

ITRN 773 - International Strategic Management
George Mason University
Spring 2004

Lecturer - Professor Thomas Gulledge
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Location - Arlington Campus
Lecture is in room #256

Office - Suite 205-206, Finley Building
Fairfax Campus
Office Hours: The office is open from 0830-1700 M-F.

Time - Tuesday 1630-1910

Textbooks - Sergio Lozinsky, *Enterprise-Wide Software Solutions*. Reading, Massachusetts: Addison-Wesley, 1998. ISBN 0-201-30971-8

http://www.amazon.com/exec/obidos/tg/detail/-/0201309718/qid=1074440440/sr=1-1/ref=sr_1_1/002-3760656-2426447?v=glance&s=books

The Economist, *Globalisation*. London: Profile Books, 2001. ISBN 1-86197-348-9

http://www.amazon.com/exec/obidos/tg/detail/-/1861973489/qid=1074472643/sr=1-1/ref=sr_1_1/002-3760656-2426447?v=glance&s=books

Other materials will be distributed in class.

Abstract - This course focuses on strategic management in the multinational organization. The focus is on the modern integrated and technology-enabled firm, focusing on the strategic levels of vertical and horizontal integration, and their links to internal and external business processes. The traditional approaches to planning and strategy formulation are covered in some detail, and they are extended to include modern approaches for using information as a strategic resource. While the focus of the course is planning, the course also considers cultural, behavioral, and technological barriers and enablers of international strategic management. To completely the package, the course considers technology-enabled trade, providing the necessary background to demonstrate how International eBusiness enables global logistics and international transactions.

Evaluation - Student evaluation will be based on the following criteria:

First Examination	30%	
Second Examination	30%	
Research Paper		40%

Important - I realize that you have many obligations; hence, time management is a difficult problem. However, you are expected to submit your work on the date that it is due. If you miss an assigned date, I will not accept late work. Since all grading is relative, it is extremely difficult to provide objective grading when assigned work is submitted late. It is not fair to your equally constrained classmates who meet the deadlines.

Illness (with a doctor's letter) and death (with an appropriate letter) are the only legitimate excuses for missing examinations. Absences due to employment will not be accepted. For those who have to make travel reservations for the end of the semester, plan your travel accordingly. The final examination will only be administered on the scheduled date. Since the examination dates are known far in advance, plan your work, travel, weddings, vacations, sports events, etc. on other days.

Plagiarism - Plagiarism: All work must be your own. Inappropriate use of the work of others without attribution is plagiarism and a George Mason University Honor Code violation punishable by expulsion from the University. All students should familiarize themselves with this honor code provision (<http://www.gmu.edu/facstaff/handbook/aD.html>). To guard against plagiarism and to treat students equitably, written work may be checked against existing published materials or digital databases available through various plagiarism detection services. Accordingly materials submitted to all courses must be available in electronic format. Kingsley E. Haynes, Dean SPP/GMU

Paper - Your assignment is to select a particular problem from a relevant area of interest and develop a research paper. Your paper is part survey and part analysis, since you must synthesize, understand, and evaluate the relevant literature¹. Most journal articles don't exceed 30 pages; so if possible, try to remain within this constraint.

Use the style of the journal, *Management Science* That is, the abstract, references, section headings, captions for figures and tables, etc. should conform to the style of the above journal Papers that are not in this style will automatically be reduced by one letter grade. Please be sure to use double-spacing and 12 point Times New Roman font for the word processing of the body of the manuscript. Use single space and a 10-point font for the abstract. Single-space

¹ Descriptive writing will not be accepted. This is not an opinion paper! The paper should follow the general rules for writing a scientific manuscript, and in general, it should be outlined as follows: introduction and problem statement, literature review, analysis, analytical results, and conclusions. This outline may vary slightly depending on the problem under study.

individual references, but double space between references. Please submit an original copy, and retain a copy for yourself.

Lecture Plan

- 01.20.04** The Modern Multinational Enterprise
- 01.27.04** Enterprise Resource Planning and Extended Enterprise Integration
- 02.03.04** The Foundations of Strategic Management
- 02.10.04** No Formal Meeting, Strategic Management take-home assignment will be completed this week
- 02.17.04** Strategic Planning, Business Direction, and Performance Measurement
- 02.24.04** **First Examination**
- 03.02.04** Portfolio and Modern Approaches to Strategic Management
- 03.09.04** **Spring Break**
- 03.16.04** Business Case Analysis and Cost/Performance Measurement Systems
- 03.23.04** International eBusiness from a Supplier Perspective
- 03.30.04** Does IT Really Matter?
- 04.06.04** Technology Enabled Trade and Global Logistics
- 04.13.04** Global Strategies versus National Strategies
Term Papers Submitted
- 04.20.04** The Economic Impact of Globalization
- 04.27.04** **Second Examination**