

International Business: Context & Strategies (MGMT S-5650)

MGMT S-5650 International Business: Context & Strategies Monday through Thursday: 3:15 – 6:15 pm From July 10 – 27 of 2017 Classroom: William James Hall 105	Jorge Riveras, PhD Phone: (617) 797-7370 (emergencies only) E-mail: JRiveras@framingham.edu Office Hours: before class or by appointment
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Course Website: <https://canvas.harvard.edu/courses/26939>

Course Description

Welcome to International Business: Context & Strategies. This is a course in Global Management or its equivalent and is considered a core course and is usually required of all graduating students from business schools. The course is designed to help you integrate your knowledge of the functional areas of business into an internationally oriented view of the firm by evaluating the global environment, and speculating on the future international direction of the firm.

This course focuses on the environment of international business. It considers the activities of multinational firms and government policies toward them, drawing policy implications for the management of these enterprises. The course surveys theories of international trade, foreign direct investment, international financial institutions, differences in political economy and culture, barriers to trade, foreign exchange, business-government relations, and the strategic alternatives available to companies operating in the global economy. It goes on to consider strategic options for the major functions of marketing, manufacturing, materials management, research and development, human resources, and finance, relating them to the firm's overall global strategy.

Each international business situation is by nature multidimensional, and only an understanding of the complexity of international management will provide the manager with the opportunity to make good decisions and to formulate successful corporate or business strategies in the global environment.

This is a fast pace course (14 sessions will be covered in a period of three weeks closely following the content of a textbook of 600+ pages); I highly suggest that you carefully schedule and strictly follow a plan for your reading, study and group sessions. (Do not fall behind in your readings)

Course Objectives

This course emphasizes the knowledge and skills managers need to face global competition and evaluate international investment and business opportunities. The course will be conducted through lectures, discussion, and case analysis. Reviewing, analyzing and relating current events happening during the course will be center in the course.

This course seeks to enable students to do the following:

1. To discuss the challenges of international management and describe the 21st-century global competitive landscape;
2. How to create market penetration plan for products or services into countries; considering strategy, marketing, cultural and other aspects critical for success

3. To describe global business concepts, models, and frameworks and their cross-functional integration;
4. To research varied foreign markets and develop strategy that takes into account relevant political, cultural, and economic factors;
5. To explain when and why to use different product-market entry and penetration strategies;
6. To identify some of the different skills and system required to implement strategies across country borders;
7. To explain how firms sustain and renew resources, capabilities and core competencies to support international growth strategies;
8. To perform quantitative and qualitative analysis to examine global issues, formulate solutions and support with case-specific evidence;
9. To argue in favor of a clear and focused position while considering the insights of peers;
10. To team work in culturally diverse environments;
11. To improve critical and strategic thinking, primarily through deciphering complex international business environments.
12. Relate current business news with topics of the class

Textbooks & Required Reading

1. A customized eBook version of International Business. Competing in the Global Marketplace by Charles W. L. Hill, published by McGraw Hill/Irwin, Edition 11e has been created for this class. ISBN #: 9781309089804

To order your eBook please visit <https://create.mheducation.com/shop/> enter the ISBN number provided above (9781309089804) and continue with the process and direct payment to McGraw-Hill. The eBook format offers the lowest cost option for you. The cost of the eBook is approx. US\$ 136

2. Regular reading of the *Wall Street Journal (principal)*, *The Economist* and the *Financial Times*.
3. We may have guest speakers presenting in our class, I will inform the dates accordingly. Depending on the selected themes, additional reading material will be distributed or posted on our Canvas website.

NOTICE: International versions of our textbook including paperback acquired via local or foreign low cost websites will probably differ in content from the original and requested textbook and will not include all the cases we will review in class. It is your responsibility to make sure the book requested (ISBN) above is the same you will use, as we will closely follow the textbook.

Course Schedule

Session	Date	Topic & Assignment	Reading (Hill)
1	7/10	Introduction and Overview Syllabus Discussion Assigning of cases Chapter #1 Globalization Chapter #2 National Differences in Political Economy Cases: We will review together: Chavez's Venezuela	Chapters 1 + 2 Globalisation Model by Riveras & Harrison (Professor's Case) SEZs in the US (Professor's Case)

2	7/11	<p>Chapter #3 Political Economy and Economic Development</p> <p>Cases:</p> <ol style="list-style-type: none"> 1. India's Economic Transformation 2. Revolution in Egypt <p>Chapter #4 Differences in Culture</p> <p>Cases:</p> <ol style="list-style-type: none"> 3. Islamic Capitalism in Turkey 4. Walmart Can't Conquer all Countries 	Chapters 3 + 4
3	7/12	<p>Chapter #6 International Trade Theory</p> <p>Cases:</p> <ol style="list-style-type: none"> 5 Is China a New-mercantilist Nation? 6 The Rise of India's Drug Industry <p>Chapter #7 Political Economy of International Trade</p> <p>Cases:</p> <ol style="list-style-type: none"> 7 China Limits Exports of Rare Earth Metals <p>Country Selection Justification</p>	Chapters 6+7
4	7/13	<p>Chapter #8 Foreign Direct Investment</p> <p>Cases:</p> <ol style="list-style-type: none"> 8 Foreign Direct Investment in China <p>Chapter #9 Regional Economic Integration</p> <p>Cases:</p> <ol style="list-style-type: none"> 9 Nafta and Globalization (Professor's Case) 10 The Greek Sovereign Debt Crisis 	Chapters 8 +9
5	7/17	<p>Chapter #10 The Foreign Exchange Market</p> <p>Cases:</p> <ol style="list-style-type: none"> 11 Billabong (talk to professor) <p>Chapter #11 The International Monetary System</p> <ol style="list-style-type: none"> 12 Currency trouble in Malawi 	Chapters 10 + 11
6	7/18	<p>First Exam Chapters covering Chapters 1– 10</p>	
7	7/19	<p>Chapter #12 The Global Capital Market</p> <p>Cases:</p> <ol style="list-style-type: none"> 13 Deutsche Telekom 14 Did the Global Capital Markets Fail in Mexico (Please read again the case Mexican Currency Crisis of 1995 in Chapter 11) <p>Chapter #13 The Strategy of International Business</p> <p>Cases:</p> <ol style="list-style-type: none"> 15 Making Ford Competitive 	Chapter 12 + 13

8	7/20	Chapter # 14 The Organization of International Business Cases: 16 P & G Strength in Architecture (Read Evolution of Strategy at P&G Ch. 13 and incorporate both cases into one) 17 Dow failed Early Global Matrix Adopter Chapter #15 Entry Strategies and Strategic Alliances Cases: 18 JCB in India 19 GM in China 20 GE's Joint Ventures (talk to professor)	Chapter 14 + 15
FRIDAY	7/21	Optional – 30 minute meeting with every group to discuss final project from Group #1: 9 am – #2: 9:30am – #3: 10am – #4: 10:30 am #5: 11am – #6: 11:30am – # 7: 12 am – #8:12:30 pm	
9	7/24	Chapter # 16 Exporting, Importing and Countertrade Cases: 21 Export Strategy at 3M Chapter #17 Global Production, Outsourcing, and Logistics 22 Building The Boeing 787 (From Chapter 1) Submit Draft of Final Paper	Chapters 16+17
10	7/25	Global Marketing and R&D Cases: Dove Building a Global Brand Cases: 23 Domino's Pizza 24 Managing Expatriates at Royal Dutch Shell	Chapter 18+19
11	7/26	<u>Groups Presentations</u> Project Written Report Due (submit in paper and by email)	
12	7/27	<u>Second Exam Chapters 11 – 19</u>	

Grading (<http://www.summer.harvard.edu/exams-grades-policies/grades>)

Individual Case Presentation (send your power point a day in advance)	15%
Class Discussion and Participation	15%
First Exam (session #6)	25%
Project Report & Presentation (session #11)	20%
Second Exam (session #12)	25%

POINTS	Scale	POINTS	Scale	POINTS	Scale	POINTS	Scale
95-100	A	83-86	B	74 - 76	C	63 - 66	D
90-94	A-	80-82	B-	70 - 73	C-	51 - 62	D-
87-89	B+	77-79	C+	67 - 69	D+	<50	E

Course Requirements:

- Students are expected to read the textbook and supporting materials and come to class prepared to discuss this material, together with any fresh developments reported in the media.
- Each student (or students) will be assigned a case and will be responsible to prepare and present it to the class. Send the power point one day in advance to your presentation.
- Each student will be assigned to a Project Group which will prepare and present an international business project proposal (the Project) which will run for the duration of the course and which will have the following deliverables: (i) A presentation to the Class, and (ii) A written report. (See Details Below).

The Project

The project is a business proposal to expand an existing or new product into a new, foreign market, which the Project Group (acting as president of the business unit), will present to the class, (acting as the Executive Committee of the corporation), seeking approval-in-principle to proceed. The proposal will not include an exhaustive financial justification; rather, it will apply the lessons learned in this course and seek to demonstrate the profit potential of the new product opportunity and the problems that need to be overcome in order to achieve success in penetrating the selected market to launch the product. **Project topics are due by Session # 2. (You are prohibited from contacting the company that produces the product you selected or any of its employees; this is a project proposal you need to develop on your own)**

The proposal will address each of the following issues: market potential for your product in the national market you are proposing to enter together with a sales forecast for the first 5 years, product sourcing, costs of operations, competition, barriers to entry, political risk, favorable attributes of the country for the product, problems anticipated after entry, sources of finance and foreign exchange issues and sales & marketing strategy. (a detailed sales & marketing strategy and market place research is critical)

The class presentation should last about 20 minutes, using visual aids to bring out the main findings of the project. It will cover all the issues listed above and will reach a recommendation supported by the data. (Changes may occur depending on enrollment)

Each report should be typed 1.5 lines spaced and twelve point font (Times New Roman), 0.5' margin left, right, top and bottom. (Remember: The report length is limited to a maximum of 20 pages. You should have a cover page, table of contents and number the pages; these pages do not count towards the 20 page maximum). Projects will be assigned randomly and final report is due on session #11. (I will provide you with guidelines for a possible outline and feedback prior to your final presentations). The project details might change depending on class enrollment

RULES OF CLASS

You must obey all university policies regarding student conduct. Click on the following link for specific details in relation to student's responsibilities. <http://www.summer.harvard.edu/exams-grades-policies/student-responsibilities> through this site you will also be able to find the 2017 Student Handbook which will be available online in June. In particular please make sure you understand the academic integrity policies. Students alleged to have violated this policy will be referred to the dean of students, or designee, and will be subjected to sanctions including a 0 on the assignment, grade of E in the course, suspension, enforced withdrawal from the course, or dismissal from the University or appropriate lesser penalties if warranted by the circumstances. (Harvard Guide to using sources <http://usingsources.fas.harvard.edu/icb/icb.do>)

Academic Honesty

Students are expected to adhere to the academic integrity policy of the University and all work is expected to be original with footnotes, bibliography and appropriate references to quoted materials (APA Style).

- Honor Code: Class members are invited to study and prepare together for most aspects of the course, but where individual effort is expected, it must be unique for each person and without consultation. You may receive help on English grammar and syntax, but the final written product must be entirely your own written work.
- Students are responsible for making sure all assignments are turned in on time. Papers and any other assignments are due at the beginning of the class period for which they are assigned. **Justified** delays will incur a penalty of 20% of the grade the first 24 hours; after that it will not be accepted. If you cannot present the day you are assigned your grade is “zero” unless your absence was due to a medical issue. In this case I will need a note from your doctor justifying your absence. (If you miss to take the exam your grade will be “0”)
- Regular attendance is expected. Frequent absence (partial or whole class) will affect your grade. Missing three classes will result in an F in class participation and more than 2 unexcused absences will result in an F in the course. If you miss a class, please contact me in advance.
- A cordial, respectful and professional relationship not only between me and all of you but among yourselves is expected. Constructive criticism is good, discussions are welcome but these must always be conducted and addressed in an adequate manner.
- All rules contained in your student handbook apply.
- If you engage in any form of cheating such as (but not limited to) copying someone else’s answers, plagiarizing (if you’re unsure what constitutes plagiarism, refer to the student manual), having someone else write or prepare an assignment for you in part or in whole, buying a paper, etc., you will be referred to the Dean of Students. This could mean a grade of F for the entire course.
- **APA Style**. Any business paper requires that APA style be followed, among other things it requires that pages be numbered, heading be used and proper citation and bibliography be employed. The following link is an extraordinary source with many details and examples. Please review it carefully <http://www.apastyle.org/manual/related/sample-experiment-paper-1.pdf> . Another interesting source that you should review: <http://www.library.cornell.edu/resrch/citmanage/apa> . This is from Cornell University and they have extensive details about APA with examples

NOTE: A reference letter if requested will only be granted to the top 2 students of the class

Class sessions

Class time will be spent on lectures, discussion of current business situations, experiential exercises, and discussion of assigned reading materials, visiting speakers (faculty and executives), viewing films, and student presentations. The schedule presented in this syllabus describes how we will cover the topics in the course. The class is not meant to be only for power point presentation to repeat the same concepts you have read in the textbook prior coming to class; it is more for discussion, debate, confronting ideas and supporting opinions with facts and examples. The goal is to engage you throughout the teaching process, making you understand the concepts through real events. Also to turn you into an active participant and after having a respectful debate, make you support your positions by articulating how you arrived at your conclusions. My classes have always started with discussions of current news, connecting these to the class topic of the day; promoting questions and debate.

Your active participation is expected. If you don’t express your opinion I call upon you in class to share your opinion, experience and point of view. Preparation for class is essential by reading the assigned material and

making notes on your position on the issues. You should bring up points on which you require further clarification. Remember: for every hour of class time, you are expected to spend two hours in preparation! A set of slides will be provided to you to guide your understanding of the chapters in the book. The presentation will usually be given after the class and posted on canvas.

While reading a chapter for class or watching film in class, make notes. At one level, you must understand the material and at another level, question it. What are the points the author or film maker is trying to make? Is sufficient evidence provided to support the view? What is the author not saying about the subject being covered? How does the chapter or film connect with the course?

Communications and Appointments

At the top of this syllabus you will find my personal phone and email. The primary method of communication with the class outside of classroom time will be through email. Email is the best and easiest way to communicate with me. For an appointment, please write me an email requesting such, where you clearly explain what the topic of our conversation will be. I try to be flexible with scheduling appointment if the possibility exists; hence, why proper communication is necessary to schedule something special. Appointments are required as I want to be prepared prior to your meeting and also allocate the appropriate time for you and/or your group.

You can expect an email response from me on your correspondence within 24 hours from the time it has been received. I will make every effort to also answer your weekend's email within 24 hours. In case of circumstances that will impede me to answer your email in full, I will acknowledge receiving your email and will let you know when it will be answered in a period no longer than 48 hours since it was received.

I am providing you with my personal phone number; please use it only in case of an emergency. Please make sure to leave your message including your name, phone number, class you are taking and section you belong to. Notice that, you will receive continuous email communications from me about articles you should read, general business topics or comments about the class. Unless my communications are directed at someone in particular, all emails you will receive from me will be sent with all of your email addresses as bcc (blind carbon copy). I do not share your phone numbers, emails addresses or any personal contact information with any other student. It is solely your responsibility that for your group projects or any other activity that require communications among you, that you share the information you consider appropriate and necessary with that student/group directly. All communications, verbal or written, are expected to be respectful; appropriate tone and polite exchange of comments are the rule.

Please check canvas and emails continuously; make sure to check that your Harvard email is working properly. I will create a student list with your Harvard emails and any other email address you want me to use for sending communications.

Extra Credits

No extra credits are offered during this class.

Cell Phone/Laptop and Other Electronic Devices Policy

Please turn-off your cell phones and other mobile devices before entering class — please don't just put them on silent or vibrate mode. **Absolutely NO texting is allowed.** If you are in an emergency situation and need to be reached, let me know before the class begins. You do not need a laptop for access to the internet during class and can keep your machine switch 'off'. If you need your laptop to take notes, I trust you not to surf the internet as it distracts you and those seated near you. Facebook or other similar websites are not to be used during class at all!!!!

Reading your email during class lectures & discussion is very unprofessional and distracting to other students and therefore will justly reduce your participation grade.

Academic Integrity

You are responsible for understanding Harvard Summer School policies on academic integrity (<http://www.summer.harvard.edu/policies/student-responsibilities>) and how to use sources responsibly. Not knowing the rules, misunderstanding the rules, running out of time, submitting the wrong draft, or being overwhelmed with multiple demands are not acceptable excuses. To support your learning about academic citation rules, please visit the Resources to Support Academic Integrity (<http://www.summer.harvard.edu/resources-policies/resources-support-academic-integrity>) where you will find links to the Harvard Guide to Using Sources and two free online 15-minute tutorials to test your knowledge of academic citation policy. The tutorials are anonymous open-learning tools.

Class PowerPoint

A summary of every class will be provided as a power point presentation **at the end of each class**. Not providing the power points in advance is made on purpose so each student prepare his/her own summary of every chapter before attending class. The power points the professor will provide at the end of class should be considered only an additional tool but cannot be considered as the solely and final study guideline for the chapter or for preparation of exams, papers or presentations.

Attendance

Regular attendance is expected and you must arrive on time to class. Frequent tardiness will be treated as class absence. Frequent absence will affect your participation grade. The dates for the exams and presentations are fixed, will not be changed and cannot be moved to another time. Please plan accordingly! The dates of your individual presentations will be assigned randomly, if you have a problem with the assigned date, talk directly to one of your classmates and see if you can switch cases, please manage the situation directly with other students. Missing your presentation means you will be given "0grade".

Accessibility issues

The Summer School is committed to providing an accessible academic community. The Accessibility Office offers a variety of accommodations and services to students with documented disabilities. Please visit <http://www.summer.harvard.edu/resources-policies/accessibility-services> for more information.

Case Presentations

You will be assigned a case from the eBook (see list of cases in the weekly schedule table. All cases are included in the eBook you bought for our class). A case presentation does not mean having a presenter standing in front of the classroom reading the slides or his/her personal notes. A first-rate presentation is one where the presenter shows s/he has extensive knowledge and understanding of the topic, has researched not only the written case but has actually gone beyond the information given and offers the most updated and current details of the company/case/issue and offers additional research important and relevant to expand the topic.

An outstanding presenter is one that does not really need to use the slides and could present without even glimpsing over them during the presentation. The presentation must cover the main issue(s) of the case, facts, history of the company/case/issue, how the case is related to the chapters and what concepts of the corresponding chapters apply to the case (name and detail each concept of the chapter to particulars of the case). Most of the cases come with a set of questions that you need to answer. If not, you can create intelligent

questions and its corresponding answers related to relevant concepts of the chapter. Duration of presentation is 20 minutes max (This will depend on class enrollment and will be discussed during our session #1) . Together with the presentation you need to prepare a power point with an overview of the case, facts, issues and the corresponding answers to the case questions. (Cases will be assigned the first day of class and it will be one of those listed in the Schedule Program Table.

Make sure to check and incorporate the latest news on this topic/ case or issue. Look on the Wall Street Journal or other and share with the class at the end of your presentation.

Jorge Riveras – Biography



Dr. Jorge Riveras comes to Academia from the corporate world after 22+ years working in roles involving sales, marketing, business development and strategy at the global level. He earned his PhD in International Business/Marketing from Southern New Hampshire University and his MBA from Suffolk University Boston. He also earned a Bachelor Degree in Mechanical Engineering from Central Universidad of Venezuela (UCV). Earlier in his career, he was a successful entrepreneur who started his own company back in 1993, which still successfully operates. His areas of expertise include strategic management, sales and marketing; becoming instrumental in building world leaders in the field of high technology equipment employed in multiple industrial segments at the global level. He has taught courses on International Business, Strategic Management and Marketing at Suffolk University, Framingham State and Harvard University Summer School.

Due to his professional focus on international business and strategy, he has traveled to 60+ countries around the world and has lived in South America and Europe. While in his last position as a Vice President – Dir. Sales and Marketing; he was also teaching executive seminars at the corporate level for multiple audiences. He taught 250+ seminars in more than 30 different countries around the world. Dr. Riveras research interest is focused at strategic alliances in international business, globalization, global marketing, sales management and political impact on business.

Using marketing research and strategy, he contributed to the successful international expansion of the companies he worked for; with extensive experience both as a Distributor Agent for several international OEMs and later as a Sales & Marketing Executive for one of these OEMs. While he managed global sales through 45+ Distributor Agents worldwide as well as domestic operations, he became interested in the field of strategic alliances and focused his PhD dissertation on the Selection of Distributor Agents.