2012

**MGMT 625-1S International Management**

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In today’s globalized world, business people must understand and build on the relationships, institutions, and environment that underlie international commerce. The primary objective of this course is to provide an introduction to the global economy that will help you be effective in business—whether you actually work in a global corporation or not. I hope it will also help you to be an educated citizen, understanding the major issues impacting government policy and globalization. The topics in the class have been selected to address both theoretical and practical dimensions of the global business.

The final “Market Entry” project requires the student to consider the complexities of (i) country analysis, (ii) product and market analysis, (iii) options development and evaluation to enter the new market, and (iv) recommending a market entry strategy based on reflective analysis of the business context. Each of these four steps in the market entry project forms a building block of the final project report (15 to 30 pages) due at the end of the course. A “milestone” approach is used to move along the four steps culminating in the final “market entry” report.

**LEARNING OBJECTIVES**

Upon successful completion of this course, the student will be able to:

1. Explain the process of globalization and articulate the implications of globalization for business firms and their managers. See objective #8 below.
2. Explain how and why the world’s countries differ, and make inferences about “attractiveness” of countries to do business in. See objective #8 below.
3. Present a thorough and comparative review of economies and policies of international trade and investment. See objective #8 below.

4. Examine and discriminate the different strategies that business can adopt to compete in the global marketplace and enter specific foreign markets. See objective #8 below.

5. Explore and differentiate the role played by marketing, operations, and human resource management within international business. See objective #8 below.

6. Present ethical issues that can arise when doing business in countries whose political and legal system are not supportive of basic human rights. See objective #8 below.

7. Examine and critique several cases in international business on what works and what doesn’t. See objective #8 below.

8. Design and complete a “Market Entry” project that presents a recommended strategy to a firm planning to enter a market new to the firm. See details below and the rubric for this objective.

9. Demonstrate reflective thinking and propose new questions in International Business (IB) that are relevant, current and novel for doing business internationally. See details below and the rubric for this objective.

COURSE MATERIALS

Textbook:


Online text (eBook) can be purchased for $83.25 at the following web site:

WILLIAMS COLLEGE OF BUSINESS (WCB) MISSION STATEMENT

“We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.”

HOW THIS COURSE RELATES TO THE WCB MISSION

We now live in a globalized world. Many issues in international business are complex and thus necessitate considerations of pros and cons. A critical approach that presents the arguments for and against economic theories, government policies, business strategies, organizational structures and business ethics is essential to educate our students of business, and enables them to improve organizations and society. Global business is a vital topic that every business student needs to understand because it is at the heart of the creation of wealth for businesses and the improvement in the living standard of citizens of all countries.

GRADING

250 points Discussion Board (Weekly primary and secondary posts to discussion questions)
200 points Chapter Review Quizzes
200 Midterm Exam
200 points Case Analyses Reports
50 points Asking new questions (Post one new question for each week)
50 points Milestones (Post the milestone report each week for final “Market Entry Project”)
300 Final Exam
250 points Final “Market Entry Project” Report
1500 points TOTAL
DESCRIPTION OF PROJECTS AND ASSIGNMENTS

Market Entry Project (250 points) + 50 points for Milestones

At the end of the course you will submit a “Market Entry” project report (15 to 30 pages). This report consists of the following four parts, each of which forms a MILESTONE to achieve during the course. The four MILESTONES are: (i) country analysis, (ii) product and market analysis, (iii) entry options evaluation, and (iv) written report documenting the rationale for the recommended strategy. The knowledge gained in the course will culminate as applied knowledge in the individual report (15 to 30 pages). You have to post a draft for each section as a MILESTONE achievement through the course. The drafts are not evaluated, but milestones achievement is intended to move the students along toward the final market entry project report only which is graded. 5% of course grade is given for achieving the milestones (i.e., for merely submitting DRAFT reports at each stage of building the market entry project).

(1) Country Analysis: Choose a country to profile and prepare a brief report that highlights the potential opportunities, risks, and challenges of doing business there. Issues to include and consider are:
   • Brief overview of the country & demographics
   • The political & legal environment - Is there political stability - Are there legal issues we should be concerned about
   • The economic environment - Is there economic stability - Is it a developing economy? Is the economy growing?
   • Cultural Issues -- Are there certain cultural issues we need to be aware of?

(2) Product and Market Analysis: Choose a product and market; and prepare a brief report that presents the market attractiveness for the product. Issues to include and consider are:
   • Brief overview of the target market
   • The competitive environment
   • The business environment – barriers such as regulatory restrictions or distribution
   • Cultural Issues -- Are there certain cultural issues we need to be aware of?
   • Any other considerations or issues you feel are important to mention

(3) Entry Options Analysis: Use the knowledge you gained in this course to evaluate options that can be used to enter this new market. Issues to include and consider are:
   • List the options
   • Develop pros and cons for each of the options

(4) Recommended Strategy for Market Entry: This is the most important step which requires considerable reflection on your part since you are going to compare and contrast the options before selecting one of them. Issues to include and consider are:
   • Develop relevant decision criteria (e.g., political and economic stability; resources required; competitive intensity; regulatory barriers; environmental concerns; business ethics,
intellectual property issues, etc.). These criteria help you to evaluate the options. Nobody gives them to you; but you have to reflect deeply before you choose them.

- Make a grid with the decision criteria on X- (horizontal) axis, and the options on the Y-axis (vertical).
- Evaluate the options and select the best in your overall judgment.
- Write the final “Market Entry” project report.

Please see the web links at the end of this syllabus as a valuable resource for your project

Discussion Board Participation (250 points)
While this is an online class, regular participation is critical to your success in the course. You are expected to complete the weekly readings and assignments and participate in the “Discussion Board.” I will post discussion questions (DQs) that are relevant to the assigned reading for each week. Please make sure that you abide by the deadlines in order to get full credit. You and I both know that if things are left until the last minute, many times things happen which means Murphy’s law is alive and well. Please realize that while I would like to accommodate every situation, I do have other commitments, which means I will not be able to give credit for late work. Each week two discussion questions are posted on Blackboard. Theses DQs (Discussion Questions) correspond to the readings for the week. More about your responses to these DQs is explained below.

Case Studies (200 points)
Each week you have one case to analyze with a set of questions to answer. The case studies/assignments will be related to the readings and assigned randomly during the semester. Please see the due dates for posting your responses. Your responses (approx. 1 page in length) to the case study questions should be posted by 12 midnight on Saturday night of that week.

Chapter Review Quizzes (200 points)
Each week you have chapter review quizzes. These quizzes correspond to your weekly readings. There are no make-up quizzes. If you miss a quiz, you would get zero for the missed quiz. Please see the due dates for the quizzes. Each week’s the quizzes open automatically at 12 midnight on Thursday night and closes automatically at 12 midnight on Saturday night. That is, you will have two full days (all of Friday and Saturday to complete the weekly quiz). And, these quizzes are timed so that once you start a chapter review quiz it automatically closes out in half-hour.

Asking new and relevant IB (international business) questions (50 points)
Each week you have to post one thoughtful new question that relates international business. For example, how does interdependence between USA and Euro Zone affect the US if EU breaks up? The idea in making the students think reflectively about the IB knowledge they gained and ask new and relevant questions, and turn that mental effort into an assignment is rooted in my philosophy of making the students transform themselves from question-answerers to question-askers. Your new IB question should be posted as a separate document for each week by 12 midnight on Saturday night of that week.

Exams (500 points)
There will be two exams – midterm exam (200 points) and final exam (300 points). Midterm exam will be at the end of the third week; will be open for two days (last two days of the 3rd
week), and is a timed test for 2 hours. The final exam will be at the end of the last week (last two
days of the 6th week), and is a timed test for 2 hours.

**GENERAL GUIDELINES FOR THIS ONLINE COURSE:**

The overall structure of this 100% online (fully asynchronous) course is simple to understand if
you see the fractal structure that repeats itself each week. Right from day 1, I want you to ask
yourself each day if you are moving through each step designed for the week. I describe this
repeating weekly routine below:

- **Readings** (At the beginning of each week, some readings are posted)
  This is done on Sunday as the week starts on Monday.

- **Discussion Questions (Primary Post)** is your primary answer to the Discussion
  Questions) Primary posts are due from each individual student by Wednesday 12
  midnight Eastern Standard Time, USA.

- **Discussion Questions (Secondary Post)** is your response to other students’ primary
  posts) Secondary posts are your responses to no more than 2 primary posts of other
  students. These are due by Saturday 12 midnight Eastern Standard Time, USA. You may
  respond to more than 2 primary posts, but only two will be graded. So clearly say in
  your secondary posts that you want them graded. If you do not specify that you want
  them graded, the default is that they would NOT be graded as your secondary posts.

- **Weekly Quiz**
  This is a timed and open book quiz on Blackboard for the week and tests your
  knowledge of the weekly readings. Each week’s quiz opens automatically at 12 midnight
  on Thursday night and closes automatically at 12 midnight on Saturday night. That is,
  you will have two full days (all of Friday and Saturday to complete the weekly quiz).

**Communications with Your Instructor:**

You are expected to check your email at least daily for messages from your instructor. On-
line activity is required of this course. Keeping in touch with your professor via e-mail is an
absolute necessity if you are to succeed. If you are having problems with an assignment, e-mail
me immediately or call me to discuss it before the assignment’s due date. Each student is
expected to participate in the Discussion Board discussions. Please see the Discussion
**deadlines**!!

**Email Questions:**

If you have questions of a general nature that the entire class can benefit from hearing
the answer, **post them to the course’s Discussion Board**. If you have personal questions
(pertaining to your grade, specific assignments you’re working on, and so on), you can contact
me by email within Blackboard. Be sure to type the course number and the topic in the
**Subject** area of your email message—such as: **BUS 263: Link problems**.

I try to monitor my email frequently during the day (M-F 8:00 a.m. to 5:00 p.m.) I’m
frequently in meetings or working on projects that do not allow me to respond immediately.
However, I attempt to answer all email within 48 hours. That’s my goal. I’ll send all responses
to your email address of record (the one you specify to me) or if your question is posted in the
Discussion Board area, I’ll post it there.
There is a Faculty Notes folder in Blackboard for our course. I will put in notes, questions, announcements and other materials for general communications. For example, if there is a change in class schedule I will announce it there. This is because as we go through the course, you will note that there will be a barrage of e-mails related to our discussions of the course. So it is better to have a separate section for general communications.

**Time Management & Due Dates**

Staying on schedule is especially important in this class. If you begin experiencing problems, it is your responsibility to contact your professor for assistance by email within Blackboard or by phone. Broadly note that each day of lateness will result in about 20% penalty for any assignment. So if you delay submission by 5 days from the due date, you will forfeit 100%.

**Course Withdrawal**

Students who simply stop attending and participating in the course remain officially enrolled and must be assigned a course grade. You can officially withdraw by contacting the Admissions Office prior to the date when the course is approximately ¾ completed, (check with the Admissions Office for the exact final date for withdrawal from a course or look in the college catalog).

**Accessing Course Materials**

The online course you’re enrolled in (MGMT 625) uses Blackboard a course management system (CMS) at Xavier University. Some also call this a learning management system (LMS). All you need to know is that you have to use Xavier Blackboard to access the course materials.

When you arrive at the above Xavier Blackboard web page, you’ll be requested to enter your user name (Global ID) and password since the site is password protected.

**Useful Web Resources & Periodicals for International Business**

- **Michigan State University** has online global business resources and links including country profiles that outline business climate, political structure, history, and statistical data for more than 190 countries. Includes regional and country specific links in addition to a general overview of each geographic area [http://globaledge.msu.edu/ibrd/ibrd.asp](http://globaledge.msu.edu/ibrd/ibrd.asp)
- **Business Week Online Magazine** with headlines on global business and international issues [http://www.businessweek.com/globalbiz/](http://www.businessweek.com/globalbiz/)
- **The Economist Online Magazine**: [https://www.economist.com/world/index.cfm](https://www.economist.com/world/index.cfm)
- **The Globalist**, covers political, economic, cultural, and business issues related to globalization: [www.theglobalist.com](http://www.theglobalist.com)
- **Financial Times**: [www.ft.com](http://www.ft.com)
- **International Herald Tribune**: [www.iht.com/](http://www.iht.com/)
- **Doing business with Mexico**: [http://www.mexonline.com](http://www.mexonline.com)

Sponsored by Shell International, this web site offers information for expatriates and their families around the world: [http://www.outpostexpat.nl/](http://www.outpostexpat.nl/)


**American Express Small Business Services** web site offers reports on export issues and business travel, etiquette and protocol for countries around the world.


**Maquiladoras**: [http://www.maquilamarket.com](http://www.maquilamarket.com)

**Latin Trade Magazine**: [http://www.latintrade.com](http://www.latintrade.com)

**Forbes News**: [www.forbes.com/international/](http://www.forbes.com/international/)

**CIO Web Business Magazine**: [www.cio.com](http://www.cio.com)

**[www.businesswithoutborders.com](http://www.businesswithoutborders.com)** is a web site developed by the Economist Intelligence Unit for Business without Borders members (so you may need to go through library help or member companies. It covers 55 countries with data on as many as 385 product and services.
# DETAILED CLASS SCHEDULE (WHEN IS WHAT DONE IN THE COURSE)

<table>
<thead>
<tr>
<th>WHEN</th>
<th>WHAT: (LEARNING ACTIVITIES AND ASSESSMENTS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DATE</td>
<td>TOPICS/ READINGS</td>
</tr>
<tr>
<td></td>
<td>COURSE STARTS @ MIDNIGHT ON 13th MAY 2012</td>
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<tr>
<td>Week 1</td>
<td>Globalization; National Differences in Political Economy; Differences In Culture [Read Chapters 1-3]</td>
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<tr>
<td>Week 2</td>
<td>Ethics in International Business; International Trade Theory; The Political Economy of International Trade [Read Chapters 4-6]</td>
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<tr>
<td>Week 3</td>
<td>Foreign Direct Investment; Regional Economic Integration; The Foreign Exchange Market; The International Monetary System [Read Chapter 7-10]</td>
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<td>Week 4</td>
<td>The Strategy of International Business; Entering Foreign Markets; Exporting, Importing, and Countertrade [Read Chapters 11-13]</td>
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<td>Week 5</td>
<td>Global Production, Outsourcing, and Logistics; Global Marketing and R&amp;D; Global Human Resource Management [Read Chapters 14-16]</td>
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<tr>
<td>Week 6</td>
<td>COURSE CLOSES AND ENDS @ MIDNIGHT ON 23rd June 2012</td>
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This syllabus is subject to change at the discretion of the instructor.