

**Rutgers University - Camden  
School of Business**

**Fall 2022**

**Online - Managing in the Global Economy- MGT 506**

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**Required Text**

Hill, Charles W. L. 2022. International Business: Competing in the Global Marketplace. McGraw-Hill Irwin, 14th edition.

Please note that all students are required to purchase access to McGraw-Hill Connect materials related to the textbook.

Please see “Accessing McGraw-Hill Connect” content item under Course Home (in “Modules”) in the course site for instructions on accessing the eBook and McGraw-Hill Connect.

**Cases**

Cases can be purchased from the Harvard Business School Publishing website at

<https://hbsp.harvard.edu/import/971112>

Each case is available as at discounted priced at \$4.25 if purchased from the above URL. Please be aware that each case costs \$7.25 if you buy directly from the Harvard website.

**Course Background**

The world economy is becoming increasingly integrated. Goods, money, information, and services are all being traded across national boundaries and markets for more and more products and services are now global in structure. New information technologies allow instantaneous communication worldwide, thus facilitating coordination among all parts of the international enterprise. All these forces of change create a more complex international business environment. Multinational enterprises (MNEs) have become the most important single element in creating and shaping the global production system. National boundaries vary in their degree of permeability to the flow of factors of production and of traded goods, but all of them are affected by the growing importance of MNEs. The 500 largest MNEs control over half of the world’s exchange of manufacturing goods and services. The growing interdependence of the global economic system and the important role of the MNEs create the need to study the global environment and the strategic issues, operating problems, and management challenges associated with operations across national boundaries.

## Course Learning Objectives

1. To learn, understand and interpret various international business concepts, practices and institutions.
2. To increase our understanding of business environments other than the United States.
3. To expand our horizons for understanding the increasingly interdependent nature of business in modern society across national boundaries.
4. To apply theories, techniques, and concepts to real world international business cases.
5. To identify and locate the elements of economic, social, cultural, ethical, and financial environment of a country.
6. Analyses the competitiveness of a Country's major industry using the Porter's International Competitiveness Diamond

## Recommended Reading

To understand current events in the world of international business (strongly recommend regular reading of business periodicals such as Fortune, Business Week, Forbes, Economist, Wall Street Journal, International Executive, Thunderbird International Business Review).

## Online Platform Information

The course is located on Canvas and can be accessed by logging in <https://onlinelearning.rutgers.edu/canvas>. If you need any tutorials regarding Canvas please use <https://onlinelearning.rutgers.edu/canvas> and for any technical questions related to Canvas please contact [Help@canvas.rutgers.edu](mailto:Help@canvas.rutgers.edu).

## 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 24 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.

### **Zoom:**

I will be available **by appointment only** for audio or video conferencing via Skype or Zoom. Please email me at [sambhary@camden.rutgers.edu](mailto:sambhary@camden.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 Canvas course. 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.

### **Weekly Conference (Office Hours):**

I will hold conferences on most Thursdays from 8:00 p.m. E.S.T. to 9:00 p.m. E.S.T except for the first week. I will use the 'Zoom' tool in Canvas for the purpose. This tool helps the participants to communicate synchronously using audio and video modes. I will be available live during this hour to answer any questions that you may have. Please email me in advance if you plan to join the conference in a particular week. The monthly conference schedule is given below.

September 9<sup>th</sup>, 15<sup>th</sup>, 22<sup>nd</sup>, 29<sup>th</sup>, October 6<sup>th</sup>, 20<sup>th</sup>, 27<sup>th</sup>, November 3<sup>rd</sup>, 10<sup>th</sup>, 17<sup>th</sup>, December 1<sup>st</sup>.

### **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, assigned case 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.
  - Post your responses to your classmates' discussion posts. Post at least one response by Day 6.
  - Work on case report.

- **Sunday (Day 7)**
  - By 11:59 p.m. E.T.: submit quiz; upload case report.

## Activities, Assignments, and Expectations

### 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 but will also allow you to study ahead if you would like.

### Chapter Quizzes:

You will be required to take one quiz in every module. There is a total of **13 quizzes** based on individual chapters including a quiz on the syllabus. I will consider your **best 10** of these 12 quizzes for your grades (not including the syllabus quiz). Each quiz will be worth **20 points** and will comprise 20 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 **25 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 see your quiz score immediately after completing the quiz but all the detailed feedback only after the due date.

### Case 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 Harvard Business School (HBS) cases to engage in meaningful and graded discussions every week. On **Monday (Day 1)** of every module, I will post 1–2 discussion questions based on the assigned case in the Discussion forum. I expect you to respond to these questions in a substantive initial post (300-500 words) by **Friday (Day 5)** as well as respond to *at least one* classmate’s post in a substantive response (100-200 words) by **Sunday (Day 7)**. The word limits are strictly enforced. Please note that there are no cases assigned in Modules 1,2, and 14. I will post questions related to the readings assigned in these Modules for discussion purposes. In addition, there will be no discussion assignments in Module 4, and 6 as you will submit your case reports for these three weeks. Please also 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(Day7)**.

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:** demonstrates knowledge and insight in the analysis of issues raised; displays evidence that the implications of facts are clearly drawn and stated; uses models and techniques from the

readings; support points with reasons, logic and examples; goes beyond recitation of the case facts; generates learning within the community by raising interesting questions (how much does it move the discussion forward and further the class understanding of issues discussed?)

- **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 **30 points** of which **25 points** will be graded on the content of the post and **5 points** on the response to classmate(s) posts. 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.

Case Reports. Deadlines for the three case reports are final. If a student for some reason cannot submit the report on time, please discuss the situation with me before the due date. There are two types of case reports. All case reports are to be done on an individual basis.

1. 2-page case report on the **Dutch Flower Cluster** case. (see format in week 4 of Canvas Module 4 for details.). This report serves as a practice case for term paper listed below.
2. Case report on **EuroDisney** case should be at 6-8 pages in length, double-spaced, with answers number corresponding to the question. Reports should not simply repeat material and facts from the cases. Reports will be graded on originality, creativity, analysis, and the ability to integrate different topics covered in class. Questions to be answered are given in the syllabus. There is no requirement for outside analysis or research besides the case itself. Your recommendations for the case question(s) should not consider events that occurred after the end of the case.

Exams: The final examination will consist of essay type questions and cover all the modules. Materials covered in the exams will be from the textbook, power point, class discussions and any handouts given in class. The emphasis of the final exam is on concepts and the ability to synthesize and connect different aspects of the course material. Cases will not be on the exam. There will be **no** make-up exams.

Paper: A fifteen-page term paper (minimum 15, maximum 25) is expected from students. This paper is a country report in terms of its international competitiveness using the Porter Diamond Analysis. A student will select a country and industry of choice in consultation with me and report on the culture, distinctive management practices, and economic and political aspects of its environment. Students should get their paper topic approved by **October 02, 2022**. Remember to select a country other than your home country and manufacturing or service industry. Example of paper topics are the German automobile industry, Spanish Banking industry, Indian software industry, Japanese electronics industry, etc.

Paper should follow guidelines given at the end of the syllabus and additional detailed guidelines posted on Canvas. The paper is due on **December 12, 2022**.

## Grading Scheme

Quizzes	15
Discussion Participation	30
Written Case Reports (2 reports)	15
Industry and Country competitiveness paper	20
Final Examination	<u>20</u>
	100 points

## 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)
F	(Below 70)

## **Academic Integrity**

Policy found at <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>.

***Students are responsible for understanding the principles of academic integrity 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.

Academic Integrity means that you (the student) must:

- 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 your own in a course activity is your own and not from someone else
- obtain all data or results by ethical means and report them accurately
- treat all other students fairly with no encouragement of academic dishonesty

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 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](mailto:marykreb@camden.rutgers.edu) or contact the appropriate Associate Dean or Area Head at the School of Business.**

## **Student Code of Conduct**

The University's Student Code of Conduct can be found at <http://studentconduct.rutgers.edu/university-code-of-student-conduct>

Violations of the Student Code of Conduct are considered serious infractions of student behavior and students who violate the code are subject to penalties relative to the level of the matter. In general, students may not disturb normal classroom procedures by distracting or disruptive behavior, this includes online as well as in-person.

The Code of Student Conduct is more than a collection of University regulations to be abided by – it seeks to promote the University's values and educate. The Code of Student Conduct encourages students to be their authentic selves as they find their place on campus, while also encouraging students to embrace inclusion through discovery, dialogue, and development as they celebrate diverse backgrounds.

The spirit of the Code of Student Conduct promotes student engagement both on and off campus, global citizenship, and leadership. It encourages students to uphold the highest tenets of trust, honesty, and integrity, understanding at all times that our actions significantly impact our personal journeys, our communities, and our larger society.

Rutgers–Camden, Rutgers–Newark, and Rutgers–New Brunswick students originate from all corners of the world and travel between many campuses and cities. As our students strive to achieve their goals, they are expected to conduct themselves in accordance with University policies and procedures, but more importantly, the values and spirit that these policies and procedures are founded upon.

Violations of the Student Code of Conduct should be reported to the Dean of Students office [deanofstudents@camden.rutgers.edu](mailto:deanofstudents@camden.rutgers.edu) or 856-225-6050.

## **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.

### **Disability Services/Accommodations**

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](https://webapps.rutgers.edu/student-ods/forms/registration) (<https://webapps.rutgers.edu/student-ods/forms/registration>).

Erin G. Leuthold, MS Ed  
(856) 225-2717

Rutgers-Camden Disability Services: 311 North Fifth Street, Camden, NJ 08102-1405

Web page: <https://ods.rutgers.edu/contact-ods/rutgers-university-camden>

E-mail: [disability-services@camden.rutgers.edu](mailto:disability-services@camden.rutgers.edu)



## Course Schedule by Module

<b>Date</b>	<b>Weekly Topics/Chapters</b>	<b>Discussion Case</b>	<b>Weekly Assignments</b>
Week 1 (Module 1) Date: 09/06-09/11 Tues-Sun	<ul style="list-style-type: none"> <li>• Chapter 1: Globalization</li> <li>• Chapter 2: National Differences in Political, Economic, &amp; Legal Systems</li> </ul>	No Case Assigned; Discussion question on Reading:	<ul style="list-style-type: none"> <li>• Reading: Chapter 1 &amp; 2</li> <li>• Self-Introduction</li> <li>• Syllabus Quiz</li> <li>• Reading: Backlash against Trade and Globalization</li> </ul>
Week 2 (Module 2) Date: 09/12-09/18 Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 3: National Differences in Economic Development</li> <li>• Chapter 4: Differences in Culture</li> </ul>	No Case Assigned; Discussion on a YouTube video titled 'Riding the waves of Culture: Fons Trompenaars at TEDxAmsterdam'	<ul style="list-style-type: none"> <li>• Readings: Chapters 3, 4</li> <li>• Quiz: Chapters 2, 3, 4</li> <li>• Watch Video &amp; Discussion</li> </ul>
Week 3 (Module 3) Date: 09/19-09/25 Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 6: International Trade Theory</li> <li>• Chapter 7: Government Policy and International Trade (p. 200-214)</li> </ul>	Global Wine War 2015: New World versus Old Case# 916415-PDF-ENG)	<ul style="list-style-type: none"> <li>• Reading: Chapter 6</li> <li>• Quiz: Chapter 6 &amp; Chapter 7 (part 1)</li> <li>• Case Discussion</li> </ul>
Week 4 (Module 4) Date: 09/26-10/02 Mon-Sun	<ul style="list-style-type: none"> <li>• Reading: Porter, M. E. 1990. "The Competitive Advantage of Nations," <u>Harvard Business Review</u>, Oct-Nov, pp. 73-93. (on Canvas)</li> <li>• Balance of Payments Ch 6 p.195-197)</li> </ul>	<b>Short case report 1</b> on The Dutch Flower Cluster (Case # 711507-PDF-ENG)	<ul style="list-style-type: none"> <li>• 2-page analysis of Dutch flower case</li> <li>• Read Porter article</li> <li>• Read Ch 6 (p. 195-197)</li> <li>• Get paper topic approved</li> </ul>
Week 5 (Module 5) Date: 10/03-10/09 Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 7: Government Policy and International Trade (p 214-229)</li> <li>• Chapter 9: Regional Economic Integration</li> </ul>	Brazil Leading the BRICs? (Case# -711024-PDF-ENG)	<ul style="list-style-type: none"> <li>• Readings: Chapters 7, 9</li> <li>• Quiz: Chapters 7 (part 2) &amp; 9</li> <li>• Case Discussion</li> </ul>
Week 6 (Module 6) Date: 10/10-10/16 Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 8: Foreign Direct Investment</li> </ul>	<b>Case report 2</b> EuroDisney: The First Hundred days (Case # 693013-PDF-ENG)	<ul style="list-style-type: none"> <li>• Reading: Chapter 8</li> <li>• Quiz: Chapter 8</li> <li>• EuroDisney case</li> </ul>
Week 7 (Module 7) Date: 10/17-10/23 Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 10: The Foreign Exchange Market</li> <li>• Chapter 11: The International Monetary System</li> </ul>	China: To Float or not to Float? (A) (Case # 706021-PDF-ENG)	<ul style="list-style-type: none"> <li>• Reading: Chapter 10 and 11</li> <li>• Quiz: Chapter 10</li> </ul>
Week 8 (Module 8) Date: 10/24-10/30 Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 13: The Strategy of International Business</li> </ul>	Daimler: Motoring at the speed of China (Case W20085-PDF-ENG)	<ul style="list-style-type: none"> <li>• Readings: Chapters 13</li> <li>• Quiz: Chapters 11, 12</li> <li>• Discussion on a question</li> </ul>
Week 9 (Module 9) Date: 10/31-11/06	Chapter 15: Entry Strategy and Strategic Alliances	Walmart around the World (Case# 714431-PDF-ENG)	<ul style="list-style-type: none"> <li>• Reading: Chapter 15</li> <li>• Quiz: Chapter 15</li> </ul>

Week 10 (Module 10) Date: 11/07-11/13  Mon-Sun	Chapter 16: Exporting, Importing, and Countertrade	Amazon goes Global 2020 (Case # W20834-PDF-ENG)	<ul style="list-style-type: none"> <li>• Reading: Chapter 16</li> <li>• Quiz: Chapter 16</li> <li>• Case Discussion</li> </ul>
Week 11 (Module 11) Date: 11/14-11/20  Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 14: The Organization of International Business</li> </ul>	Kent Chemical: Organizing for International Growth (Case# 4409-PDF-ENG)	<ul style="list-style-type: none"> <li>• Reading: Chapter 14</li> <li>• Quiz: Chapter 14</li> <li>• Case Discussion</li> </ul>
Week 12 (Module 12) Date: 11/21-11/27 Thanksgiving week Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 5: Ethics, Corporate Social Responsibility, and Sustainability</li> <li>•</li> </ul>	None	<ul style="list-style-type: none"> <li>• Reading: Chapter 5</li> <li>• Quiz: Chapter 5</li> </ul>
Week 13 (Module 13) Date: 11/28-12/04  Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 20: International Human Resource Management</li> <li>•</li> </ul>	Silvio Napoli at Schindler India (A) (Case# 9-303-086)	<ul style="list-style-type: none"> <li>• Reading Chapter 20</li> <li>• Quiz: Chapter 20</li> <li>• Case discussion</li> </ul>
Week 14 (Module 14) Date: 12/05-12/11  Mon-Sun	<ul style="list-style-type: none"> <li>• Chapter 18: Global Marketing and R&amp;D Chapter</li> <li>• Chapter 17: Global Production and Supply Chain Management</li> </ul>	No case	<ul style="list-style-type: none"> <li>• Reading: Chapter 17 &amp; 18</li> <li>• Quiz: Chapter 17 &amp; 18</li> </ul>
Week 15 Date: 12/12-12/18	<ul style="list-style-type: none"> <li>• Final exam</li> </ul> <p style="text-align: center;"><b>Industry and country Paper</b></p>	none	<ul style="list-style-type: none"> <li>• Final Exam - <b>December 19, 2022</b></li> <li>• <b>Industry and country Paper Due on December 12, 2022r</b></li> </ul>

## Detailed Course Schedule

Date	Topic
Week 1 09/06-09/11	Module 1 Introduction to the course – Globalization & National difference Political, economic, Legal, and Environments Ch. 1: Globalization Ch. 2: Differences in the Political, Economic, and Legal Environments: Quiz: Syllabus Discussion: Backlash against Trade and Globalization
Week 2 09/12-09/18	Module2 Differences in National Economic Development and Culture Ch 3: National Differences in Economic Development Ch.4: Difference in Culture Quiz: Chapters 2, 3, & 4 Discussion: video titled 'Riding the waves of Culture: Fons Trompenaars at TEDxAmsterdam'
Week 3 09/19-09/25	Module 3 International Trade Theories and Trade Barriers Ch. 6. International Trade Theory; Ch 7. The Political Economy of International Trade (p.192-206 only) Quiz; Ch 6 & 7

### Case: **Global Wine War 2015: New World versus Old**

#### Discussion Questions:

1. How did the French become the dominant competitors in the increasingly global wine industry for centuries? What source of competitive advantage were they able to develop to support their exports? Where were they vulnerable?
2. What changes in the global industry structure and competitive dynamics allowed challengers from Australia, and other New World countries in the late twentieth century to take market share away from France and other traditional producers in the late twentieth century?
3. Focusing in particular on opportunities and risks presented by the Chinese market, what advice would you offer to the head of the French wine industry association and individual wine producers?
4. What was the main lesson you learned from this case?

Ch 6: Balance of Payments; (p.188-190)

Reading: Porter, M. E. 1990. "The Competitive Advantage of Nations," Harvard Business Review, Oct-Nov, pp. 73-93.

Case: **The Dutch Flower Cluster (2-page report with Porter Diamond analysis)**

Assignment:

A 2-page assignment on the **Dutch Flower Cluster** case is due on Sunday, October 2, 2022.

Students need to read first the article by Michael Porter titled 'The Competitive Advantage of Nations' that is posted on Canvas Module 4 - Readings and Resources section. After reading the Porter article students will analyze the Dutch Flower Cluster case that should be downloaded via the URL link given in the syllabus and Canvas. You must read the Porter article first before you analyze the case.

The format for the 2-page is as follows. There should 5 headings for

1. Demand Conditions
2. Factor Conditions
3. Supporting and Related Industries
4. Strategy, Structure, and Rivalry
5. Government Policy.

The report should be single-spaced, font size 10, and each headings should have several bullet points for the analysis.

**Finalize paper topic approved in consultation with me.**

Ch 7. The Political Economy of International Trade (p 206-220)

Ch. 9: Regional Economic Integration;

Quiz: Ch 7 & 9

Case: **Brazil Leading the BRICs?**

Discussion Questions:

Are Brazil's WTO actions serving the country's long-term economic and business interests?

1. In the compulsory licensing issue who is right, Brazil or Merck? Discuss the pros and cons from each perspective.
2. What are the best arguments Brazil and the United States can make to the WTO's dispute settlement body concerning cotton subsidies?

Week 6 10/10-10/16	Module 6	Foreign Direct Investment
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Ch 8.Foreign Direct Investment;  
Quiz; Ch 8

**Comprehensive Case Report #1: Euro Disney: The First Hundred Days**

Assignment questions:

- 1) Assess the pros and cons of Disney's decision to build a theme park in Europe. Do you think it was a wise decision to invest in constructing a new park near Paris? (2 pages at least)
- 2) What is Euro Disney's target market, and what are the implications for the development and organization of the park? (1 page at least)
- 3) What aspects of the traditional Disney theme park formula, in terms of park design and service design (the basic product), might prove to be transferable to Euro Disney, and which might prove to be specific to the United States, France, and /or Japan? (1 page at least)
- 4) Assess the implementation of Euro Disney's service delivery system. What could the company have done differently? (1 page)
- 5) Should Euro Disney proceed with the next step of development? (half a page is sufficient) (half a page is sufficient)
- 6) What lessons has Euro Disney learned which could be applied to the development of second theme ? Should the park be adapted for the local market from the United States model, and if so, in what ways? What recommendations would you make regarding staffing, training, and general management? (1 page)

Week 7 10/17-10/23	Module 7	The Foreign Exchange Market & International Monetary System
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Ch 10: Foreign Exchange  
Ch 11:The International Monetary System;  
Quiz: Ch 10 & 11

**Case: China: To Float or not to Float? (A)**

Discussion Questions:

1. What are the implications of China's exchange rate policy on doing business with China?
2. How is China's exchange rate policy linked to its development strategy? How would changes in exchange rate policy impact growth in China as well as the rest of the world?

Week 8	Module 8	Strategy of International Business
10/24-10/30		

Ch. 13: The Strategy of International Business;  
Quiz: Ch 13

**Case Daimler: Motoring at the speed of China.**

Discussion Questions:

1. What is Daimler's competitive advantage? How would you describe its core resources and capabilities in Germany? How transferable is this to the Chinese market? Consider both internal combustion cars and the new generation electric and autonomous vehicles.
2. Why is China an attractive market for Daimler and what are the key challenges of operating there?
3. What are the obstacles for the Chinese management's team in communicating the Chinese issues to Daimler's headquarters (HQ)?

Week 9	Module 9	Mode of Entry I – Licensing & International Joint Ventures/Strategic Alliances
10/31-11/06		

Ch 15. Entry Developed and Emerging Markets  
Quiz: Ch 15

**Case: Walmart around the World**

Discussion Questions:

1. What are Walmart's sources of competitive advantage in general? Are these transferable to international markets? Why or why not?
2. Evaluate Walmart's globalization strategy over the last two decades. Which countries did the retailer struggle in? Where did it do well? Can location characteristics explain the difference in Walmart performance?
3. Walmart entered in some countries through acquisitions and in some countries through greenfield investment. What mode of entry do you think was best? Why? Did location characteristics drive the mode of entry? Why?

Week 10	Module 10	Mode of Entry II - Exporting and Countertrade
11/07-11/13		

Ch 16: Exporting, Importing and Countertrade;  
Quiz: Ch 16

Case: **Amazon Goes Global 2020**

Discussion Questions:

1. Why did Amazon initially consider international expansion? Is international expansion a key factor in Amazon's industry?
2. Why did Amazon fail in China?
3. Was there any pattern across Amazon's international modes of entries?
4. Given Amazon's overall performance domestically and globally, the outbreak of COVID, and the company's mission, vision, and strategic plans, what steps should it take next? Should Amazon continue global expansion into new markets? What should Amazon do with its less successful international operations?

Week 11	Module 11	The Organization of International Business
11/14-11/20		

Ch 14: The Organization of International Business;  
Quiz; Ch 14

Case: **Kent Chemical: Organizing for International Growth**

Assignment Questions:

- 1) What were the problems facing Luis Morales as he began implementing Ben Fisher's international expansion strategy?
- 2) why did the two reorganizations (GBDs and world Boards) undertaken by Luis Morales fail.
- 4) What do you think of the Sterling Partners recommendations? What did Kent get for the \$1.8 million fee?
- 5) What should Morales recommend? What should chairman Ben Fisher decide?

Week 12	Module 12	Ethics, Corporate Social Responsibility, and Sustainability
11/22-11/28		Thanksgiving week

Ch. 5: Ethics, Corporate Social Responsibility, and Sustainability  
Quiz; Ch 5

Week 13	Module 13	Global Human Resources Management
11/29-04/24		

Ch 20. Global Human Resources Management;  
Quiz: Ch 20

**Case: Silvio Napoli at Schindler India (A)**

Discussion Questions:

1. Was Silvio was the right choice of Schindler's India operations? Discuss in terms of pros and cons.
- 2) What was Schindler's India strategy and business model? Do you agree with it? Why, or why not?
- 3) What should Silvio do about the order for the glass-walled elevators?
- 4) Should Silvio change the strategy for Schindler India that he developed when he was in the company's headquarters

Week 14	Module 14	Global Marketing & Business Analytics and Global Production and Supply Chain Management
11/30-12/05		

Ch 18.Global Marketing & Business Analytics  
Ch 17: Global Production and Supply Chain Management  
Quiz: Ch 17 & 18  
No case this week

Week 15	<b>Country and Industry Competitiveness Report – Term paper due <b>December 12, 2022.</b></b>	
	<b>Final Examination due– December 19, 2022.</b>	



## General Guidelines for Industry Competitiveness, and Country Report

The country report will consist of 3 parts.

A) International Trade (25 % of paper)

- Balance of payments (last 5 years) – analyses and implications
- trading relationships (membership in trading blocs)
- top exports and imports
- foreign direct investments (inflows, outflows, and stock)
- tariff policies (country average)
- non-tariff barriers

B) Select **one** of the top industries in the country of choice (50 %)

Brief history and milestones.

Industry size (value, units, and number of employees), structure, and number of segments.

Use Porter's Diamond to investigate its international competitiveness.

- Demand Conditions
- Related and Supporting Industries
- Factor Conditions
- Strategy, structure and rivalry in that industry (identify major competitors in the industry and what are their individual strategies)
- Government policies

C) Culture and Business Practices (25 %)

This part is purely descriptive. Topics include

- General description of country culture
- Business protocol and communications
- Cultural do's and don'ts
- Culture specific business practices
- Negotiating style and tactics
- Compare on various dimensions to American culture using Hofstede's work.

D) Conclusions: Summarize what are major factors that contribute to the competitiveness of the industry of the country .

Please do not forget to put a list of *references* in alphabetical order at the end of the report.

Sources: Please put the source(s) of information used in the paper at the appropriate places in the body of the paper.