



International Business

UNH Course Code: BUS320

Subject Area: Business

Level: 300

Prerequisites: None

Language of Instruction: English

Contact Hours: 45

Credits: 3

Description:

In order to provide you with a useful and valuable international perspective on today's global business activities and to help you understand the challenges of tomorrow that will face business executives striving to compete successfully in 21st century global markets, this intermediate-level course analyses both internal business practices of international firms and external global environments in which they operate.

To this end, you will acquire essential and specialized knowledge in the many and diverse areas affecting sound and workable international business practices. Among the topics you will consider are the patterns of international trade; the structure and institutions of global finance; the competitive environment of the international marketplace; the cultural, political-economic and legal-labor factors affecting international business; the cross-cultural marketing and management techniques essential for dealing with foreign values, habits and expectations; and the challenges of ethical and economic constraints imposed upon both manufacturing and human resource management in international markets today.

The globalization of business will figure largely in this course. Drawing from real-life case studies and present examples here in Europe, you will analyze specific business practices related to distinct cultures in order to demonstrate how different national business cultures have adapted to, and have sometimes reinvented themselves within, the structural reality of globalization. Cultural knowledge, manners and social sensitivities may be critical for the success of specific business ventures and successfully closed deals. This is becoming ever-more true in a world no longer dominated by the American business model. Money-making is but one impulse among many motivating today's global executives. And "speaking" other languages is an often under-utilized key to international commercial success.

The primary goal for you in this course, therefore, is to build a broad-based foundation for understanding the many actors, practices, and structural forces that make up the global marketplace today. This course will enable you to pursue additional business studies within a wide range of courses in international marketing, management, and finance and it will empower you personally for the future international business ventures and challenges you seek to take on.

Learning Objectives:

- to develop an organizing framework for understanding market globalization
- to trace the development of the modern exchange rate system
- to compare & contrast the various modes of entry into international markets
- to explain the techniques by which firms & nations enhance competitive advantage

- to demonstrate the role culture plays in international business
- to identify and assess the risks and challenges of doing business in emerging markets
- to discuss specific country risks produced by discrete political and legal systems
- to critically analyze processes of government intervention, economic freedom, & ethical concerns in different business environments
- to reveal the drawbacks and ethical dilemmas of regional integration
- to relate & apply theories of international trade and investment to business practice

Instructional Format:

Course work is comprised of in-class lectures and discussions, group exercises, student *exposés*, documentary films, extensive outside readings, independent group and individual onsite study, a research project, and a number of instructor-led onsite research excursions to relevant course-related sites and institutions in the city.

Course study excursions, requiring preparatory readings and research, have been integrated into the syllabus so that you get direct and practical experience of the theoretical concepts introduced in class. For example, you will visit the OECD headquarters in Paris and the Paris Stock Exchange. Some onsite study will be integrated into class-time while others will be assigned as out-of-class independent learning. In addition, you will meet with professionals who can give you insight into current business practices given the realities of market globalization and the constraints of the modern exchange rate system.

You will also actively participate in the learning process of this course, sharing your research and readings with other students through individual and group presentations that will make up much of each session. Your class discussions will find inspiration not only from class readings but from current developments in the business world and which are related to international political and financial events. You are encouraged to bring to class any topic that catches your attention or sparks your curiosity throughout the term and propose it for to the instructor for discussion. Your initiative here will be factored into your class participation.

Form of Assessment:

Various elements will be taken into account when determining your final grade. The instructor will explain in detail the content, criteria and specific requirements for all assessment categories but the basic breakdown is as follows below. A passing grade in all of these categories is required in order to pass the course.

Class Participation	10%
Case Study & Analysis	10%
Individual Presentation	20%
Group Presentation	20%
Midterm Examination	20%
Final Examination	20%

I will explain in detail the content and specific instructions for all assessment categories and will also assign the topics or cases for your individual and group presentations at the beginning of term, taking into account your personal interests, experience and areas of specialization. However, when deciding class participation grades, traditional criteria such as attendance, punctuality, preparation, completed reading before class, interactive group work and active, meaningful participation are all taken into account. The following guidelines may help you organize your time and class work:

Class Participation: When determining your class participation grades, traditional criteria such as material preparation, completed reading before class, and collaborative group work are all evaluated. But it is the active, meaningful and informed verbal and written contribution that you make that is most important to your overall participation grade. Indeed, willingness to share views in classroom discussions and the insightfulness of your comments and questions about assigned readings will all be taken into account when evaluating your

participation. Whereas attendance and punctuality are expected and will not count positively towards the grade, laxity in these areas will have a negative effect. The instructor will use the following specific criteria when calculating your class participation grade:

Criteria for Assessing Class Participation	Grade
You make major and original contributions that spark discussion, offering both critical and analytical comments clearly based on readings and research and displaying a working knowledge of theoretical issues.	A+ 9.70-10.00
You make significant contributions that demonstrate insight as well as knowledge of required readings and independent research.	A-/A 9.00-9.69
You make useful contributions and participate voluntarily, which are usually based upon some reflection and familiarity with required readings.	B/B+ 8.40-8.99
You make voluntarily but infrequent comments that generally reiterate the basic points of the required readings.	C+/B- 7.70-8.39
You make limited comments only when prompted and do not initiate debate or show a clear awareness of the importance of the readings.	C 7.40-76.90
You very rarely make comments and resist engagement with the subject, attending class having manifestly done little if any preparation.	D+/C- 6.70-7.39
You are unable to make useful comments and contributions, being occasionally absent from, generally passive in, and unprepared for class.	D-/D 6.00-6.69
You make irrelevant and tangential comments disruptive to class discussion, a result of frequent absence and complete un-preparedness.	F Below 6.00

Case Study & Analysis: More specifically, effective class participation can be manifested in the preparation, analysis and discussion of the many case studies in international business. For each case assigned you are expected to read the material carefully and answer the study questions in bullet point form. These answers are to be collected in class on the day we discuss the case.

Questions on cases are usually of two general types: diagnosis (*What is going on here?*) and action planning (*What would you do in this situation?*) There are no “right” answers to case questions, and real-life cases rarely fit neatly into any one theoretical model. The quality of your answers lies in how well you have organized and laid them out and how well your comments contribute to class learning objectives while displaying an understanding of arguments made by others in class.

Individual Presentation: Specific 15 minute-long reports on current affairs and cases will be assigned and scheduled individually at the beginning of the term.

You may prepare a PowerPoint file for your presentation, but this will depend on the topic that you will present. You should in all cases prepare a one page outline of your work and hand it out to the class on the day of your presentation. This document must include the sources that you used to prepare the *exposé* (books, academic/press articles, internet sites, interviews etc.).

Always use the appropriate academic reference style when citing your sources. Do not neglect to make note of your sources during the preparation of your work in a conscientious manner so that you may cite them appropriately in your final report and avoid the pitfalls of plagiarism.

The evaluation of your individual presentation will be based upon the following elements:

- Presentation & Communication Skills: 40%

(Organization of the *exposé*, engaging tone of voice, eye contact with the audience, eloquence and ease at delivery)

- Content of the Report: 60%

(Depth of research, quality and pertinence of sources consulted, knowledge of the topic, clarity of analysis, capacity to synthesize the elements examined into a coherent whole)

Group Presentation: At the beginning of term, the instructor will organize you into groups of three or four and assign specific oral presentations on topics or cases directly related to course work and learning objectives.

Your 45-minute presentation must be made in PowerPoint format and must include a one-page outline of the report to be handed out to the class on the day of the *exposé*. These files must be submitted in electronic format to the instructor prior to deadline. They will be made available to all students online after the presentation.

This presentation will earn a group grade common to all group members. It is therefore essential that, as a team, you develop group-work skills that promise the highest performance norms. And while working in groups should increase overall performance outcomes through the synergy you all create, social and intellectual loafing (not putting in as much work as your team members) is often a source of dissatisfaction, both in regards to your own performance but most importantly to your individual motivation and satisfaction from your efforts. Work to avoid it.

Your presentations are expected to match business-world standards both in form and in content. The evaluation of the group presentation will be based upon the following:

- Delivery 10% (engaging tone of voice, audience eye contact, eloquence & ease of delivery)
- Structure 10% (appropriate organization of the parts)
- Timeliness 10% (not too short, not too long 45 min limit)
- Form 20% (quality of PowerPoint file and handout)
- Content 50% (depth of research, quality and pertinence of sources consulted, knowledge of the topic, clarity of analysis, capacity to synthesize the elements examined into a coherent whole)

Always use the appropriate academic reference style when citing sources. Remember to track your sources during the preparation of your work in a conscientious manner so that you may cite them appropriately in your final report and avoid the pitfalls of plagiarism.

Midterm & Final Examinations: The midterm and final exams are designed to establish and communicate to you the progress you are making towards meeting the course learning objectives listed above. They are comprised of questions and exercises that test your abilities in three important areas of competency: the amount of information you master; the accuracy of the information you present; and the significance you ascribe to the facts and ideas you have integrated across your study in this course.

More specifically, the midterm exam is comprised of both multiple choice and short answer questions related to readings and assigned chapters from the course textbook. The final exam will comprise critical questions drawn from the readings and class materials. This exam will also relate to case studies and student presentations made during the term.

CEA Attendance Policy:

Every student is expected to attend all scheduled class sessions on time and be thoroughly prepared for the day's class activities. In compliance with NEASC and UNH accreditation requirements, CEA instructors compile regular attendance records for every course and take these records into account when evaluating student participation and performance.

- In each three-credit 15-week course, a maximum of the equivalent of two weeks of accumulated absences due to sickness, personal emergency, inevitable transport delay and other related impediments will be tolerated.
- Your final course grade will drop one full letter grade (e.g. A- to B-) for each additional class missed beyond this two week period, regardless of the reason for your absence. However, you will automatically fail a course if your absences exceed the equivalent of three weeks of class.

Furthermore, to comply with immigration and financial regulations, you must maintain full-time student status and attend at least 12 hours of class every week. Consequently, the Dean and Program Director will dismiss from all CEA courses, programs, activities and housing any student who fails to maintain full-time status.

Required Readings:

The required course textbooks listed below are available for purchase at the CEA Paris Center. Buy your texts from our locally affiliated book merchant who is onsite during academic orientation. You must have constant access to these texts for reading, highlighting and marginal note-taking. It is required that you have a personal copy of each. Additional copies will be placed on-reserve in the Academic Affairs office for short-term loans. Periodical literature, articles, documents, maps, digital images and other sundry materials also required for your class are available in PDF or Word format, are stored in the e-course file assigned to each class, and are located on the CEA shared drive for in-house consultation or copying to your own USB flash-drive. In addition, the Academic Affairs Office compiles a bank of detailed information about the many libraries, documentation centers, research institutes and archival materials located here in the city and accessible to CEA students. You will be required to use these resources throughout your studies. Direct access to additional resources and databanks are available to you through the online library of the University of New Haven.

S.T. Cavusgil, G. Knight, J.R. Riesenberger *International Business: Strategy, Management, and the New Realities*. Prentice Hall, 2008.

Additional readings and cases will be available online, along with class notes and lecture PowerPoint files.

Online Reference & Research Tools:

GlobalEDGE Website

Throughout the course you will prepare and present case studies, individually and in groups. Consequently, you are advised to become familiar with the Michigan State University *GlobalEDGE* website. This is a leading knowledge portal for professionals in international business. Through global business resources and links, it presents specialized information on international business transactions, culture, and firm practices, including country profiles that outline business climate, political structure, history, and statistical data for more than 190 countries. You will use this resource to navigate through the internet in search of knowledge and insight into the theory and practice of international business.

<http://globaledge.msu.edu>

The following business related publications are also available online:

- *Business Week Online Magazine* with headlines on global business and international issues
<http://www.businessweek.com/globalbiz/>

- *The Economist Online Magazine*: <https://www.economist.com/world/index.cfm>
- *Global Business Web*: <http://www.globalbusinessweb.com/>
- *The Globalist*, covers political, economic, cultural, and business issues related to globalization: www.theglobalist.com
- *Financial Times*: www.ft.com
- *Newsweek International Edition*: www.msnbc.com/news/nw-ni_front.asp
- *International Herald Tribune*: www.iht.com/
- *World Trade Organization*: <http://www.wto.org/>

Other useful sites for your research include:

http://news.bbc.co.uk/1/hi/country_profiles/default.stm
<https://www.cia.gov/library/publications/the-world-factbook/>
<http://www.dfid.gov.uk/countries/allcountries.asp?view=region>
<http://www.happyplanetindex.org/map.htm>
<http://www.euromonitor.com/>
<http://www.businessmonitor.com/>
<http://www.worldbank.org>
<http://www.countryrisk.com/>
<http://www.countrywatch.com/>
<http://www.doingbusiness.org/>
<http://www.trading-safely.com/>
<http://www.nationbrandindex.com/index.phtml>
<http://www.emerging-markets.com/>
<http://www.economist.com/countries/>

International Business
Course Content

Session	Topic	Activity	Student Assignments
1	<p style="text-align: center;">What is International Business? Key Concepts Actors & Participants Why Study International Business</p>	<p style="text-align: center;">Presentation of Syllabus Case Analysis Whirlpool's Dramatic Turnaround through Internationalization</p>	<p style="text-align: center;">Cavusgil, Knight & Riesenberger CHAPTER 1 <i>Country Risk Profile</i></p>
2	<p style="text-align: center;">Market Globalization & the Internationalization of the Firm The Historiography of Globalization Creating an Organizational Framework Dimensions & Drivers of Globalization Social Consequences</p>	<p style="text-align: center;">Case Analysis Corporate social responsibility: Coffee, Ethiopia and Starbucks Individual Presentations</p>	<p style="text-align: center;">Cavusgil <i>et al</i>, CHAPTER 2 <i>Globalization Pros & Cons</i></p>
3	<p style="text-align: center;">The Organization Participants of International Business A Typology of IB Participants The Role of IGOs in Global Trade Foreign Market Entry Strategies</p>	<p style="text-align: center;">Study Excursion OECD</p>	<p style="text-align: center;">Cavusgil <i>et al</i>, CHAPTER 3 Survey OECD Website http://www.oecd.org</p>
4	<p style="text-align: center;">Theories of International Trade & Investment Classical Theories Contemporary Theories Industrial Policy</p>	<p style="text-align: center;">Case Analyses Hyundai South Africa & De beers Individual Presentations</p>	<p style="text-align: center;">Cavusgil <i>et al</i>, CHAPTER 4 to p. 110 <i>Advantages of Volvo and Pilkington</i></p>
5	<p style="text-align: center;">Theories of International Trade and Investment Theories of Competitive Advantage FDI & Non FDI Theories</p>	<p style="text-align: center;">Exercise Best Locations for Manufacturing Individual Presentations</p>	<p style="text-align: center;">Cavusgil <i>et al</i>, Ch. 4 from p.110, Chap. 14 <i>Current status of Australian wine exports</i></p>

International Business
Course Content

Session	Topic	Activity	Student Assignments
6	<p>Cultural Environments of International Business The Challenge & Meaning of Culture Interpretations & Dimensions of Culture</p>	<p>Case Analysis Hollywood and the Rise of Cultural Protectionism Individual Presentations</p>	<p>Cavusgil <i>et al</i>, CHAPTER 5</p>
7	<p>Cultural Environments of International Business Contemporary Issues of Culture Managerial Guidelines for Cross-Cultural Success</p>	<p>Exercise The Critical Role of Negotiations in International Business Individual Presentations Midterm Examination Review</p>	<p>Cavusgil <i>et al</i>, CHAPTER 5 <i>Critical Incident Analysis</i></p>
8	<p>Political & Legal Systems in National Environments Defining & Assessing Country Risk The Political & Legal System A Typology of Actors & Players Managing Country Risk</p>	<p>Case Analysis Doing Business in Russia Present Preliminary Country Risk Analyses Prepare Exercise <i>Performing a Preliminary Country Risk Analysis</i> Individual Presentations</p>	<p>Cavusgil <i>et al</i>, CHAPTER 6 <u>Case Analysis</u> Pillaging Patents: The New War on Pharmaceutical drugs</p>
9	<p>Government Intervention in International Business Defensive & Offensive Rationales Government Instruments for Intervention Trends & Ethical Implications of Intervention Responding to Government Intervention</p>	<p>Case Analysis Airbus versus Boeing: When is Intervention Not Intervention? Individual Presentations</p>	<p>Cavusgil <i>et al</i>, CHAPTER 7</p>
10	<p>Regional Economic Integration A Typology of Regional Integration The Global Experience of Integration Problems & Ethical Dilemmas The Management Implications</p>	<p>MIDTERM EXAM Exercise Entering the Retailing Sector in the New EU Member States</p>	<p>Exam Review Cavusgil <i>et al</i>, Chaps. 1-7 Cavusgil <i>et al</i>, CHAPTER 8 <i>The WTO and International Services: The Doha Round</i></p>

International Business
Course Content

Session	Lecture & Discussion Topics	Activity	Student Readings & Assignments
11	<p>The Challenge of Emerging Markets A Typology of Economies Attractions & True Potential Assessing Risks & Challenges Effective Business Strategies</p>	<p>Case Analysis Arcelik: International Aspirations of an Emerging Market Firm</p> <p>Group Presentations</p>	<p>Cavusgil <i>et al</i>, CHAPTERS 9, 12 Case study: <i>MTV India</i></p>
12	<p>International Monetary & Financial Environments Currencies & Exchange Rate Interest Rates & Inflation National Stock Exchanges & Bond Markets Financial Actors: The IMF, Banking, World Bank</p>	<p>Study Excursion The Paris Stock Exchange <i>Palais de la Bourse</i></p>	<p>Cavusgil <i>et al</i>, CHAPTER 10, 19 <i>passim</i>.</p>
13	<p>Building the Global Firm Strategy, Organizational Structure & Operations Concepts of Leadership Human Resource Management International Labor relations</p>	<p>Case Analyses IKEA & Sony</p> <p>Group Presentations</p>	<p>Cavusgil <i>et al</i>, CHAPTER 11, 18</p>
14	<p>Marketing the Global Firm Setting & Adapting to Global Marketing Strategies Branding & Product Development Advertising & Marketing Communication</p>	<p>Exercise Cultural blunders in Marketing and Advertisement</p> <p>Group Presentations</p>	<p>Cavusgil <i>et al</i>, CHAPTER 17</p>
15	<p>Final Examination</p>	<p>Final Examination Group Presentations</p>	<p>Review all readings</p>