has been offered for the past several years as a selected topics course and had good enrolment. This course is also necessary to mount a concentration in international business at the graduate level.

RESOURCES:

Which Faculty member will normally teach the course: Dr. Rosalie Tung
What are the budgetary implications of mounting the course: None

Are there sufficient Library resources (append details): Yes, see letter from R. Stanton

Appended: a) Outline of the Course

b) An indication of the competence of the Faculty member to give the course.

c) Library resources

Approved: Departmental Graduate Studies Committee: Dr. L. Meredith Date: Sept 19/94
Faculty Graduate Studies Committee: Dr. L. Meredith Date: Sept 19/94
Faculty: Dr. L. Meredith Date: Sept 19/94
Senate Graduate Studies Committee: BROO Date: Sept 27/94
Senate: _____ Date: _____

Simon Fraser University
Faculty of Business Administration

Bus. 883: International Business

Professor R. Tung
Phone: 291-3083

Fall 1993
Tuesdays, 9-12:50 p.m.
AQ5118

Required Text: S. Robock & K. Simmonds, International Business and Multinational Enterprises. 4th edition (Irwin Publishers, 1989).

Objective: This course seeks to familiarize students with theories, information, and research findings which are useful in understanding different aspects of managing multinational operations. These include selected aspects of foreign investment decisions; strategy development, organization and control of multinational operations. Such background knowledge is designed to equip students with tools and techniques for analyzing international situations or opportunities as they arise in future careers.

CLASS PROCEDURES

The content of the course will be covered through a mix of lectures, discussions, and cases. Each approach in the mix is designed to develop and elaborate on the content of the assigned readings. Class meetings will encourage student participation. As such, students are expected:

1. To discuss knowledgeably the assigned readings.
2. To raise questions they may have about the assigned readings.
3. To participate in the cases.

All assigned text and case materials for a particular day must be read prior to class meetings. You will be graded on the quality of your contribution to class discussion of the cases and assigned readings.

Method of Evaluation

The basis of evaluation will be as follows:

1st Mid-term Exam	20%
Class Participation	15%
Project	30%
2nd Mid-Term Exam	20%
Case	15%

- NOTE: 1. Attendance in class is considered a minimum requirement.
2. Students must read assigned materials for a particular day prior to class meeting.

3. Project is due on or before the last day of class meeting for this course. (PLEASE SUBMIT TWO COPIES. LATE REPORTS WILL NOT BE ACCEPTED.)

Project

For each of the major topics covered in the course, each person must locate an article which is not in the assigned readings. Paste the article on a sheet of paper. Write a synopsis of the article which must not exceed one page. Then offer a written critique of the article in terms of how it relates to international business and the subject matters covered in the course. You must be prepared to discuss the content of the article in class.

TENTATIVE COURSE OUTLINE

Note: Readings marked with an asterisk (*) are on reserve in the library.

- | | |
|------------------------|---|
| September 7 | Introduction and Overview |
| September 14 | Nature and scope of International Business
RS, Chapters 1 & 2 |
| September 21 | International Trade Theory
RS, Chapter 3
* Porter, "Canada and International Competition:
Theory and Practice" |
| September 28 | International Payments
RS, Chapters 6 & 7 |
| October 5 | Foreign Market Entry Strategies
RS, Chapters 9 & 10
*Case: Intercon International |
| October 12 | First Mid-term Exam |
| October 19 | Relationships with Host Governments
RS, Chapters 15 & 16
*Case: Corning Glass Works: Indonesia |
| October 26 | International Business Negotiations
*Kapoor, <u>Planning for I.B. Negotiations</u> . Chp. 1
*Tung, "Joint Program in Aircraft Production."
In R. L. Tung, <u>Business Negotiations with the
Japanese</u> .
*Tung, "Toward a conceptual paradigm of
international business negotiations"
Case: Nitrofix Ghana (RS) |
| November 2 | Cultural Environment
RS, Chapter 17
*E. T. Hall & M. R. Hall, "Culture is
Communication." In E. T. Hall & M. R. Hall,
<u>Hidden Differences</u> .
Case: British Airborne (RS) |
| November 9 | Management of Foreign Exchange Risks
RS, Chapters 4 and 23
Case: Korean Won A (RS) |
| November 16 | 2nd Mid-term Exam |
| November 23
control | Organization of the multinational, information &
control
RS, Chapters 11 and 22
Case: Bancel Corporation A (RS) |

November 30

Staffing Multinationals

RS, Chapter 24

*Tung, "Expatriate Assignments: Enhancing
Success & Minimizing Failure," Academy of
Management Executive.

Case: McTain China (RS)

SIMON FRASER UNIVERSITY
NEW GRADUATE COURSE PROPOSAL

CALENDAR INFORMATION:

Department: Business Administration Course Number: 884

Title: Comparative Management

Description: The course compares and contrasts similarities and differences in mgt. styles & practices across countries. It seeks to develop an appreciation of what it is like to work with people from other cultures.

Credit Hours: 4 Vector: 4-0-0 Prerequisite(s) if any: Permission of the instructor

ENROLLMENT AND SCHEDULING:

Estimated Enrollment: 15-20 When will the course first be offered: 94-3

How often will the course be offered: Once a year

JUSTIFICATION:

The course has been offered in the past as a selected topics course and had good enrolment. This course is also necessary to mount a concentration in international business at the graduate level

RESOURCES:

Which Faculty member will normally teach the course: Dr. Neil Abramson

What are the budgetary implications of mounting the course: None

Are there sufficient Library resources (append details): Yes, see letter from R. Stanton

Appended: a) Outline of the Course

b) An indication of the competence of the Faculty member to give the course.

c) Library resources

Approved: Departmental Graduate Studies Committee: Dr. R. Meredith Date: Sept 19/94

Faculty Graduate Studies Committee: Dr. R. Meredith Date: Sept 19/94

Faculty: Dr. L. Meredith Date: Sept 19/94

Senate Graduate Studies Committee: [Signature] Date: Sept 19/94

Senate: _____ Date: _____

BUS 884 ---
COMPARATIVE MANAGEMENT

Professor: Neil R. Abramson
Time: Monday, 9:30 AM to 12:20 PM
Room: AQ 5039
Phone: 291-5891 (office); 464-6194 (home)
Office hours: Monday, 1:30 to 3:30 PM or by appointment.

Text

Lane, H.W. and DiStefano, J.J. (1992). *International Management Behavior: From Policy to Practice* (second edition). Boston, MA: PWS-Kent. (LD)

Adler, N.J. (1991). *International Dimensions of Organizational Behavior*, Second Edition. Boston, MA: PWS-Kent.

A booklet of readings is available at the Business Main Office. It contains 3 cases and current readings concerning local conditions in the nations that class discussions will centre on.

Course Objectives

International business is conducted with and through people from various cultural backgrounds. Cultural differences, if not understood, can be significant barriers to the implementation and success of a business venture. This course is concerned with implementation issues. The readings, cases and exercises have been chosen to focus your attention on behavior - yours as well as that of others.

Many management concepts, techniques, and systems taught in North American business schools are based on North American cultural beliefs and values. These concepts, techniques and systems may not work as intended in other cultures and, if used improperly, can compound managers' problems. This course is intended to develop, to the extent possible, an appreciation of what it is like to work with people from other cultures and to work in other countries.

This course assumes that it is possible and desirable to develop both intellectual understanding and behavioral skills pertinent to the management problems arising from the interaction of people from different cultures in work settings. It is also assumed that the understanding and skills developed are generalizable from one situation to another.

Participants in this course will have the opportunity to learn:

- to develop awareness of the pervasive and hidden influence of culture on behavior, particularly with respect to management and management practices (including North American);
- to develop familiarity with the types of situations and issues that managers often confront when working internationally;
- to develop an appreciation of the impact on personal behavior of living and working in another culture.

Evaluation

Your grade for this course will be based on the following:

- Participation in classroom discussion (20%).¹ Participants may be asked to hand in short written assignments (ex. an overhead, a 2-3 page summary

¹ The evaluation of your class contribution will be based on your understanding of the situation, your recommendations for action and their connection to your understanding or analysis, and your effectiveness in communicating this information. Classroom contributions are evaluated against the following criteria on a daily basis after each class:

- **Excellent Plus:** complete analysis and action plan; synthesizes contributions; summarizes and/or moves class discussion ahead and contributes to the learning of others.
- **Excellent:** participation reflects good analysis and/or action plan; participant constructively criticizes others' ideas and substantiates position with well-rounded analysis.
- **Satisfactory Plus:** participant provides good portion of information or analysis that contributes to moving the discussion in a useful direction.

Please note that class contribution is not equivalent to talking in class. The quality of what is said and the quality of one's listening and responsiveness to others are important components of the evaluation. Also note that participation is cumulative. It is assumed to reflect preparedness. A student may make excellent contributions in two or three classes and receive a poor participation grade because s/he made no contributions in the other ten or eleven classes.

of a case analysis) or prepare and present short small group assignments that will be counted toward participation.

Group analysis and presentation of a case (20%).²

Field report / Project (30%).³ Projects are due at the second last class. Late penalties will be assessed at ten percent per day late. Projects will not be accepted past the beginning of the last class.

² Participants will be divided into small groups at the beginning of the course. Each group will be responsible for presenting their analysis for one of the cases to be discussed in class. Groups will have 20 to 30 minutes and will be expected to present the

- problem or opportunity;
- size up of the situation;
- alternatives;
- analysis and decision;
- action plan.

Evaluation will be based fifty percent on the quality and completeness of the analysis, and fifty percent on the quality of the presentation style.

You can form a group voluntarily within the first two weeks of the course and volunteer to present a case (only one group per case). Non-volunteers will be assigned to a group and a case by the third week.

³ Each student is to choose a subcultural setting about which he/she is unfamiliar. Some past examples have included native reserves, foreign students associations, religious affiliations, and associations for the physically challenged. Then plan to spend a period of time in the subculture in a way that allows some participation in it (as opposed to just observing or interviewing members).

The emphasis in the field work project is on experiential learning. The task is to experience entry into and dealing with another culture directly (as opposed to studying or speculating about it). Attend to your own behavior and reactions in the period prior to your first contact as well as during your experience and afterwards.

A word about ethics: do not misrepresent yourself or the University in approaching a group to request entry. You are the one asking for a favor. How you ask and what explanation you provide needs to be sensitive to the group's needs and perceptions as well as your own need to meet the course requirement. See me if you have questions.

Your report should include:

- description of the subculture; why you chose it; your expectations about it;
- preparation for entry; reading; thinking; finding contacts; concepts thought potentially useful;
- gaining entry - how you did it;
- description of the experience and the main cultural differences experienced;
- reflection on what was learned; insights; links with international business;
- recommendations - how to improve next time.

NOTE: Participation or interaction with people as they go about their culture, as opposed to being just an observer or interviewer, is required for a grade of B or A.

- Hand-in case analyses (2 x 15% = 30%).⁴

Class Sessions

1: Introduction / Conceptual Frameworks for Understanding Cross-Cultural Management

- explanation of case teaching method; group assignments; administrative details
- course objectives
- lecture: culture and management

Read

- LD, Part 1, pp. 1-17, 49-72

2: IMPACT OF CULTURE ON ORGANIZATION: Culture and Management

Case 1: Canada - China Computer Crisis (A): On what issues do Paul and Yulan have differing assumptions? What are those assumptions? How do they contribute to the conflict? In the three meetings between John and Yulan, what are the issues that they are both making assumptions about? What perceptions do you think Yulan has of John and Paul? What perceptions do you think John and Paul have of Yulan?

What are the assumptions regarding contracts and the visit of the senior Chinese? Are there any other situations or issues that you notice that should be discussed? What should John do in the short term regarding the missing program and what should he do in the longer term regarding the PRC contract?

Read: LD pp. 21-49, Adler Ch. 1, de Keijzer: 'Effective negotiations...'

3: IMPACT OF CULTURE ON ORGANIZATION: Do Cultural Differences Affect the Organization?

Case 2: Bhiwar Enterprises: What are the key cultural variables affecting this situation? What restraints do they imply for action by Pratap at the end of the case?

Within the cultural constraints identified above, what would you recommend as a reasonable and acceptable solution? What adaptations are required? By whom?

How do your own beliefs and values about how to manage (and your own management practices) resemble or differ from those described in this situation? What are the implications of the case for you personally?

Read: Adler Ch. 2, Harris & Moran: 'Doing business with Africans'

4: IMPACT OF CULTURE ON ORGANIZATION: Communicating Across Cultural Barriers

Case 3: Either Bob Chen or David Shorter (Half the class will be assigned to read each case. The case is found in the booklet of readings.)

Assume that a firm develops a strategy to be effective in a business environment. Assume that the management preferences, resources and organizational systems and culture affect the ability of the firm to enact that strategy. What is the strategy here? What is the environment? How is the situation affected by the management preferences, resources and

⁴ Students will hand in two 1500 word (maximum) analyses of cases. The first, on Canada Royal, will be in place of a midterm exam. The second, in place of a final exam, will be on the final case of the class. This case will be announced. Both hand-ins will be due before the classes in which each case is discussed. They will not be accepted after those classes.

organization? What should David Shorter and Bob Chen be doing to solve the problems in the short term? What are the implications for the long term?

Read: Adler, Ch. 3; De Mente, 'Chinese etiquette...'

5: **MANAGING CULTURAL DIVERSITY: Cultural Synergy**

Case 4: Karen Leary (A) and (B): You are in Karen Leary's position. Ted Chung has just offered his resignation and you have told him you will think about it and let him know in the morning. What is your analysis of the issues and problem(s) facing you? What decision would you make and what specific actions would you take (if any) and why?

Read: Adler, Ch. 4. Review de Keijzer, 'Effective negotiations...'

6: **MANAGING CULTURAL DIVERSITY: Multicultural Teams**

Case 5: International Bank of Malaysia (A): What can you do in the short term to solve this conflict? In the medium and long terms? What problems do you envision in putting these plans into action? How will you deal with them?

Read: Adler, Ch. 5; Cragg, 'Federation of Malaysia'; Harris & Moran, 'Business in Malaysia'.

7: **MANAGING CULTURAL DIVERSITY: Building Effective Relationships**

Case 6: Managing in Two Cultures- Two Letters (This case is found in the booklet of readings): Assume that you are a senior manager at the Headquarters of John Smith's company and that you participated in Smith's selection. Do whatever analysis and make whatever recommendations you believe to be necessary. Consider both short term and long term responses.

Read: LD, pp. 98-122; Jessup and Jessup, 'Doing Business in Mexico'.

8: **MANAGING CULTURAL DIVERSITY: Negotiating with Foreigners**

Case 7: Canada Royal (A): A 1500 word (maximum) report analyzing this case is due before the beginning of this class. It will not be accepted after the end of the class.

As Doug Strong what would you do now? Will you go ahead or back out? Why? What are the pressures on Strong to proceed? To stop? How effective was the search for a partner? If you do not think it was effective, how would you improve it?

Read: Adler, Ch. 7; LD, pp. 208-216. Review Jessup and Jessup.

9: **EXPATRIATE MANAGER ISSUES: Expatriate Entry and Re-Entry**

Case 8: Solartron (C): Why did Pierre return to Canada prematurely? Separate the individual and company issues and/or reasons. How would you recommend improving the process or correcting the deficiencies that you see? What does the case mean to you as an individual and potential expatriate?

Read: Adler, Ch. 8; LD, pp. 245-256; Solartron (B) for background.

10: **EXPATRIATE MANAGER ISSUES: Women Expatriates as Gaijin**

Case 9: Ellen Moore (A): What would you advise Ellen to do and why? What should be her objectives? Are these objectives and actions consistent with what you would do if you were in her situation? Why is Ellen successful as a manager? Is she a good role model for other North American female managers? What are the responsibilities of male colleagues (superiors, coworkers, subordinates) toward female managers? What, if anything, in the case differed

from your expectations?

Read: LD, pp. 259-277; Harris and Moran, 'Doing Business with Middle Easterners'.

11. EXPATRIATE MANAGER ISSUES: Expatriate Manager Effectiveness

Case 10: Hazelton International and An International Project Manager's Day:

Case 10a: Hazelton International Limited: Check the data in the Indonesia reading (Moran, 1987). Does it help you in understanding what John Anderson has experienced and what Dan Simpson faces? Who are the main stakeholders in this situation? What are the perceptions, motivations and interests of these groups? How do the differences across the various stakeholders affect Dan Simpson? What is your general size-up of the situation as it exists at the end of the case? What are the key issues and what is your assessment of the project's progress to date?

Case 10b: An International Project Manager's Day: Familiarize yourself with the names and roles of the key players and the situation in which you find yourself. Be prepared to assume the role of Dan Simpson as you start work back in your office. You will have a number of papers

in your in-basket to deal with in class.

Read: LD, pp. 73-84; Cragg, 'Republic of Indonesia'; Harris and Moran, 'Indonesia'.

12. EXPATRIATE MANAGER ISSUES: Ethics in International Situations

Case 11: Valley Farms International (A): What would you do if you were in John Robert's position, and why?

Read: LD, pp. 384-398.

Your project is due by the end of this day. Late penalties of 10 percent per day will be assessed beginning the day after this class.

13. EXPATRIATE MANAGER ISSUES: Organizational Strategy and Culture

Case 12: To Be Announced: (This case will be announced at the end of class 12). A 1500 word (maximum) report analyzing this case is due before the beginning of this class. This report will not be accepted past the end of this class. Do whatever analysis and make whatever recommendations you believe to be necessary.

Read: Whatever you believe to add value to your report. Make sure you reference these readings appropriately in your report.

SIMON FRASER UNIVERSITY
NEW GRADUATE COURSE PROPOSAL

CALENDAR INFORMATION:

Department: Business Administration Course Number: 885
Title: International Human Resource Management
Description: The course seeks to identify how cultural differences affect the practice of int'l human resource management; and to understand the linkage between int'l human resource strategy, org'l structure & corporate strategy
Credit Hours: 4 Vector: 4-0-0 Prerequisite(s) if any: _____
Permission of the instructor _____

ENROLLMENT AND SCHEDULING:

Estimated Enrollment: 20 When will the course first be offered: 95-1
How often will the course be offered: Once a year

JUSTIFICATION:

The course has been offered in the past as a selected topics course and had good enrolment. This course is also necessary to mount a concentration in international business at the MBA level

RESOURCES:

Which Faculty member will normally teach the course: Dr. Neil Abramson
What are the budgetary implications of mounting the course: None

Are there sufficient Library resources (append details): Yes, see letter from R. Stanton
Appended: a) Outline of the Course

- b) An indication of the competence of the Faculty member to give the course.
- c) Library resources

Approved: Departmental Graduate Studies Committee: Dr. L. Meredith Date: Sept 19/94
Faculty Graduate Studies Committee: Dr. L. Meredith Date: Sept 19/94
Faculty: Dr. L. Meredith Date: Sept 19/94
Senate Graduate Studies Committee: B.R.O. Date: Sept 29/94
Senate: _____ Date: _____

BUS 885 SYLLABUS

Professor: Dr. Neil R. Abramson (AQ 5117)
Time: Tuesdays, 9:30 - 13:20
Phone: 291-5891 (office); 464-6194 (home)
Office Hours: Tuesday, 14:00 - 16:00 or by appointment.

Texts: Mendenhall & Oddou. 1991. **Readings and Cases in International Human Resource Management.** PWS-Kent.

Dowling & Schuler. 1990. **International Dimensions of Human Resource Management.** PWS-Kent. (The bookstore may have ordered the second edition of this book and we will use it if available)

Marquardt & Engel. 1993. **Global Human Resource Development.** Prentice-Hall.

A reading booklet containing additional cases and hand-outs is required for purchase at the Faculty of Business Administration General Office.

Course Goals: To identify how cultural differences affect the practice of IHRM.

To examine the following human resource management functions in the context of multinational corporations:

- selection and recruitment;
- training and development;
- succession planning;
- motivation and management style;
- motivation and organizational change; and,
- selecting and preparing expatriate managers.

To understand the linkage between international human resource strategy, organizational structure and multinational corporate strategy. These issues are discussed in the context of:

- parent and subsidiary relationships;
- organizational development;
- international joint ventures; and,
- global strategic concerns.

Evaluation: Your grade on this course will be based on marks:

Participation in Class = 20 percent. The evaluation of your participation will be based on your understanding of the case, your recommendations for action, your qualitative and quantitative analysis, and your effectiveness in communicating this information. Your participation is graded on a five point scale for each class and cumulative participation grades are bell-curved for an overall participation grade. Note that participation is not equivalent to talking in class. Quality is important.

Group Analysis and Presentation of a Case = 20 percent. Participants will work in small groups to analyze and present one of the cases in this syllabus. Each group will make a 15 minute presentation with 5 minutes for questions on the night that their case is assigned for the whole class. Groups can volunteer for cases (one group per case) during the first two weeks of the class. Groups will be randomly constructed and assigned to cases past this point. Groups will present the problem or opportunity, size up of the situation, alternatives, analysis, decision and action plan. Evaluation will be 50 percent for the quality of the analysis, and 50 percent for the quality of the presentation. There is no hand in.

Project = 30 percent. Participants may work individually or in their small groups. Participants will find a company engaged in international trade, interview one or more managers sufficiently to determine the entry history, strategies, problems, strengths and weaknesses of that company in one or more international market. Participants will write a practical management report which contains conclusions and recommendations about how the firm might improve their performance in this/these market(s). The project is due on the second last class with a late penalty of 10 percent per day starting the day after the second last class. Projects may be up to 10 pages long (12 point, 1.5 line space, 1 inch margins) plus exhibits. Projects will not be accepted past the last class.

Participants may have the option of doing a theoretical, or library research, project. Such an option will be considered unenterprising and 10 percent of the grade will evaluate the enterprise of the student in attempting and completing a useful piece of work.

Hand-In Case Analysis = 15 percent. Participants will hand in a 1500 word (maximum: 12 point, 1.5 line space, 1 inch margins = approximately 6 pages) analysis of the Suji-Ins K.K. case at the beginning of the 5th class. The hand-in will not be accepted past the end of this class and students who do not hand in will receive 0 percent.

Case Examination = 15 percent. Participants will write a case examination in CLASS 11 on material covered to this point in the class. The case will be announced at the beginning of the class. The examination will be open book and participants are encouraged to bring any materials they think will be helpful. The examination will last for three (3) hours followed by a discussion and analysis of the case.

CLASS AND CASE ASSIGNMENTS

Class 1: Foundations

Case: Computex Corporation (MO 7.2)

Assignment: (1) If you were Peter Jones, what would you do? (2) As Peter Jones, what are the key issues? (3) What work related cultural issues - US vs. Swedish - might affect your decision?

Readings: DS 1-17; ME 2-15; MO R1.1

Class 2: Culture and HRM Practice

Case: The Anstrichhof Infrared Coating Corporation (MO 2.2)

Assignment: (1) Is the present situation the result of poor adaptation by AICC to a changing business environment or the result of a different culture imposed by Masseverk? (2) Would the situation at AICC be substantially different if an American company had acquired it in 1980? (3) What are the important cultural differences between Masseverk and AICC? If you were Wheeler, what defences would you wish to raise?

Readings: MO R2.1+2.2+2.3; ME 16-33

Class 3: IHRM Selection and Recruitment

Case: Precision Measurement of Japan (MO 4.1)

Assignment: (1) Of the strategies open to PM-J, which would you recommend? (2) What are the advantages and disadvantages of each option? Consider Japan's aging population, shortages of young engineers, engineers looking for a second career, and increasing numbers of women looking for employment. (3) Is PM-J's partner dumping worn out human capital onto PM-J? Is PM-J's salary scale appropriate?

Readings: MO 4.1+4.2; DS 47-70, ME 195-208

Class 4: Training and Development

Case: Amtar Oil (MO 3.1)

Assignment: (1) Do we hire an expatriate or a local? What problems does this issue raise that must be addressed at sometime in the near future?

Readings: MO R3.3, DS 93-111; ME 35-59, 182-194 passim

Class 5: Succession Planning

Case: Suji-Ins K.K. (MO 6.2)

Assignment: (1) Do you agree with Flynn's assessment of Satoh's appointment? Why, or why not? (2) What would you do if you were Flynn? What would your primary objectives be, and how would you attempt to achieve them? (3) If you were Flynn, would you leave Rose in His position? If you removed Rose, where would you put him and who would you put in his place?

Readings: MO R6.3+8.1

HAND-IN ON THIS CASE DUE AT THE BEGINNING OF THIS CLASS (MAXIMUM 1500 WORDS, 12 POINT, 1.5 LINE SPACING, 1 INCH MARGINS). HAND-INS NOT RECEIVED BY END OF CLASS WILL NOT BE ACCEPTED AND THOSE STUDENTS WILL RECEIVE 0 PERCENT.

Class 6: Motivation and Management Style

Case: Moscow Aerostar (reading booklet)

Assignment: (1) Do whatever analysis and make whatever recommendations you think are appropriate. (2) If you were in Ken Rowe's position, what management style would you think was most appropriate for managing your Russian employees?

Readings: (1) Smith, H. Chapter 10: The Culture of Envy. (2) Vlachoutsicos, C, and Lawrence, P. What we don't know about Russian management. (3) Mainiero, L. Participation? nyet: Rewards and praise? da! (4) Welch, D., Luthan, F., and Sommer, S. Managing Russian factory workers: The impact of U.S. based behavioral and participative techniques. (5) ME 136-147 passim. (readings 1, 2, 3, and 4 in reading booklet)

Class 7: Motivation and Organizational Change

Case: Cashbuild (A) (MO 7.1)

Assignment: (1) Evaluate the initial organizational structure and corporate culture at Cashbuild. (2) How had the initial job descriptions and structure discriminated against black employees? (3) Why did the initial company philosophy not meet the needs of the black employees? (4) What were the weaknesses in the autocratic management style used at Cashbuild?

Readings: MO R6.1; ME 158-170

Class 8: Selecting and Preparing Expatriate Managers

Case 1: Fred Bailey: An Innocent Abroad (MO 5.1)

Assignment: (1) What factors have played a major role in Fred's and Jenny's current levels of adjustment to Japan? (2) Are Fred and Jenny just experiencing normal culture shock? (3) What should Fred do?

Case 2: Mel Stephen's Dilemma (MO 5.2)

Assignment 2: (1) Has Mel offered enough to the employees being sent to Japan that they will be able to adjust and carry out the project? (2) Pick one of Mel's three options (no training, area briefing, full training) and do SWOT on it. (3) What obligations does Recor have to its employees? To the families of its employees?

Readings: MO R5.1+5.2+8.2; ME 255-289

Class 9: IHRM and MNC Corporate Structure (Parent-Subsidiary Relations)

Case: Mitsuohshi France S.A. (MO 2.1)

Assignment: (1) What are the dilemmas facing young Japanese managers? (2) What are the issues involved in hiring and integrating locals? (3) How should the Mitsuohshi Group internationalize? (4) What would your expectations be as a new manager entering the company?

Readings: MO R6.2, ME 72-83, 85-93, 122-135

Class 10: Organizational Development

Mini-Case 1: PepsiCo, Inc. (reading booklet)

Mini-Case 2: Ningbo Abbott Biotechnology, Inc. (reading booklet)

Mini-Case 3: Zhou County Number One Canning Factory (reading booklet)

Mini-Case 4: Shenyang Tambrands Co. Ltd. (reading booklet)

Assignment: (1) Read all four mini-cases. (2) What are the HRM issues that concern North American companies doing business in China? (3) What issues concern the Chinese about doing business with foreigners? (4) What strategies would you suggest to coordinate and integrate American multinationals and their local Chinese representatives? Will North American theories of organization work in China? Be specific.

Readings: MO R7.1+7.2; A.J. De Keijzer. 1992. Guidelines for Success, pp. 229-245 (reading booklet)

Class 11: Examination

Case: To be announced.

Assignment: Do whatever analysis and make whatever recommendations you think are necessary.

STUDENTS WILL HAVE THREE HOURS TO WRITE THIS EXAMINATION IN CLASS. AFTER A SHORT BREAK, THERE WILL BE AN SHORT DISCUSSION OF THE CASE.

Class 12: IHRM Strategies in International Joint Ventures

Case: Xian Dinner Theatre: The Tang Dynasty (reading booklet)

Assignment: (1) Prepare a presentation for CT management on the status of the Tang project. Include the following: Where is the project now? What needs to be done to make it a success. (2) Evaluate the basic concept of a dinner theatre in the Xian area. (3) Comment on the relationship between CT and CITS. Are the roles of the JV partners clear? Is the combination a good match? (4) Evaluate the profit potential of the venture. Are the projections in Exhibit 2 valid? (5) Why was the project not farther along in January 1986? (6) Do you agree with Charles Lau's suggestions about downsizing the project? (7) What needs to be done to make the project a success?

Readings: MO R3.2; ME 241-254

PROJECTS ARE DUE ON THIS DAY. PROJECTS WILL RECEIVE A 10 PERCENT LATE PENALTY PER DAY LATE COMMENCING ON THE DAY AFTER THIS CLASS.

Class 13: Human Resource Management in the Global Context

Case: Nissan Italia S.P.A. (MO 2.2)

Assignment: (1) Should the issues Nissan Motor Company is struggling with be decided at the corporate, regional or national level? What are the distinct advantages and disadvantages to determining these types of policies at each of these levels? (2) The case presents Nissan Italia as being very Italian. Yet the top two officials are Japanese and the general policy of Nissan (and other Japanese firms) is to leave Japanese at the very top. Why do you think this is in the face of Nissan's attempts to localize? (3) List the principle human resource problems Nissan Italia is currently experiencing. Then explain what you think Nissan Italia should do to try and remedy these problems.

Readings: ME 109-120, DS 19-43, MO R3.1

PROJECTS WILL NO LONGER BE ACCEPTED PAST THIS CLASS. PROJECTS HANDED IN AT THIS CLASS WILL RECEIVE A 70 PERCENT LATE PENALTY.

SIMON FRASER UNIVERSITY
NEW GRADUATE COURSE PROPOSAL

CALENDAR INFORMATION:

Department: Faculty of Business Administration Course Number: Bus886

Title: Management of International Firms

Description: Attached

Credit Hours: 4 Hours Vector: 4-0-0 Prerequisite(s) if any: Bus 883

ENROLLMENT AND SCHEDULING:

Estimated Enrollment: 10-15 When will the course first be offered: 94-3

How often will the course be offered: once every year

JUSTIFICATION:

This course is necessary to mount a concentration in International
Business at the graduate level

RESOURCES:

Which Faculty member will normally teach the course: Professor Hemant Merchant

What are the budgetary implications of mounting the course: None

Are there sufficient Library resources (append details): Yes, see letter from R. Stanton

Appended: a) Outline of the Course

b) An indication of the competence of the Faculty member to give the course.

c) Library resources

Approved: Departmental Graduate Studies Committee: Dr. K. Meredith Date: Sept 19/94
Faculty Graduate Studies Committee: Dr. L. Thrusfield Date: Sept 19/94
Faculty: Dr. K. Meredith Date: Sept 19/94
Senate Graduate Studies Committee: R. Stanton Date: Sept 27/94
Senate: 25 Date: _____

**SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION**

**TENTATIVE COURSE OUTLINE
BUS-886 INTERNATIONAL STRATEGIC MANAGEMENT**

Instructor: Prof. Hemant Merchant.

Prerequisites: BUS-883

Required learning material:

A packet of cases/articles will be sold through the General Office (approx. cost: \$75). Additional learning material, such as book chapters, will be reserved in the library. Note, there is no text book for this class; this enables us with the flexibility to draw upon the work of numerous scholars in the field.

Course overview:

This course investigates various aspects related to the management of firms which compete across two or more nation-states. Specifically, the course focuses on the real-life challenges facing international managers, and the ways in which such challenges can be addressed. Such challenges refer to interfaces between a foreign firm and a host-country government, parent-subsidiary relationships, tradeoffs that must be made to maintain/increase worldwide firm profitability and so on. By extension, the impact of these challenges on front-line employees are also examined. It is expected that these pursuits will increase our understanding of why--and how--some firms derive superior economic performance *vis-a-vis* competitors. The course includes, but is not restricted to, the following topics:

The Organizational Competitive Space

Motivations and mentalities of international managers; The functional challenges of international operations; Managing the tension between headquarters and international subsidiaries; Roles/dilemmas of international strategic managers; Formulating global competitive strategies; Building/managing strategic capabilities.

The Institutional Competitive Space

Evolution/dynamics of global competition; Analysis of global industries; Government-based advantages; Managing institutional relations.

Course format:

Each class revolves around a theme related to the profitable management of international firms. The weekly presentations follow a lecture/discussion format that relies on real-life case analyses of global competitors; some of these cases will be presented in-class by student teams. Resources permitting, the class sessions will include relevant videos/films and guest speakers.

Course grades:

Tentatively, the overall course grade will be awarded on the following basis: i) in-class participation (20%), ii) quizzes (15%), iii) midterm exam (15%), iv) mini-projects (20%), v) case-study presentation (15%), and vi) term paper (15%).

SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION

BUS-886 INTERNATIONAL STRATEGIC MANAGEMENT
GENERAL INFORMATION ON CLASS PROJECTS, AND ASSIGNMENTS

Instructor: Prof. Hemant Merchant.

Term project:

Each team must submit a term project that investigates some aspect of international activity of firms; an attempt must be made to demonstrate linkages to firm-profitability. It is recommended that the project be pre-approved by the instructor. A 'practical' project is preferred over a 'theoretical' project. Although both types are acceptable, projects of the former variety will be considered to be more "enterprising." Indeed, such projects are likely to provide you with "hands on" experience and test your understanding of what international business is and how it is conducted, in practice. Notwithstanding these benefits, your investigation may be restricted by the particular nature of challenges facing the firm you study. Theoretical projects will involve library research. They may not be restricted to an analysis of firms but could include any topic, germane to international business, that may be of interest to Canadian firms. Clearly, you are encouraged to use your imagination in choosing a topic of current interest.

When reporting on your research topic, make sure you address all relevant perspectives. A mere restatement of facts presented elsewhere must be avoided at all costs; such exercises reflect your ability in *gathering* not *analyzing* data. A significant portion of your project's evaluation will go toward your ability to: i) combine and confront differing viewpoints and ii) generate predictions based on the available information. Projects should be no longer than 15 double-spaced typed pages (plus exhibits). Two copies must be submitted no later than 6:30 p.m. on the day of class in Week 10. Projects handed in after this deadline will be penalized 10 points per day.

Case presentation:

Each team must present a case-study. All case presentations involve a 15-minute oral presentation. A copy of overheads must be submitted to the instructor at the time of the actual presentation; if appropriate, material may also be distributed to the class.

Each team may sign-up on a 'first-come-first-served' basis; the sign-up sheet will be posted early in the semester. Upon sign-up, each team should confer with the instructor, as early as possible, for the specific assignment. Since no two cases are identical, the exact nature of each assignment will vary. Nonetheless, all assignments will be related to the particular case and to the discussion topic that the case is intended to reinforce.

SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION

BUS-886 INTERNATIONAL STRATEGIC MANAGEMENT
RATIONALE FOR THE PROPOSED COURSE OFFERING

Instructor: Prof. Hemant Merchant.

Above all, International Strategic Management is designed to sensitize our students to the strategic requirements for managing international operations profitably. The course appears to be in demand as well. The alluded requirements refer to demands on a firm's existing stock of tangible and intangible resources, and the infrastructural 'stretch' needed to leverage the productivity of these resources.

As designed, International Strategic Management is an integrative course, one that complements existing offerings in the *International Business* area. It is also a course that is routinely offered as a part of *International Business* curriculum throughout leading North American business schools.

SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION

BUS-886 INTERNATIONAL STRATEGIC MANAGEMENT
TENTATIVE READING LIST

Instructor: Prof. Hemant Merchant.

The proposed reading list will closely approximate the conceptual and theoretical material found in leading text books in the area. I use the word 'closely' to suggest the use of state-of-the-art reading material that regularly appears in leading practitioner journals (e.g., Harvard Business Review), and the popular business press. For obvious reasons, a list of such material cannot be generated *a priori*.

As a guide, the table of contents of a widely used text book in the area is attached for perusal:

Transnational Management, by Bartlett and Ghoshal, (1992), Irwin.

**SIMON FRASER UNIVERSITY
NEW GRADUATE COURSE PROPOSAL**

CALENDAR INFORMATION:

Department: Faculty of Business Administration Course Number: Bus 887

Title: Entry Strategies for International Markets

Description: _____

Credit Hours: 4 Hours Vector: 4-0-0 Prerequisite(s) if any: Bus 883

ENROLLMENT AND SCHEDULING:

Estimated Enrollment: 10-15 When will the course first be offered: 95-1

How often will the course be offered: once every year

JUSTIFICATION:

This course is necessary to mount a concentration in International Business at the graduate level

RESOURCES:

Which Faculty member will normally teach the course: Professor Hemant Merchant

What are the budgetary implications of mounting the course: None

Are there sufficient Library resources (append details): Yes, see the letter from R. Stantor

Appended: a) Outline of the Course

b) An indication of the competence of the Faculty member to give the course.

c) Library resources

Approved: Departmental Graduate Studies Committee: [Signature] Date: Sept 19/94

Faculty Graduate Studies Committee: [Signature] Date: Sept 28/94

Faculty: [Signature] Date: Sept 19/94

Senate Graduate Studies Committee: [Signature] Date: Sept 29/94

Senate: 30 Date: _____

**SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION**

TENTATIVE COURSE OUTLINE

BUS-887 ENTRY STRATEGIES FOR INTERNATIONAL MARKETS

Instructor: Prof. Hemant Merchant.

Prerequisites: BUS-

Required learning material:

A packet of cases/articles will be sold through the General Office (approx. cost: \$75). Additional learning material, such as book chapters, will be reserved in the library. Note, there is no text book for this class; this enables us with the flexibility to draw upon the work of numerous scholars in the field.

Course overview:

This course investigates various aspects related to a firm's economic success in entering foreign markets. Specifically, the course focuses on the real-life challenges facing firms who venture into international markets via arrangements such as exports, licensing, joint ventures, mergers and acquisitions and so on. This course provides a framework to ascertain the viability of a firm's international aspirations, the attendant challenges, and the impact of these challenges on front-line employees. It is expected that these pursuits will increase our understanding of why--and how--some firms are more successful than others, in their international activity. The course includes, but is not restricted to, the following topics:

The Economic Competitive Space

Foreign market entry and corporate strategies; Choosing product-markets for foreign entry; Key requirements for entering foreign markets; Dynamics of foreign market entry decisions; Choice of a specific entry mode; Equity and non-equity cooperation between firms domiciled in different nation-states (Global strategic alliances).

The Organizational Competitive Space

Localization-globalization tradeoffs and foreign market penetration; Product-market acculturation into foreign markets; Factors influencing the selection of host-country partner(s); Managing exports/licensing agreements; Managing foreign market sourcing contracts; Alliance management; Alliance stability.

The Institutional Competitive Space

Country selection for international pursuits; Political and cultural threats, Analysis of host-country local industries.

Course format:

Each class revolves around a theme related to the profitable management of foreign market operations. The weekly presentations follow a lecture/discussion format that relies on real-life case analyses of medium- and small-sized firms; some of these cases will be presented in-class by student teams. Resources permitting, the class sessions will include relevant videos/films and guest speakers.

Course grades:

Tentatively, the overall course grade will be awarded on the following basis: i) in-class participation (20%), ii) quizzes (15%), iii) midterm exam (15%),

iv) mini-projects (20%), v) case-study presentation (15%), and vi) term paper (15%).

**SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION**

**BUS-887 ENTRY STRATEGIES FOR INTERNATIONAL MARKETS
GENERAL INFORMATION ON CLASS PROJECTS, AND ASSIGNMENTS**

Instructor: Prof. Hemant Merchant.

Term project:

Each team must submit a term project that investigates some aspect of international activity of firms; an attempt must be made to demonstrate linkages to firm-profitability. It is recommended that the project be pre-approved by the instructor. A 'practical' project is preferred over a 'theoretical' project. Although both types are acceptable, projects of the former variety will be considered to be more "enterprising." Indeed, such projects are likely to provide you with "hands on" experience and test your understanding of what international business is and how it is conducted, in practice. Notwithstanding these benefits, your investigation may be restricted by the particular nature of challenges facing the firm you study. Theoretical projects will involve library research. They may not be restricted to an analysis of firms but could include any topic, germane to international business, that may be of interest to Canadian firms. Clearly, you are encouraged to use your imagination in choosing a topic of current interest.

When reporting on your research topic, make sure you address all relevant perspectives. A mere restatement of facts presented elsewhere must be avoided at all costs; such exercises reflect your ability in gathering not analyzing data. A significant portion of your project's evaluation will go toward your ability to: i) combine and confront differing viewpoints and ii) generate predictions based on the available information. Projects should be no longer than 15 double-spaced typed pages (plus exhibits). Two copies must be submitted no later than 6:30 p.m. on the day of class in Week 10. Projects handed in after this deadline will be penalized 10 points per day.

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Each team must present a case-study. All case presentations involve a 15-minute oral presentation. A copy of overheads must be submitted to the instructor at the time of the actual presentation; if appropriate, material may also be distributed to the class.

Each team may sign-up on a 'first-come-first-served' basis; the sign-up sheet will be posted early in the semester. Upon sign-up, each team should confer with the instructor, as early as possible, for the specific assignment. Since no two cases are identical, the exact nature of each assignment will vary. Nonetheless, all assignments will be related to the particular case and to the discussion topic that the case is intended to reinforce.

SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION

BUS-887. ENTRY STRATEGIES FOR INTERNATIONAL MARKETS
RATIONALE FOR THE PROPOSED COURSE OFFERING

Instructor: Prof. Hemant Merchant.

Above all, Entry strategies for international markets is intended to prepare our students for the rigors of doing business in foreign markets. The course is useful, given the University's geographical location: many small- and medium-sized firms either desire to go abroad, or are set-up by non-Canadian companies. This course is designed to prepare our students for managerial positions within such firms.

Entry strategies for international markets is intended to be a hands on course which complements existing offerings in the *International Business* area. It is also a course that is widely offered throughout leading North American business schools.

SIMON FRASER UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION

BUS-887 ENTRY STRATEGIES FOR INTERNATIONAL MARKETS
TENTATIVE READING LIST

Instructor: Prof. Hemant Merchant.

The proposed reading list will closely approximate the conceptual and theoretical material found in leading text books in the area. I use the word 'closely' to suggest the use of state-of-the-art reading material that regularly appears in leading practitioner journals (e.g., Harvard Business Review) and the popular business press. For obvious reasons, a list of such material cannot be generated a priori.

As a guide, the table of contents of standard (text) books in the area are attached for perusal. These books are:

Entry Strategies for International Markets, by Root, F., Lexington Books, 1994.

Cooperative Strategies in International Business, by Contractor, F. and P. Lorange (Eds.), Lexington Books, 1988.

I.B. Offerings

Cause	Name	94-2	94-3	95-1	95-2	95-3	96-1	96-2	96-3
346	I.B.		Merchant	Merchant		Merchant	Merchant		Merchant
430/384	Comp. Mgr.		430/384 Abramson			430/384 Abramson			430/384 Abramson
431	Rec. Fin.		TUNG				Tung		Tung
882	Rec. Fin.			PHDA/CHAP TUNG			Tung		
493/893	HRM		493/893 Abramson		593/493 Abramson		493/893 Abramson		493/893 Abramson
4xx/886	Mgt. of MNC's.		4xx Merchant			4xx/886 Merchant			4xx/886 Merchant
4xx/887	GSA			4xx/887 Merchant			4xx/887 Merchant		
447	Int'l Mktg.			2 Rec'd by Francis			Francis		
184 662	I.B.	(NAFTA) Candor		Francis	Wanda Abramson		NAFTA Candor	Wanda TUNG	
350/800	Int'l Fin.			Francis			Family		
896	I.D.		TUNG			Abramson			Tung
8xx/4xx	S.E. Asia						Abramson		
Abramson		R	T	R	T	(T)	T	R	T
Merchant		R	(T)	T	R	(T)	T	R	T
Tung		R	(T)	T	R	(R)	T	T	T

