

MGI11E06

Course Title
Comparative Business History

ECTS 5
H CM 36
H TD

Course instructor: **Ludovic CAILLUET**

Intended Learning Outcomes (ILO)

After this course, students should be able to:

- Put in long term perspectives business related issues
- Understand and integrate the role of national and corporate history for managers
- Evaluate and integrate in their analysis the role of institutions surrounding companies
- Understand the complexity of the environment of corporations, the role of individuals and the motivation of actors
- Understand the origins and the evolution of management practices and tools and the national differences
- Develop an understanding of the role of entrepreneurs in the globalization phenomenon

Managerial skills outcomes

- Analytical capacity through case study exercises and the use of historical sources
- Train in conducting collective discussion and debating issues
- Oral presentation skills including answering questions and managing interruptions and time keeping
- Develop powerpoint presentation design and layout for optimum communication to an audience of 30

Link to the programme

The course is positioned at the beginning of the first year of the programme to offer students an opportunity to understand long term phenomenon in the development of international business activities. It is integrative in nature using cases with strategic management dimensions but also related to organisational design, marketing and distribution and business government relations. It relates to the strategy course using common theoretical concepts and tools.

Course outline

This course is an introduction to business and management history with a comparative perspective. For the three regions covered (North America, Europe, Asia) the course analyses the general cultural and managerial context of each zone and then explain its influence on management methods and practices. It insists on the role of early multinationals and entrepreneurs in the globalisation of business. The course aims also at integrating the role of institutions and governments in the development of firms' strategy over time.

A specific example of management method adoption or organisational structure will be analysed for each area (e. g. toyotism, JIT, TQM in Japan or Chaebols conglomerates in Korea).

Visiting professors are invited every year to give conferences integrated in the courses

Course structure (lectures + presentation sessions)

Introduction

- Why history matters to managers?
- History and methodology (written and oral sources, archives)
- Illustrative cases : McKinsey and Total's restructuring in the 1960s ; Renault in the USA since the 1950s.

I - North America

- Development of the large enterprise
- The emerging professional manager
- Sophisticated organisations ("M" form) and adapted tools (Marketing, control)
- Analysis of two corporate communication short movies GM (1927) and Lockheed (1940)
- Case study, Frederic Tudor, the ice King (early 19th century entrepreneur going international)

II – Specificity and European adaptation

- The European business environment
- Group organization and the selection of élites
- New management methods
- HRM
- Case study : Pechiney in the interwar Period

III – Brave new Asia

- Large enterprise development in Japan & Korea
- Zaibatsu, Keiretsu, Sogo Sosha
- Korean specificity
- Case study : Mitsui the Sogo Sosha

Session 1: 19th century Entrepreneurs and Empire builders

Heinz

Kruger

Session 2 : Organizing the large enterprise

Alfred Sloan and GM

Dissent at GM

Session 3 : European examples in the 20th century

France, state as a competitive advantage

Unilever

Session 5 : Entrepreneurship in the globalization era and the Japanese model

Aristotle Onassis

Japanese automotive industry post WW2: Kigyo Shudan

Session 6 : the emergence of the service sector and the knowledge industries

The development of management consulting in Western Europe

McKinsey

Case assignment

The students will make groups of 4 to 6 taking into account the diversity of the class (nationality, gender, skills). Final decisions regarding cases allocation remain with the course convenor who may have to move student/cases according to various constraints (group balance, language proficiency, size,...).

The students will give a 25min presentation using PPT type media. The objective is to allow other students in the class to explore a management issue and apply knowledge covered during lectures.

The aim of the tutorial is for students to display their analytical skills and to create classroom discussion.

All students in class have to come prepared having read thoroughly the cases of the day. Typical cases are 20 pages long and students have to allow sufficient preparation time between tutorials in order to benefit fully from the class discussion.

Prerequisites

Strategy

Evaluation: Case study presentation – 30%; Final written exam of 3 hours– 70%

Note that the mark given will also take into account students' oral and written communication skills.

Case presentation grading system

Synthesis (25%)

- Clear introduction to the legal topic chosen and position clearly stated and defended
- Clarity and coherence. Easy to understand, appropriate tone, style, language.

Analysis of case and management concept(s) 25%

- Use of theories
- References/proper sourcing
- Justification backed up by examples or case data

Debate and discussion (25%)

- Handling of questions
- Managing questions, appropriate answers
- Clarifying before answering, checking if questions were sufficiently answered
- Time keeping

Form (25%)

- Creativity in presentation format/support material. Use of projector, slides flow.
- Make it interesting - get and retain audience attention
- Transitions between group members, group members speak as "one", flow

Respect time constraints Appropriate time given to each part of the presentation

Literature

Cassis Y. (ed.) (1997) Big business the European experience in the twentieth century, Oxford Cassis Y, F. Crouzet, T. Gourvish (1995) Management and business in Britain and France, Oxford Chandler A. D. Jr., F. Amatori And T. Hikino (eds.) (1997), Big Business and The Wealth of Nations, Cambridge, Mass. MacCraw T (ed.), Creating Modern Capitalism, HBS University Press