

Rutgers University
School of Business - Camden
Multinational Business 52:620:369
Term: Spring 2018

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| Instructor: | Deeksha Singh | Phone: | 856-225-6873 |
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| Office Hours (in-person): | By Appointment only | Office: | BSB – 261 |

COURSE DESCRIPTION

This course examines the theoretical and practical aspects of multinational corporations operating in an international environment, problems and risks that may be encountered and various bases for profitable operations.

While an underlying universality applies to the basic principles of business administration, there are important contextual effects that vary dramatically across national borders. The ongoing process of global integration has ensured that today *all* business is international business. This course emphasizes identification and analysis of the environmental challenges that companies encounter when venturing abroad. When you understand the environment in which you operate, you function more effectively. This course presents a broad theoretical basis for understanding the key aspects of international operations.

Course Objectives:

Upon successful completion of this course students should be able to:

1. Describe the internationalization of the world marketplace and its diversity.
2. Use the special vocabulary of international business to discuss major policy issues in international business.
3. Demonstrate an understanding of the legal, cultural and social differences between countries.
4. Identify and analyze basic elements of the economic environment of a country and how these vary across countries.
5. Analyze how international firms cope with economic conditions, marketing and advertising practices, local, national and international politics, and personnel and management problems arising from cultural and ethical differences.
6. Analyze how managers deal with diversity while making key strategic decisions in foreign markets such as entry mode, timing of entry, and location selection.
7. Speculate on the potential future direction of international business both globally and in particular market areas.
8. Identify potential opportunities in international business.

Required Text:

Griffin, R. W. & Pustay, M. W., *International Business*, 8th Edition, Pearson Education

You will also need access to the MyManagementLab materials associated with this text. Please note that students who are in the fully online program will be able to access the MyManagementLab materials (Pearson eText, Multimedia Library etc.) through the course site at no additional cost. Students who are not part of the fully online program will be required to purchase access to MyManagementLab materials. Please note that access of MyManagementLab materials needs to happen *through the course site* which will be accessible from **January 8th**.

Please see “Accessing MyManagementLab” content item under Course Home (in “Modules”) in the Canvas course site for instructions on accessing MyManagementLab materials.

Recommended Readings:

The Economist, Wall Street Journal, World News, Financial Times, New York Times, Foreign Affairs Magazine, BusinessWeek, Forbes, Wired, etc.

CLASS COMMUNICATION

All class communication will be conducted via Rutgers e-mail and our online learning management system, Canvas. You are expected to check your Rutgers e-mail at least (equally spaced) two or three times every week. Please forward your Rutgers email to your personal email if necessary. **Not checking your Rutgers email is not an excuse for missing any communication.** All announcements will also be posted in Canvas and can be accessed via the “Announcements” page in Canvas.

If you have any questions or concerns of a personal nature, please contact me via email. I will respond to you within 36 hours. Although, I check my e-mails few times a day, I may not be able to answer all e-mails immediately upon receiving them. If you do not hear from me within 48 hours, please re-send your email as I may have overlooked or accidentally deleted your e-mail.

For *general questions*, please use the “Virtual Office” under Course Home in the Canvas course site. For meeting me in my office, please make an appointment.

Skype:

I will be available **by appointment only** for audio or video conferencing via Skype. Please email me at deeksha.singh@rutgers.edu for an appointment.

Virtual Office:

If you have any general clarification questions, I encourage you to post them in the "General Questions" forum in the “Virtual Office” under Course Home in the course site. My responses to the posted questions will help other students who have the same queries. The Virtual Office should be used *only* for general questions. For questions of a personal nature, please email me directly.

METHOD OF INSTRUCTION

This is an online course. Being successful in this course puts a great deal of responsibility in your hands. There are no scheduled meeting times, but deadlines are strictly enforced, as students work together to achieve learning objectives. The class follows a rigorous schedule and you should expect to put at least as many hours into this course as you do with a traditional, on-ground class. It is critical that you stay on pace with the reading material, take the online quizzes, and participate in online discussions each week. Please plan to log into Canvas and work almost every day to complete all the weekly learning activities.

As much as possible, we will try to stick with a consistent schedule during the week, which starts on **Monday (Day 1)** and ends on **Sunday (Day 7)**.

- **Monday–Wednesday (Day 1–Day 3)**

- Read and study the recommended chapter readings and other materials. Watch lecture video(s).
- **Thursday (Day 4)**
 - By 11:59 p.m. E.T., post your initial discussion contribution.
- **Thursday–Sunday (Day 4–Day 7)**
 - Submit your weekly quiz anytime during this period.
 - Submit your weekly simulation exercise (any time from Day 1 to Day 7).
 - Post your responses to your classmates' discussion posts. Post at least one response by Day 6.
 - Work on case analysis.
- **Sunday (Day 7)**
 - By 11:59 p.m. E.T.: submit quiz; complete simulation exercise; upload case analysis.

ACTIVITIES AND ASSIGNMENTS

Chapter Notes:

Lecture videos and other reading materials for each chapter will be available to you from the outset of the course in every module. This not only will help you prepare for online discussions and complete the online chapter quizzes and simulation exercises but will also allow you to study ahead, if you'd like.

Chapter Quizzes:

You will be required to take one quiz in every module. There are a total of **13 quizzes** based on individual chapters. I will consider your **best 11** of these 13 quizzes for your grades. Each quiz will be worth **10 points** and will comprise 10 multiple choice and true/false questions. In each module, the quiz will be made available to you on **Thursday (Day 4)** morning at 12:00 a.m. E.T and will be due on **Sunday (Day 7)** by 11:59 p.m. E.T. You may take the quiz at any time during this time frame, but once you start the quiz, you will have only **15 minutes to complete** it. Note that if you log-off before you have completed the quiz, you will not be able to submit your answers, and you will receive no credit.

With the exception of the Syllabus Quiz in Module 1, you will get **only one attempt** to complete the quiz in each module. Deadlines will be strictly enforced and there will be no make-up quiz for any missed quiz. You will be able to review your quiz score one day after the quiz deadline.

Simulation Exercises:

There are 8 simulation exercises spread across the 15 modules of the course. Simulations are great exercises that will help you apply your learning to real-world situations. You must complete all simulation exercises. Each simulation exercise is worth **10 points**. In each Module, the assigned simulation exercise(s) will open on **Monday (Day 1) at 12:00 a.m. E.T.** and will close on **Sunday (Day 7) at 11:59 p.m. E.T.** You must complete each simulation exercise by **Sunday (Day 7)** at 11:59 p.m. E.T.

Discussion:

In any online course, participating in online discussions is a great way to share ideas and interact with fellow students without being in a classroom. Your participation in the discussions is crucial to successful learning. We will use the Discussion item in each module of the course to engage in meaningful and graded discussions. On **Monday (Day 1)** of every module, I will post 1–2 discussion questions in the Discussion item. I expect you to make a substantive initial post (200-250 words) for each discussion by **Thursday (Day 4)** as well as a substantive response to *at least one* classmate's post (100-120 words) by **Saturday (Day 6)**. Note that you will be unable to see or respond to your classmates' posts until you have made your own contribution to the discussion. Discussions for each module will close at 11:59 p.m. E.T. on **Sunday (Day 7)**.

A substantive post/response meets the following criteria:

- **Relevance:** relates to, or expands on, the main theme of the discussion topic (is it on point?)
- **Quality of Expression:** generates learning within the community; demonstrates knowledge and insight; understanding of material from the text; thoughtful; support points with reasons, logic and examples (how much does it move the discussion forward?)
- **Delivery:** Clear, grammatically correct, complete sentences with rare misspellings; postings done in the required time frame (how well do you say it?)

Participation in each Discussion is worth a maximum of **15 points**. More details on the basis for evaluation of discussion posts can be found in the "Discussion Grading Rubric" under Course Home in the course site.

I will access the discussion forums regularly. I may post if I think it would be helpful, for instance, if I think students are proceeding in the wrong direction, but generally these topics are for you to help and engage each other and with the course materials by sharing ideas, examples, resources and experiences.

Your participation will be graded based on how well your discussion forum posts meet the relevance, quality of expression, and delivery criteria. Participation grades will be assessed weekly; you can find your earned score in the online gradebook. Late submissions to the discussion forums will be penalized.

Case Analysis:

There are 11 cases spread across the 15 modules of the course. You must submit analysis for *any four* cases. The scores of the *best three* of these four cases will count toward your final grade. In each Module, the assigned case will open on **Monday (Day 1) at 12:00 a.m. E.T.** and will close on **Sunday (Day 7) at 11:59 p.m. E.T.** All case analyses must be submitted by **Sunday (Day 7), 11:59 p.m. E.T.**, of the module in which they are listed. For example, if you choose to complete the case analysis "The Oil Curse," listed in Module 2, you must submit the analysis by the end of the day on Sunday (Day 7) of that module. You will not be able to submit your analysis of "The Oil Curse" after that deadline.

In your analysis, you must answer the questions listed at the end of the case. The length of your analysis should be **600–700 words**. Each case will be graded out of **10 points**, according to the "Case Analysis Grading Rubric" under Course Home. You will receive detailed feedback on your case analysis.

Note: All case analyses will be processed through Turnitin anti-plagiarism software. **A plagiarized case report will earn a failing grade.**

Final Exam:

You will take the final exam in the final exam week of the term. The exam will open on **Saturday, May 5th at 12:00 a.m. E.T. and will close on Sunday, May 6th at 11:59 p.m. E.T.** This exam will account for **30% of your final grade**. It will consist of multiple-choice and short-essay type questions that cover all the chapters listed in the syllabus except Chapters 1 and 2. Please note that you will get only one attempt to complete this exam. Once you open the exam, you will have to complete it within the specified time frame; if you log off, you will not be able to submit the answers.

Note: There will be no new materials to review and no assignments due during the Spring break. Please use the break time to review the course materials uploaded so far.

Assignments and Exam Make-up Policies:

The deadlines for all assignments (weekly quizzes, case analyses, and case discussions) are strictly enforced and no late submissions will be accepted. If, for a university approved reason, you cannot take the final exam at the scheduled time you must give the professor written notice at least one week in advance so that other arrangements can be made. If the situation does not allow for advance notification (for example, emergency hospitalization), contact the professor as soon as possible after the missed exam. Make-up exams for non-university approved reasons are not guaranteed. Any student who missed the exam without prior approval of the instructor or a compelling reason will receive a zero grade for that exam. The professor reserves the right to request written documentation to support your absence (such as a doctor's note, an obituary, or military orders).

COURSE GRADING

Grade Breakdown:

Weighted values (as percentage of final grade) for each assignment category are as follows:

| Assignment Type | Weight |
|--|---------------|
| Online Discussions | 20% |
| Simulation Exercises | 15% |
| Quizzes (best 11 of 13) | 20% |
| Case Report (any 4 cases; best 3 of 4) | 15% |
| Final Exam | 30% |
| Total | 100% |

Grading Scale:

Final grades will be based on the percentage earned of the total number of points possible, using this scale:

- A (90 - 100)
- B+ (85 - 89)
- B (80 - 84)
- C+ (75 - 79)
- C (70 - 74)
- D (60 - 69)
- F (Below 60)

NETIQUETTE AND STUDENT CODE OF CONDUCT

Rutgers University is committed to providing courses that meet the highest standards of excellence with the mission of preparing students to become productive members of society and good citizens of the world (University Code of Student Conduct, Rutgers University at <http://studentconduct.rutgers.edu/university-code-of-student-conduct>). As such, students are expected to maintain a standard of conduct. Violations of the Student Code of Conduct are considered serious infractions of student behavior and subject to penalties relative to the level of the matter. A challenge in the online classroom is understanding the meaning of communications without the visual and auditory clues from the speaker. Please remember that this is an academic course where much of the work is taking place online. *In general, you should treat others as you would like others to treat yourself. Be mindful that what is acceptable in a text or chatroom with friends may not be appropriate in a classroom or in an online conversation with an instructor.*

General Netiquette Rules:

All students taking this course should adhere to the following netiquette guidelines during the term of this course.

- **Make the Connection:** Electronic communication (email, discussion forums, etc.) is how you share ideas with other participants in this course. Online environments can separate the person from the ideas received in this course. Remember, like you, someone is on the other side of an email or discussion posting. Communicate with fellow participants as you would in a face-to-face course.
- **Be Professional:** Your coursework is more than learning facts; you are preparing for a career. You are learning to interact with your fellow course participants as you would in your future professional life. Your conduct in this course should reflect this. Your communication should follow standard rules for grammar and spelling (unless in an online chat) and be clear, concise and intelligent. Please do not send a message that are written all in upper case because that represents the vocal equivalent of SHOUTING.
- **Have Opinions:** Everyone is entitled to have an opinion. In discussion forums, everyone is encouraged to share them.
- **Respect Disagreement:** People have the right to disagree with you. However, disagreement should never be personal. Online discussions are a means to share ideas and practice the skill of persuasion. Persuasive speech cannot be achieved with hurtful, hateful or inappropriate language. Review your posts before you publish and reread them for unintended meanings.
- **Ask Questions:** Cultural influences can influence communication in terms of phrasing and word choice. The lack of visual and auditory clues may affect meaning, as well. Before jumping to conclusions, ask for clarification.
- **Be Forgiving:** For the majority of participants, online communication is straightforward. Sometimes unintended meanings are conveyed.

Online behavior is not always perfect. In fact it can venture into disrespectful and hurtful areas and needs to be addressed. If you experience any questionable or outright inappropriate behavior from your fellow course participants, please let me know.

This Netiquette policy was adapted from "Netiquette—Often-Overlooked Policy."

Please carefully review the [Discussion Board Netiquette](#) video for discussion forum netiquette.

ACADEMIC INTEGRITY AND PLAGIARISM

Students are responsible for understanding the principles of academic integrity as outlined in the [Rutgers University Academic Integrity Policy](#) and abiding by them in all aspects of their work at the University. Students are also encouraged to help educate fellow students about academic integrity and to bring all alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

It is especially important that you represent only your own work as your own and that all other materials or references are duly noted and cited. Any unauthorized or uncited use of material constitutes *plagiarism*. Engaging in plagiarism is a *serious violation of academic integrity* and is grounds for a failing grade in the course for the individual or group concerned.

The general principles of academic integrity require that every Rutgers University student:

- properly acknowledge and cite all use of the ideas, results, or words of others.
- properly acknowledge all contributors to a given piece of work.
- make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of unsanctioned materials or unsanctioned collaboration.
- obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions.
- treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress.
- uphold the canons of the ethical or professional code of the profession for which he or she is preparing.

Adherence to these principles is necessary in order to ensure that:

- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments.
- all student work is fairly evaluated and no student has an inappropriate advantage over others.
- the academic and ethical development of all students is fostered.
- the reputation of the University for integrity in its teaching, research, and scholarship is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. Violations are taken seriously and will be handled according to University policy.

If there are questions on how to comply, please contact Mary Flaherty in the Rutgers-Camden Dean of Students office: marykreb@camden.rutgers.edu or contact the appropriate Associate Dean or Area Head at the School of Business.

DISABILITY ACCOMMODATION

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>.

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://ods.rutgers.edu/students/registration-form>.

Any student who has already received a letter of accommodation should contact the instructor privately to discuss implementation of his or her accommodations immediately. Failure to discuss implementation of accommodations with the instructor promptly may result in denial of accommodations.

Please note that the documentation review process may be lengthy. Thus, students are encouraged to initiate the process as early as possible. Additional information can be obtained from the Office of Rutgers-Camden Disability Services.

Ajeenah Nuriddin-Little
Rutgers-Camden Disability Services:
Rutgers-Camden Learning Center
Armitage Hall, Room 240
311 North Fifth Street
Camden, NJ 08102-1405
Web page: <http://learn.camden.rutgers.edu/disability-services>
Phone: 856.225.2722
E-mail: Ajeenah.nuriddin-little@camden.rutgers.edu

IMPORTANT ADMINISTRATIVE DATES

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| First day of Spring 2018 semester: | Tuesday, January 16, 2018 |
| Last day to drop a class without a "W": | Tuesday, January 23, 2018 |
| Last day to withdraw from a class with a "W": | Monday, April 2, 2018 |
| Spring Break: | Saturday, March 10 – Sunday, March 18, 2018 |
| Last day of classes: | Monday, April 30, 2018 |
| Final Exam period: | Thursday, May 3 – Wednesday, May 9, 2018 |

***NOTE:** I reserve the right to change any aspect of this syllabus at any time. I will make adjustments to the class calendar and/or assignment schedules as required by class progress or outside events.*

Course Schedule

| Date | Topic/Chapters | Chapter Quiz | Assignments |
|---------------------------------------|--|---|---|
| Week 1 Date: 1/16-1/21 Tues-Sun | <ul style="list-style-type: none"> • Syllabus • Chapter 1: An Overview of International Business | Syllabus Quiz Starts: Thurs 1/18 at 12am Due: Sun 1/21 at 11:59pm | <ul style="list-style-type: none"> • Readings: Chapter 1 • Self-Introduction • Simulation – Globalization • Discussion |
| Week 2 Date: 1/22-1/28 Mon-Sun | <ul style="list-style-type: none"> • Chapter 2: Global Marketplaces and Business Centers • Chapter 3: Legal, Technological, Accounting, and Political Environments | Quiz 1 (Chapter 3) Starts: Thurs 1/25 at 12am Due: Sun 1/28 at 11:59pm | <ul style="list-style-type: none"> • Readings: Chapters 2, 3 • Case: The Oil Curse (Q. 1-4, p. 149-151) • Discussion • Simulation – Legal Differences |
| Week 3 Date: 1/29-2/4 Mon-Sun | <ul style="list-style-type: none"> • Chapter 4: The Role of Culture • Chapter 5: Ethical and Social Responsibility in International Business | Quiz 2 (Chapters 4, 5) Starts: Thurs 2/1 at 12am Due: Sun 2/4 at 11:59pm | <ul style="list-style-type: none"> • Readings: Chapters 4, 5 • Discussion • Simulation – Global Culture and Diversity • Simulation – International ethics |
| Week 4 Date: 2/5-2/11 Mon-Sun | <ul style="list-style-type: none"> • Chapter 6: International Trade and Investment | Quiz 3 (Chapter 6) Starts: Thurs 2/8 at 12am Due: Sun 2/11 at 11:59pm | <ul style="list-style-type: none"> • Readings: Chapter 6 • Case: The Growing Trade in Growing Grapes (Q. 1-5, p. 180-182) • Discussion |
| Week 5 Date: 2/12-2/18 Mon-Sun | <ul style="list-style-type: none"> • Chapter 9: Formulation of National Trade Policies | Quiz 4 (Chapter 9) Starts: Thurs 2/15 at 12am Due: Sun 2/18 at 11:59pm | <ul style="list-style-type: none"> • Readings: Chapter 9 • Case: Jumbo Battle over Jumbo Jets (Q. 1-4, p. 298-299) • Discussion • Simulation – Tariffs, Subsidies, and Quotas |
| Week 6 Date: 2/19-2/25 Mon-Sun | <ul style="list-style-type: none"> • Chapter 7: International Monetary System and the Balance of Payments | Quiz 5 (Chapter 7) Starts: Thurs 2/22 at 12am Due: Sun 2/25 at 11:59pm | <ul style="list-style-type: none"> • Readings: Chapter 7 • Case: Recent U.S. BOP Performance (Q. 1-3, p. 210-211) • Discussion |
| Week 7 Date: 2/26-3/4 Mon-Sun | <ul style="list-style-type: none"> • Chapter 8: Foreign Exchange and International Financial Markets | Quiz 6 (Chapter 8) Starts: Thurs 3/1 at 12am Due: Sun 3/4 at 11:59pm | <ul style="list-style-type: none"> • Readings: Chapter 8 • Case: What is Next for Chinese Manufacturing (Q. 2-5, 234-235) • Discussion |
| Week 8 Date: 3/5-3/9 Mon-Fri | <ul style="list-style-type: none"> • Chapter 11: International Strategic Management | Quiz 7 (Chapter 11) Starts: Tues 3/6 at 12am Due: Fri 3/9 at 11:59pm | <ul style="list-style-type: none"> • Readings: Chapter 11 • Case: The New Conquistador (Q. 1-5, p. 325-327) • Discussion |
| Week 9 Date: 3/10-3/18 Sat-Sun | Spring Break | No new materials to review and no assignments due. | |

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| <p>Week 10 Date: 3/19-3/25 Mon-Sun</p> | <ul style="list-style-type: none"> • Chapter 14: International Organization Design and Control | <p>Quiz 8 (Chapter 14) Starts: Thurs 3/22 at 12am Due: Sun 3/25 at 11:59pm</p> | <ul style="list-style-type: none"> • Readings: Chapter 14 • Case: Unilever Matches Strategy and Structure (Q. 1-5, p. 444-445) • Discussion |
| <p>Week 11 Date: 3/26-4/1 Mon-Sun</p> | <ul style="list-style-type: none"> • Chapter 12: Strategies for Analyzing and Entering Foreign Markets • Chapter 13: International Strategic Alliances | <p>Quiz 9 (Chapters 12, 13) Starts: Thurs 3/29 at 12am Due: Sun 4/1 at 11:59pm</p> | <ul style="list-style-type: none"> • Readings: Chapters 12, 13 • Case: Look Before You Leap (Q. 1-4, p. 381-382) • Discussion • Simulation – Managing in a Global Environment |
| <p>Week 12 Date: 4/2-4/8 Mon-Sun</p> | <ul style="list-style-type: none"> • Chapter 16: International Marketing | <p>Quiz 10 (Chapter 16) Starts: Thurs 4/5 at 12am Due: Sun 4/8 at 11:59pm</p> | <ul style="list-style-type: none"> • Readings: Chapter 16 • Case: The Aramco Advantage (Q. 1-4, p. 563) • Discussion • Simulation – Global marketing |
| <p>Week 13 Date: 4/9-4/15 Mon-Sun</p> | <ul style="list-style-type: none"> • Chapter 17: International Operations Management | <p>Quiz 11 (Chapter 17) Starts: Thurs 4/12 at 12am Due: Sun 4/15 at 11:59pm</p> | <ul style="list-style-type: none"> • Readings: Chapter 17 • Case: Out Supply-Chaining The King Of Supply Chainers (Q. 1-3, p. 498) • Discussion • Simulation – Offshoring |
| <p>Week 14 Date: 4/16-4/22 Mon-Sun</p> | <ul style="list-style-type: none"> • Chapter 19: International Human Resource Management | <p>Quiz 12 (Chapter 19) Starts: Thurs 4/19 at 12am Due: Sun 4/22 at 11:59pm</p> | <ul style="list-style-type: none"> • Readings: Chapter 19 • Case: Nucor Navigates The New Global Economy (Q. 1,2, 3,4,6, p. 564-567) • Discussion |
| <p>Week 15 Date: 4/23-4/29 Mon-Sun</p> | <ul style="list-style-type: none"> • Final Exam Review | | |