

Fall 2023

MGMT 670-851: International Business

Ronald Greenberg

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NJIT
MARTIN TUCHMAN SCHOOL OF MANAGEMENT

MGMT 670-851
INTERNATIONAL BUSINESS
SEMESTER: Fall 2023

INSTRUCTOR: Ron Greenberg
EMAIL: rsg7@njit.edu
PHONE: 917-751-5660
CLASS SCHEDULE: Asynchronous Online

Course Materials: Text – International Business: Competing In The Global Marketplace 14th Ed., ©2023 [Charles W.L. Hill, Published by McGraw Hill, ISBN 978-1-260-3974-4] plus content assigned on the course Canvas website.

Contact Policy: I will make all efforts to respond to your emails within 24 hours. If a student has questions and wishes to meet with me, please attend the weekly scheduled WebEx office meeting, open to all course students, on Thursdays from 5:00 – 5:30 PM* or e-mail me for an appointment. (*Subject to change when noted.)

Course Description

Welcome to MGMT 670 International Business. This is an advanced-level graduate course designed for MBA students who have taken the basic classes in economics and business.

The course introduces students to the international aspects of various business concepts such as strategy, marketing, global differences, importing and exporting, foreign direct investment, and global supply chain management – all in an integrated manner.

Case studies are used as core content in order to place the student in the role of business managers who are facing international challenges and must evaluate different approaches to address them. The cases are matched with course chapters and focus areas. Students will be organized in teams, for the semester, to work together to analyze issues and create and present integrated presentations. Each team must formulate a set of recommendations that should be both analytical and persuasive, similar to those used in an actual business situation to make or influence company decisions.

Teamwork for case study presentations and thoughtful contributions in discussions are essential elements of this course. International business endeavors succeed when camaraderie and meaningful relationships are established and become productive. Students are responsible both for their individual contributions as well as for the performance of their team as a whole.

We will consider and read about many types of firms and organizations around the world, including large companies in the United States, Europe, China, Japan, and India. Current disputes and controversies within and between these countries affecting global markets, trade, and investment will be incorporated to add to the import of this approach. We will also investigate the current impact of COVID-19, the ongoing supply chain issues, the Russian invasion of Ukraine, and the resulting political and trade climates as they affect international business.

In addition to what is listed within this syllabus, I may add content periodically from current events or what I deem to be important additional or historical perspectives. This content is meant as an enhancement for the textbook reading assignments and class discussions. Students are encouraged to add articles and other references in their discussion comments and presentations as well. The content I add is required material and will be, in all likelihood, included in exams.

MGMT 670 International Business Learning Goals and Outcomes	
Learning Goal 1.0	Express Analytical and Problem-Solving Skills
Learning Outcome 1.1	Demonstrate knowledge of business concepts: become able to apply these concepts to solve business problems in an international context.
Learning Outcome 1.2	Use quantitative and qualitative research as tools to help understand business problems in a constantly changing global environment.
Learning Goal 2.0	Employ Information and Communication Skills
Learning Outcome	Compose clear and concise cases, case study recommendations and summaries, implications, comments in discussions, and answers to problems, using course concepts.
Learning Goal 3.0	Develop Interpersonal Skills and Discussion Dynamics
Learning Outcome	Demonstrate the ability to manage and work in teams to create cohesive recommendations, and contribute as a case presenter. Analyze colleagues' points in discussion and present constructive and illustrative opinions.
Learning Goal 4.0	Recognize Ethical Reasoning
Learning Outcome	Describe moral implications and ethical issues and be able to apply these to individual and organizational decisions and actions, globally.
Learning Goal 5.0	Apply Technology Skills
Learning Outcome	Develop the ability to use technology for effective communication in a concise, effective business style.
Learning Goal 6.0	Describe and Illustrate Globalization
Learning Outcome	Show examples of the global context in which business is done. Evaluate benefits and challenges of global business strategy or growth initiatives based on cases reviewed.

ASSIGNMENTS:

Case Studies

Case studies are the core part of this course. They are often used in the form of role play as if in a business environment, reflecting a business scenario in which student teams will present recommendations and substantiation, in the role of business managers, to a figurative executive team or board of directors.

This format is designed to organize teams so that they collaborate creatively, while illustrating their ability to apply course concepts, create convincing arguments backed by data, all in concise form, within short timeframes.

- There will be eight case studies in total, divided into two rounds of four.
- Two teams will be assigned to prepare presentations for each case study. The two teams may be asked to present opposing views.
- By the end of the semester, each team will have completed two case studies. Each case study is worth 15 points.

The class will be randomly and automatically divided (by Canvas) into eight teams. Members may not switch teams once assigned.

This format is designed to organize and assess students on their ability to work as a team, involve all members, and collaborate to produce creative, professional-looking, business-level, integrated presentations.

All team members must contribute and share in the responsibility to review and edit the presentation, so it follows the prescribed format and flows logically and smoothly from start to finish.

I highly recommend that you begin meeting as a team with ample time before the due date. To earn full points for a case study, sufficient research, analysis, and editing is required.

Your grade for each case will reflect your achievement of the following criteria:

1. Teams are required to illustrate in these presentations their ability to **apply course concepts** within their work.
2. In addition, teams must **create convincing arguments backed by research and data**, in concise form.
3. These presentations must be **fully integrated and flow logically** from beginning to end.
4. Points will be deducted if it is evident that sections have been placed together from individual contributors without regard to how the presentation in its entirety works as a complete document.
5. Additionally, each team member is equally responsible for checking grammar, spelling, and proper source citations.
6. **Research, images, and data must be used with citation.** If content is used without citation, this will be considered a breach of academic integrity standards, as described [here](#), and will be reflected in your grade, with other administrative actions possible.
7. **Teams must conduct their own research and use it within the presentation.** You are expected to use the most recent news, research, data, and financial information for your case.
8. Case study presentations must be thorough and should stand on their own, even without a voice over. Key points should be expressed succinctly (bullet points are acceptable).
9. The approach for analyzing and presenting case studies **will follow a business presentation format** (typically used to present to senior-level teams) regularly used by managers with international responsibilities. **This format is mandatory;** the detailed requirements and structure for each section are included at the end of this syllabus.

The cases require students to examine diverse situations across a variety of firms by industry, size, and geography, with a variety of possible outcomes in terms of business success. Students will see that making

business decisions in different cultural and national environments is challenging, and these decisions will frequently have different effects depending on the political, economic and competitive context.

Each Case Study team **must post a recording** of their case (slides and voice over at minimum) as a slide presentation, BOTH in the Case Study Presentation assignment and in your team's Discussion section, on Canvas, **with recorded voice over, by 11:59 PM of the day before the case becomes available for class discussion, and by 10:00 AM on Monday morning in the discussion sections.**

You will be graded based on following this format, the criteria listed above, the posting requirements, the relevance and specificity of your recommendations, the support you provide for them, and important, how effectively you integrate the course concepts within your presentation.

Class Discussion

Students will be asked to post in Canvas their responses to each team's case presentations, in the appropriate, assigned discussion forums. **Discussion participation is mandatory.** That is, each student must comment on each of the two case presentations, one by each team, for each Case Study presentation week.

Do not forget to post your comments each week you are assigned to do so. In recent experience, even one missing grade for one discussion can have significant impact on your grade at the end of the semester.

Discussion for each week is worth 5 points, that is, 2.5 points for your comments for the two team presentations (2.5 x 2).

If it is your team's week to post your case study presentation, you will be excused from posting discussion comments the week of your Case Study presentation (for those 2 weeks out of 8 weeks total). In other words, you are responsible for posting discussion comments for six weeks.

However, **you and your team must actively engage with and respond to questions** from fellow students, when asked, during the course of the discussion. **Points may be deducted retroactively if the team does not engage in the discussion during the week of your case study presentation.**

In summary, each Class Discussion throughout the semester is worth 5 points each (2.5 points each for comments on the two team presentations) for six out of the eight cases. This is a grand total of 30 points, or 30% of your grade (5 points x 6 cases=30 points). **So, clearly, it is important that you participate and provide original comments of high quality.**

To earn these points:

1. your comments should be unique;
2. they should reflect your own and other's expressed thoughts; and y
3. our comments should demonstrate your understanding of course concepts.
4. No points will be awarded for simply commenting on whether you liked the presentation or not, or by providing your thoughts on the presentation graphics or layout alone, without expressing an opinion on the subject matter itself, meeting the above criteria.
5. Further, no points will be awarded if you repeat other students' already expressed comments without adding your own unique perspective.
6. Points will be earned for questions that demonstrate your knowledge of the case itself (all students are required to read each case), incisive questions asked, or added observations which add to the content and discussion and further enlighten the class.

If you provide a comment but do not meet these criteria you will earn less than the available 2.5 points per case.

Students are expected to respectfully and constructively articulate points of view, comments, or critiques that, as stated above, demonstrate understanding of the cases presented and your comprehension of key concepts covered in this course.

If a student does not comment on a team's case during any given case discussion week, zero (0) points will be awarded.

Comments are due by the end of the week that each case is posted, i.e., on that Friday, by 11:59 PM. You have ample opportunity to comment for a period of five days. No comment will be accepted after the deadline, with no exceptions. For example, Case 1 will be available for discussion by Monday, 9/19, at 12:00 AM. All comments for Case 1 must be submitted between that time and Friday, 9/23, at 11:59 PM, or no points will be earned. There are no make-ups.

About the Materials, Cases, Reading, Discussion, and other Assignments

Since this course is asynchronous online, students are expected to keep pace with all assignments. Course participation requires not just knowledge of the material, and participation in the graded Discussions, but also providing critical and creative thought in applying this knowledge to specific situations. It is also expected that students will stay attuned to current events and introduce such relevant topics into discussions. There is no TA for this course.

****Please make certain to review the detailed descriptions of the content and format of the case study presentations, provided at the end of this syllabus.****

Examinations and Quizzes

Quizzes

There will be three quizzes, worth 3 points each. Quizzes are scheduled as follows:

- Quiz 1: Parts 1 and 2 (Week 3: Thursday, 9/21 - Sunday, 9/24):
Part 1: Globalization Overview; Part 2: National Differences
- Quiz 2: Parts 3 and 5 (Week 8: Thursday, 10/26 - Sunday, 10/29):
Part 3: The Global Trade and Investment Environment; Part 5: The Strategy and Structure of International Business
- Quiz 3: Parts 4 and 6 (partial) (Week 13: Thursday, 11/30 - Sunday, 12/3):
Part 4: The Global Monetary System; Part 6: International Business Functions (through Week 13 ONLY, Chapters 16,17,18 and reading for Global Marketing). The remainder of Part 6 will be covered in the Final Examination.

Quizzes will consist of 10 questions, worth 0.3 points each, for a total of 3.0 points per quiz. Quizzes will be posted on the indicated Thursday at 12:00 AM, and are available for four days, until Sunday at 11:59 PM. You will have 20 minutes to complete each quiz.

Midterm Examination

The Midterm Examination will be a multiple choice test covering Parts 1, 2, 3, and 5, plus assigned readings, videos, and cases, as posted in Canvas. The Midterm Examination will be available during Week 10, from Thursday, November 9 at 12:00 AM, until Sunday, November 12, at 11:59 PM.

The Midterm Examination will consist of 28 questions, worth 0.5 points each, for a total of 14.0 points, or 14% of your final grade. You will have 60 minutes to complete the Midterm Exam.

All NJIT examinations must be proctored, so, we will use Respondus LockDown Browser. **You must prepare to use LockDown Browser well in advance of the examination date. Please prepare and read about LockDown Browser here: <https://ist.njit.edu/respondus>**

Final Examination

The Final Examination will be a multiple choice test covering Parts 4 and 6, plus assigned readings, videos, and cases, as posted in Canvas. Finals for the university begin on Sunday, December 17. The course Final Examination will be available from Monday, December 18, at 12:00 AM, until Thursday, December 21, at 11:59 PM.

The Final Examination will consist of 34 questions, worth 0.5 points each, for a total of 17 points, or 17% of your final grade. You will have 70 minutes to complete the Final Exam.

As with the Midterm Examination, Respondus LockDown Browser will be used as the proctoring system for the Final Exam. Please prepare and read about LockDown Browser here: <https://ist.njit.edu/respondus>

Netiquette

Throughout this course, students are expected to be courteous with classmates. Student participation should be polite and active. Students should respond to discussion assignments in a timely manner, so classmates have adequate time to respond to that student's post. Be respectful of others' opinions, even those that differ from your own, and avoid using profanity or offensive language.

Assigned Reading

It is important that students remain up to date on readings and are prepared to weigh in during discussions. I will also from time to time post articles, videos, reports or studies that are relevant to that week's topic. Students are expected to attentively read and watch those materials as part of that week's assigned reading. Students are also strongly encouraged to keep current with news affecting their cases and weekly course subjects.

Examinations and Proctoring

This is an asynchronous online course. Quizzes and exams will be taken online, using one of the required and approved NJIT proctoring systems.

Grading

Grades are composed of two team case study presentations (30%; 15% each), class discussion (30%), a midterm exam (14%), three quizzes (9%; 3% each) and a final exam (17%).

Graduate Grading Legend

Grades	GPA	Percentage	Significance
A	4.0	90 or over	Excellent
B+	3.5	85 – 89.99	Good
B	3.0	80 – 84.99	Acceptable

C+	2.5	75 – 79.99	Marginal Performance
C	2.0	70 – 74.99	Minimum Performance
F	0.0	69.99 or below	Failure

Please see this NJIT Graduate Grading Legend online here: <https://www5.njit.edu/registrar/policies/grading.php>

Grading Categories	Points	Total / %
Case Study Presentations (x2 per team)	15 points each	30 points/ 30%
Discussion (x6)	5 points each	30 points/ 30%
Quizzes (x3)	3 points each	9 points/ 9%
Midterm	14 points	14 points/ 14%
Final	17 points	17 points/ 17%
Total	100	100 points/ 100%

Late Assignment Policy

Case Study presentations: 3 points will be deducted (out of the total available 15 points) for each day a Case Study presentation is submitted past the due date. If a Case Study presentation is posted at any time past the specified deadline, it will be considered one day late, and so on.

Quizzes are timed and available for a four-day period only. Students are responsible for completing each quiz within that designated available period of time, always a Thursday at 12:00 AM through Sunday at 11:59 PM. There will be no opportunity to make up a quiz once it has closed. In addition, students will not be able to review quiz answers if they have not taken the quiz.

Case Study Discussions: If no comment is submitted within the specified timeframe, zero points will be awarded, for each occurrence, up to and not exceeding 30 points or 30% of your total grade, during the full course.

Midterm and Final Examinations: As with quizzes, the Midterm and Final Examinations are timed tests, available for four full days only, during the assigned, designated period. Students are responsible for completing each examination within this designated available period of time. There will be no opportunity to make up an exam once it has closed. Students will not be able to review Midterm Examination answers if they have not taken the exam during the available time period.

Office Hours

If a student has questions and wishes to meet with me, please attend the weekly WebEx meeting, open to all course students, on Wednesdays from 5:00 - 5:45 PM, or e-mail me for an appointment.

There is no teaching assistant for the course. All inquiries must be addressed to me in a timely fashion. Case study team presenters should contact me if they have problems posting their PowerPoint presentations on Canvas within their Discussion assignment.

Course Policies

It is the student's responsibility to read and view all posted materials and to review the course Canvas site frequently in order to keep up to date with materials, quizzes, discussions, and examinations.

Email and Conversational Liability

Neither NJIT nor the instructor can be held responsible for the content of any personal messages sent from one student to another using the online email system. It is expected that all students will adhere to accepted codes of ethical, personal, and civil conduct when conversing online or using email. Failure to abide with NJIT's Code of Conduct may result in expulsion from the course with a failing grade. Consult the official university code of student conduct for further information.

Students are expected to comply with the University Honor Code

Academic Integrity is the cornerstone of higher education and is central to the ideals of this course and the university.

Cheating is strictly prohibited and devalues the degree that you are working on. As a member of the NJIT community, it is your responsibility to protect your educational investment by knowing and following the academic code of integrity policy that is found at: <http://www5.njit.edu/policies/sites/policies/files/academic-integrity-code.pdf>.

Please note that it is my professional obligation and responsibility to report any academic misconduct to the Dean of Students Office. Any student found in violation of the code by cheating, plagiarizing or using any online software inappropriately will result in disciplinary action. This may include a failing grade of F, and/or suspension or dismissal from the university. If you have any questions about the code of Academic Integrity, please contact the Dean of Students Office at dos@njit.edu"

Student with Disabilities Codes

NJIT adheres to section 504 of the Rehabilitation Act (ADA) of 1990. Appropriate accommodations are provided at no cost to the student. If you have any questions or would like additional information, please contact Dr. Phyllis Bolling, Center for Counseling and Psychological Services (C-CAPS), Campbell Hall, (entry level), room 205, (973) 596-3420. For further information, visit the Disability Support Services website. (<http://www.njit.edu/studentuccess/disability-support-services-o/>)

IMPORTANT NOTE: This syllabus is subject to change. Please check the course Canvas site each week for reading and other required materials that may be added.

Note about Course Parts, Aligned with Textbook Parts 1-6

I have changed slightly the order in which we will cover the different parts of the textbook, International Business, 13th Edition, to the following, in the desire to introduce the concept of international business strategy earlier into our coursework:

1. Part 1 (Week 1)
Overview – Chapter 1
2. Part 2 (Weeks 2&3. Note: Quiz 1 is during Week 3.)
National Differences – Chapters 2,3,4,5

3. Part 3 (Weeks 4&5)

The Global Trade and Investment Environment -- Chapters 6,7,8,9

4. Part 5 (Weeks 6,7&8. Note: Quiz 2 is during Week 8.)

The Strategy and Structure of International Business -- Chapters 13,14,15

5. Part 4 (Week 9 & 10. Note: Midterm Exam is during Week 10)

The Global Monetary System -- Chapters 10,11, 12

6. Part 6 (Weeks 11, 12, 13, 14&15. Note: Quiz 3 is during Week 13. Final Exam is during Weeks 15&16)

International Business Functions -- Chapters 16,17,18,19,20 plus assigned reading

**MGMT 670 International Business
Fall 2023**

**Textbook: *International Business, Competing in the Global Marketplace*
14th Edition, Charles W. L. Hill ©2023**

Class Week #	Date	Topic/Review	Quiz/Test	Cases
Part 1: Globalization				
1	9/5 Tuesday	<p>Overview: International Business, Globalization of markets and production</p> <p>Reading: Chapter 1 <i>International Business, Competing in the Global Marketplace</i> 14th Edition, Charles W. L. Hill</p> <p>New:</p> <p>Huiyao, W., “Globalization Isn’t Dead, It’s Just Not American Anymore.” <i>The Washington Post, Bloomberg</i>, May 7, 2022.</p> <p>Altman, S., and Bastian, C., “The State of Globalization 2022.” <i>Harvard Business Review</i>, April 12, 2022.</p> <p>“How and Where iPhone is Made: A Surprising Report on How Much of Apple’s Top Product is US-manufactured.” <i>Financesonline.com</i>, January 2021 How and Where iPhone Is Made: A Surprising Report on How Much of Apple's Top Product is US-manufactured - Financesonline.com.pdf</p>		
<p>Note: Case Study Presentation Guidelines</p> <p>Each Case Team must post a recording of their case as a PowerPoint presentation, with recorded voice over or embedded presenter window, by 11:59 PM Sunday, the evening before the case available to the class for discussion.</p> <p>Case teams will use the defined “Business style” format in their presentations. (**This format is listed following the case assignments section, at the end of this document.) Students are expected to engage each other constructively in discussion and exchange of ideas; this is important.</p>				

Part 2: National Differences

2	9/11 Monday	<p>Reading: Chapters 2,3 Chapter 2: National Differences in Political, Economic, and Legal Systems Chapter 3: National Differences in Economic Development</p> <p>Dou, E. “Sanctions on China’s top cotton supplier weave a tangled web for fashion brands.” <i>Washington Post</i>, August 22, 2020</p> <p>White, O., Buehler, K., et al., “War in Ukraine: Twelve disruptions changing the world.” <i>McKinsey & Company</i>, May 2022.</p>		
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3	9/18 Monday	<p>Reading: Chapters 4,5 Chapter 4: Differences in Culture Chapter 5: Ethics, Corporate Social Responsibility, and Sustainability</p> <p>Meyer, E. “When Culture Doesn’t Translate”, <i>HBR</i>, October 2015 (see PDF)</p> <p>Cheng, J., and Groysberg, B. “How Corporate Cultures Differ Around the World” <i>HBR</i>, https://hbr.org/2020/01/how-corporate-cultures-differ-around-the-world, January 8, 2020. (Link or PDF)</p> <p>Woetzel, J., et al. “Climate Risk and Response in Asia.” <i>McKinsey Global Institute</i>, August 2020 (PDF)</p>	<p>Quiz 1</p> <p>Parts 1 and 2</p> <p>Thurs., 9/21 - Sun., 9/24</p>	<p>Case Study Presentation 1 Due 9/17 by 11:59 PM</p> <p>Case 1: Apple’s Global Production System Page 632</p> <p>Teams 1,2</p> <p>See also: https://financesonline.com/how-iphone-is-made/</p> <p>(**See all case assignments, in the separate section in this syllabus.)</p>
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Part 3: The Global Trade and Investment Environment

Class Week #	Date	Topic/Review	Quiz/Test	Cases
4	9/25 Monday	<p>Reading: Chapters 6,7 Chapter 6: International Trade Theory Chapter 7: Government Policy and International Trade</p> <p>Sonnenfeld, J., et al. "Business Retreats and Sanctions Are Crippling the Russian Economy." <i>Yale Chief Executive Leadership Institute</i>, August 2022</p> <p>Lynch, David J. "Falling global food and fuel costs offer poor countries little relief." <i>The Washington Post</i>, August 13, 2022</p>		<p>Case Study Presentation 2 Due 9/24 by 11:59 PM</p> <p>Case 2: To Stay, Retreat, or Sanction Russia?</p> <p>Teams 3,4</p> <p>From this article: "Business Retreats and Sanctions Are Crippling the Russian Economy."</p>

5	10/2 Monday	<p>Reading: Chapters 8,9 Chapter 8: Foreign Direct Investment Chapter 9: Regional Economic Integration</p> <p>Thornhill, J. "Tesla cannot unsync from the politics of US-China relations." <i>Opinion, The Financial Times</i>, July 7, 2022</p> <p>"China is banning Tesla owners from driving near the government's summer retreat, another sign Beijing considers the vehicles U.S. spies." <i>Fortune</i>, June 21, 2022 fortune.com/2022/06/21/china-ban-tesla-beidaihe-government-retreat-data-security-spy</p>		<p>Case Study Presentation 3 Due 10/1 by 11:59 PM</p> <p>Case 3: Tesla in China (See page 231 in our text)</p> <p>Teams 5,6</p>
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Part 5: The Strategy and Structure of International Business

6	10/9 Monday	<p>Reading: Chapter 13 The Strategy of International Business</p> <p>"International Business Strategy." <i>Business-to-you.com</i>, January 27, 2017, https://www.business-toyou.com/international-business-strategy/ (Or see PDF)</p> <p>Please read and watch video:</p>		<p>Case Study Presentation 4 Due 10/8 by 11:59 PM</p> <p>Case 4: Geely Holdings: China's First Global Car Company (p. 405)</p> <p>Teams 7,8</p>
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		<p>Kennedy, Reed. "Types of International Strategies." <i>Strategic Management</i> (Chapter 9.4), 2020 https://pressbooks.lib.vt.edu/strategicmanagement/chapter/9-4-types-of-international-strategies/</p> <p>Read: "Closing Case: Geely Holdings: China's First Global Car Company", p. 405 in <i>International Business: Competing in the Global Marketplace</i>, 14e</p>		
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7	10/16 Monday	<p>Reading: Chapter 14 The Organization of International Business</p> <p>Droll, Steven. "The Organization of International Business" <i>Business and Leadership at Bethel University</i>, Bethel University, January 28, 2021 Please watch this video: https://youtu.be/CJXft25tRYs</p> <p>Anthony, S.D., et al. "The Top 20 Business Transformations of the Last Decade" <i>HBR</i> Sept 24, 2019 (See PDF)</p>		
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8	10/23 Monday	<p>Reading: Chapter 15 Entering Developed and Emerging Markets</p> <p>Schlesinger, J.M. "How the Coronavirus Will Reshape World Trade". <i>The Wall Street Journal</i>, June 19, 2020, 2:56 PM ET https://www.wsj.com/articles/how-the-coronaviruswill-reshape-world-trade-11592592995 (See PDF)</p> <p>Sull, D. and Turconi, S. (January 30, 2021) "Netflix Goes to Bollywood" <i>MIT Management Sloan School</i>, (21-201). See PDF: "Netflix Goes to Bollywood"</p>	<p>Quiz 2 Parts 3 and 5 (Thursday, 10/26 - Sunday, 10/29)</p>	<p>Case Study Presentation 5 Due 10/22 by 11:59 PM Case 5: IKEA Entering India (p. 662) Teams 1,3</p>
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Part 4: The Global Monetary System

Class Week #	Date	Topic/Review	Quiz/Test	Cases
9	10/30 Monday	<p>Reading: Chapters 10,11 Chapter 10: The Foreign Exchange Market Chapter 11: The International Monetary System</p>		

		Obe, Mitsuru. "Higher foreign exchange volatility has Japan fretting about yen spike." <i>Nikkei Asia</i> , August 8, 2022		
10	11/6 Monday	<p>Reading: Chapter 12 The Global Capital Market</p> <p>"The State of Global Venture Funding During COVID-19", <i>CrunchBase</i>, Aug. 2020 (See PDF)</p> <p>"The State of Venture Global Q2 2022", <i>CB Insights</i>, August 2022 (See PDF – review through Global Trends. All charts – this is a quicker read than it seems!)</p>	<p>Midterm Examination Thursday, 11/9 – Sunday, 11/12</p>	<p>Case Study Presentation 6 Due 11/5 by 11:59 PM</p> <p>Case 6: Managing Foreign Currency Exposure at 3M (p. 295)</p> <p>Teams 4,5</p>

MIDTERM EXAM:

The MGMT 670 Midterm Examination will be available from Thursday, November 9 at 12:00 AM, until Sunday, November 12 at 11:59 PM.

The Midterm Examination is a multiple choice test covering Parts 1, 2, 3, and 5, plus assigned readings, videos, and cases, as posted in Canvas. This is an open book examination. You will be allowed to use the text book or e-book, notes, assigned PDFs, and Canvas.

This Midterm Examination consists of 28 questions, worth 0.5 points each, for a total of 14.0 points, or 14% of your final grade. You will have 60 minutes to complete the Midterm Exam.

All NJIT examinations must be proctored, so, we will use **Respondus LockDown Browser**. **You must prepare to use LockDown Browser well in advance of the examination date.** Please prepare and read about LockDown Browser here: <https://ist.njit.edu/respondus>

Part 6: International Business Functions

11	11/13 Monday	<p>Reading: Chapters 16, 17 Chapter 16: Exporting, Importing, and Countertrade Chapter 17: Global Production and Supply Chain Management</p> <p>Goodman, Peter S. “How the Supply Chain Broke, and Why It Won’t Be Fixed Anytime Soon”, <i>The New York Times</i>, October 22, 2021 (See PDF or use this link.)</p> <p>Yap, Chuin-Wei, Boston, William, and MacDonald, Alistair, "Global Supply-Chain Problems Escalate, Threatening Global Recovery", <i>The Wall Street Journal</i>, October 8, 2021 at 1:42 PM. PDF: Global Supply-Chain Problems Escalate, Threatening Economic Recovery - WSJ.pdf Link: https://www.wsj.com/articles/supply-chain-issuescar-chip-shortage-covid-manufacturing-global-economy11633713877?st=1t4iho65gmjwgc&reflink=desktopwebshare_permalink</p> <p>“COVID-19 and international trade: Issues and actions”, Updated 12 June 2020, OECD (See PDF) http://www.oecd.org/coronavirus/policy-responses/covid19-and-international-trade-issues-and-actions-494da2fa/</p> <p>Beattie, A. “Will coronavirus pandemic finally kill off global supply chains?” <i>The Financial Times</i>, May 28, 2020 https://www.ft.com/content/4ee0817a-809f-11ea-b0fb13524ae1056b (See PDF)</p>		<p>Case Study Presentation 7 Due 11/12 by 11:59 PM</p> <p>Case 7: <i>Blockchain Technology & Global Supply Chain</i> (p.666)</p> <p>Teams 2,7</p>
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12	11/20 Monday	<p>Reading: Chapter 18 Global Marketing and Business Analytics</p> <p>“Reimagining marketing in the next normal, McKinsey”, July 19, 2020 https://www.mckinsey.com/business-functions/marketingand-sales/our-insights/reimagining-marketing-in-the-nextnormal (See PDF)</p> <p>Singhi, A., et al. "Reimagining Go-to- Market Strategies After the Pandemic". <i>Boston Consulting Group</i>, May 28, 2020. (See PDF)</p> <p>Please watch this video for valuable information: https://youtu.be/cBRNQMoITPw</p>	<p>Thanksgiving Break Thursday, 11/23 – Sunday, 11/26</p>	<p>Case Study Presentation 8 Due 11/19 by 11:59 PM</p> <p>Case 8: <i>Red Bull</i> Page 656</p> <p>Teams 6,8</p>
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13	11/27 Monday	<p>Global Marketing and Business Analytics</p> <p>Reading: Knowles, J., et al. "Growth Opportunities for Brands During the COVID-19 Crisis." <i>MIT Sloan Management Review</i>, May 5, 2020. https://sloanreview.mit.edu/article/growth-opportunities-for-brands-during-the-covid-19-crisis/ (See PDF)</p> <p>Report: "Reimagining Marketing." McKinsey & Company, July 2020 Two articles from this report: Boudet, J., et al. "How marketing leaders can both manage the coronavirus crisis and plan for the future." Pages 5-11</p> <p>Wang, Y., et al. "Marketing innovations during a global crisis: A study of China firms' response to COVID-19", <i>Journal of Business Research</i> 116 (2020) 214-220 (See PDF)</p> <p>Crick, James M., and Crick, Dave, "Coopetition and COVID-19: Collaborative business-to-business marketing strategies in a pandemic crisis", <i>Industrial Marketing Management</i> 88 (2020) 206-213 (See PDF)</p> <p>Gregg, B., et al. "Rapid Revenue Recovery: A road map for post-COVID-19 growth." Pages 43-49 (See PDF)</p>	<p>Quiz 3</p> <p>Parts 4 and 6 (partial)</p> <p>(Thursday, 11/30 – Sunday, 12/3)</p>	
14	12/4 Monday	<p>Reading: Chapter 19 Global Human Resource Management</p>		
15	12/11 Monday	<p>Reading: Chapter 20 Accounting and Finance in International Business</p> <p>Finals Begin</p>	<p>Finals Begin</p> <p>Sunday, December 17</p>	
16	12/18 Monday	<p>FINAL EXAM</p> <p>Available: Monday, 12/18 12:00 AM – Thursday, 12/21, 11:59 PM</p>		<p>Finals</p> <p>Monday, 12/18 12:00 AM – Thursday, 12/21, 11:59 PM</p>

Cases: Presentation Schedule and Team Assignments

Team members will be assigned randomly to each team. Due dates and times are indicated with each case. (Note: due dates are subject to change so please check the syllabus often.)

Use the data provided as a starting point (only) and current sources (important!) to support your specific recommendations to the board. Make sure to include and footnote sources on each page and include a complete list of sources in a separate page at the end of your presentation.

Make sure also to explicitly integrate at least two aspects of our course concepts into your presentation.

Each Case Team must post a video of their case as a PowerPoint presentation, with recorded voice over or embedded presenter window, by 11:59 PM of the day before the case is due.

Case #	Teams	Case Description
Round 1		
<p>Case 1 9/18 (Week 3)</p>	<p>Team 1 Team 2</p>	<p>(National Differences in Political, Economic, and Legal Systems; in Economic Development)</p> <p>Case 1: Apple’s iPhone Global Production System (DUE: 9/17 at 11:59 PM)</p> <p>Hill, Charles W.L., "How the iPhone is Made: Apple’s Global Production System". <i>International Business: Competing in the Global Marketplace</i>, 14e. McGraw Hill, 2023. (p. 632)</p> <p>Assignment: You are the global team that heads up iPhone product management at Apple. The Board of Directors at Apple has expressed uneasiness about continuing to build iPhones in China, given the current political and trade climate between China and the US.</p> <p>You have been asked to create a presentation for the Board of Directors that assesses the current situation. Make sure to do your own research and include up-to-date information about the political and trade climate, and Apple’s commercial performance.</p> <p>Team 1 (“Stay”): Your task is to act as the Apple product management team and create a presentation to the board that recommends keeping assembly of the iPhone in China, despite their concerns. Team 2 (“Move”): Your task is to act as the Apple product management team and create a presentation to the board that recommends moving assembly of the iPhone out of China, in a financially and logistically reasonable way.</p> <p>Reading: How and Where iPhone Is Made: A Surprising Report on How Much of Apple's Top Product is US-manufactured - Financesonline.com.pdf</p> <p>DUE: 9/17 at 11:59 PM</p>

<p>Case 2 9/25 (Week 4)</p>	<p>Team 3 Team 4</p>	<p>(Differences in Culture; Ethics, Corporate Social Responsibility, Sustainability)</p> <p>Case 2: To Stay, Retreat, or Sanction Russia? (DUE: 9/24 at 11:59 PM)</p> <p>Sonnenfeld, J., et al. “Business Retreats and Sanctions Are Crippling the Russian Economy.” Yale Chief Executive Leadership Institute, August 2022</p> <p>Assignment: You are a group of senior-level executives at a global company. You have been recruited to join a task force to assess what to do about your current business dealings in Russia. You are to present your findings and recommendations to the CEO and the board of directors.</p> <p>(You must choose a company/brand, real or imagined, and create this presentation as if you are senior executives on that brand’s senior executive task force.)</p> <p>Your team must develop a presentation that summarizes your findings, business impact, and recommends actions to the company’s CEO, their executive team, and the board of directors, regarding the ethical and financial impact – as well as the effect on your brand’s reputation and customer sentiment –that comes with doing business in Russia.</p> <p>Make sure to thoroughly read the article above.</p> <p>Address the business and ethical issues in each position: <u>Team 3: (End Operations)</u> Make the case to end all operations in Russia. Describe the impact as outlined above, why ceasing is necessary, and how this will occur, including timing; <u>Team 4: (Continue Operations)</u> Make the case to continue doing business with Russia, and why you are taking this position for the sake of the business and brand, despite so many companies choosing to end their operations there.</p> <p>DUE: 9/24 at 11:59 PM</p>

<p>Case 3 10/2 (Week 5)</p>	<p>Team 5 Team 6</p>	<p>(Chapter 8: Foreign Direct Investment; Chapter 9: Regional Economic Integration)</p> <p>Case 3: Tesla’s Investment in China (DUE: 10/1 at 11:59 PM)</p> <p>Hill, Charles W.L., "Tesla’s Investment in China”. <i>International Business: Competing in the Global Marketplace</i>, 14e. McGraw Hill, 2023. (p. 632)</p> <p>Assignment: Tesla invested in building a new auto plant in Shanghai, China, once China relaxed rules for foreign investment in several categories, including auto manufacturing.</p> <p>This has turned out to be lucrative for Tesla; China is the company’s largest market after the United States. However, this investment has come with risks, including the ever-changing political, trade, and human rights issues that foreign investors must consider when considering FDI in China. Recently several other areas of friction have made US-China relations even more complicated.</p> <p>You are a team of executives from Tesla with different areas of expertise. Your team has been asked by Elon Musk himself to study and evaluate the pros and cons of your current investment and report back to Musk and his leadership team what the company should be prepared for looking ahead over the next 12-24 months (using the prescribed case study presentation format!).</p> <ol style="list-style-type: none"> 1. Based on recent success, should the company invest more? 2. Or, should the company hold, potentially allowing several Chinese premium electric car manufacturers to capture market share and perhaps the leadership position from Tesla? 3. Or, should Tesla consider pulling out of China altogether, for fear of having its Intellectual Property rights violated, and threatening its global position, beyond China, as a leader in this market? <p>Teams 5 and 6: Both teams are free to conduct their own research and draw their own conclusions. Be certain to capture the list of issues Tesla must consider. Explain your findings, how you arrived at with facts and reasoning.</p> <p>You must address the three points above, but you are free to draw your own conclusions and recommendations different from these points, as long as you are making strong, research-supported recommendations.</p> <p>DUE: 10/1 at 11:59 PM</p>
<p>Case 4 10/9</p>	<p>Team 7 Team 8</p>	<p>(Chapter 13: The Strategy of International Business)</p>

<p>(Week 6)</p>	<p>Case 4: Geely Holdings: China's First Global Car Company (DUE: 10/8 at 11:59 PM)</p> <p>Hill, Charles W.L., "Closing Case: Geely Holdings: China's First Global Car Company". <i>International Business: Competing in the Global Marketplace</i>, 14e. McGraw Hill, 2023. (p. 405)</p> <p>Assignment: <i>Geely Holdings Group Co. Ltd purchased Volvo from Ford Motor Company in 2010. Since then, Volvo sales have increased in key markets around the world. Given this success, Geely has made foreign investments in several other car companies.</i></p> <p><i>Your team has been asked to evaluate what to do with Volvo, Geely's controlling stake in the UK's Lotus Cars, and now, also, as the largest shareholder in Daimler-Benz.</i></p> <p><i>With this range of investments, Geely management feels they need a clear strategy to ensure growth and ROI. Which international strategy or strategies should Geely employ, and why? Should this be employed for one of these car brands, some of them, or all of them? Think about the brands themselves and who buys these cars, and how this helps Geely.</i></p> <p><i>Make the case to the CEO and the executive leadership team, recommending which international strategy they should employ (as in Part 5 The Strategy and Structure of International Business) and why. Provide detailed rationale for your decision.</i></p> <p><i>Remember, the information provided in this case is a starting point only. You must conduct your own research, so the latest information is included.</i></p> <p>Teams 7 and 8 will present their own unique cases for recommending the appropriate international business strategies.</p> <p>DUE: 10/8 at 11:59 PM</p>
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Round 2

<p>Case 5 10/23 (Week 8)</p>	<p>Team 1 Team 3</p>	<p>(Chapter 15: Entering Developed and Emerging Markets)</p> <p>Case 5: IKEA Entering India (DUE: 10/22 at 11:59 PM)</p> <p>Hill, Charles W.L., "IKEA Entering India, Finally!" <i>International Business: Competing in the Global Marketplace</i>, 14e. McGraw Hill, 2023. (p. 662)</p> <p>Dutta, Arnab, "IKEA's India Challenge". <i>BusinessToday.In</i>. August 2022. See PDF and this link: A Peak Into IKEA's Aggressive Game Plan for India</p> <p>Assignment: You are members of the international business development team within IKEA. You have been given the task to decide if it is possible to successfully expand within India. You must consider IKEA's company culture and history of success as you put together your set of recommendations for India. More important, you must consider what will be needed to enter the Indian market (e.g., product, price, placement, investment), and what will be required to do so successfully.</p> <p>There are many factors to consider regarding the size of the market, competition, plus traditions and Indian consumer behavior -- when it comes to the purchase of furnishings. You must also be specific about the financial impact of such a venture, which largely relies on reaching the growth potential of this market for IKEA over the years ahead.</p> <p>Your recommendations will be presented to the CEO, the leadership team, and the Board of Directors. It is critically important that you evaluate the approach that is not only best for IKEA, but best for the audience in India that you choose to address -- and explain why. The approach may be a decision NOT to enter India.</p> <p>For this case study, <u>the teams will argue for and against entering India.</u></p> <p>Team 3: ENTER -- Your team will select and delineate the specific, complete approach that you think is best for IKEA's plans for expansion in India. Use data and available financials to support your decision.</p> <p>Team 1: DO NOT ENTER -- Your team will present the reasons why IKEA should not make an investment and attempt to expand into the Indian marketplace. Carefully craft a detailed argument assessing all factors (as above) that you believe are important for the CEO to know in making an informed "no go" decision.</p> <p>As always, your findings and recommendations should make sense as a whole; your recommendations should support your strategy; and all of this should be detailed within your presentation.</p> <p>DUE: 10/22 at 11:59 PM</p>

<p>Case 6 11/6 (Week 9)</p>	<p>Team 4 Team 5</p>	<p>(The Foreign Exchange Market; The International Monetary System)</p> <p>Case 6: Managing Foreign Currency Exposure at 3M (DUE: 11/5 at 11:59 PM)</p> <p>Hill, Charles W.L., "Managing Foreign Currency Exposure at 3M". <i>International Business: Competing in the Global Marketplace</i>, 13e. McGraw Hill, 2021. (p. 295)</p> <p>Assignment: 3M is an example of an international company that must grapple with a plethora of international sales and international transactions within the company. 3M uses “foreign currency forward contracts and foreign currency debt as hedging instruments” to reduce its exposure to changes in foreign exchange rates.</p> <p>You are executives in the 3M finance team. Teams 4 and 5: Present the case and recommend strategies to the CEO at 3M to help the company in trying to reduce exposure by hedging foreign exchange risks.</p> <p>Note to all students: This is important for ALL cases, of course, but I want to restate it for this one. Make sure to current information on this subject. The case as stated in the textbook is a starting point; describe where 3M is now versus 2018. As a public company, there is a wealth of 3M information obtainable. Be careful to cite your sources and use original or paraphrased content.</p> <p>DUE: 11/5 at 11:59 PM</p>
<p>Case 7 11/13 (Week 11)</p>	<p>Team 2 Team 7</p>	<p>(Chapter : Exporting, Importing, and Countertrade)</p> <p>Case 7: Blockchain Technology and Global Supply Chains (DUE: 11/12 at 11:59 PM)</p> <p>Hill, Charles W.L., "Blockchain Technology and Global Supply Chains". <i>International Business: Competing in the Global Marketplace</i>, 14e. McGraw Hill, 2023. (p. 666)</p> <p>Assignment: You are the SVP and leadership team for Supply Chain Management in your company. You and your team are considering adopting blockchain technology for your global company, for all of the reasons detailed in this case study, as well as in what you discover in your own research.</p> <p>"Blockchains make it possible for ecosystems of supply chain partners (or any business partners) to share and agree upon key pieces of information."</p> <p>Your presentation should be tailored for the CEO, CFO, CMO, CSO, CPO, and COO – in other words, the C-level leadership team of your company, all of whom have a vested interest and a say in this matter.</p> <p>Team 2: PRO BLOCKCHAIN ADOPTION -- You have decided to recommend for adopting blockchain technology for your global company's supply chain. Discuss the pros and cons of this decision, especially the costs and complexities of investing in and implementing blockchain technology. As always, support your recommendations with supporting, detailed statements.</p> <p>Team 7: AGAINST BLOCKCHAIN ADOPTION -- You have decided to recommend against adopting blockchain technology for your global supply chain. Discuss the pros and cons of blockchain, its costs and complexities, and why you think your company is better off without using this compelling technology for your global operations and SCM. Make sure your recommendations address how your global company and SCM will continue to thrive with current solutions.</p> <p>DUE: 11/12 at 11:59 PM</p>

<p>Case 8 11/27 (Week 12)</p>	<p>Team 6 Team 8</p>	<p>(Chapter : Global Marketing and Business Analytics)</p> <p>Case 8: Red Bull (DUE: 11/26 at 11:59 PM)</p> <p>Hill, Charles W.L., "Red Bull". <i>International Business: Competing in the Global Marketplace</i>, 14e. McGraw Hill, 2023. (p. 656)</p> <p>Please watch this video: https://youtu.be/cBRNQMoTPw</p> <p>Red Bull has had remarkable success around the world as the best-known and best-selling energy drink. As a private company, Red Bull has adopted a unique business model and marketing strategy to grow and maintain its dominant market share.</p> <p>Red Bull has invested in building the brand to appeal to a broad but well-defined segment of the market. What's more, the company has never hesitated to invest significant amounts in extreme sports, sports teams, sponsoring athletes, and more. All of this is very interesting targeting considering the idea for Red Bull's global expansion came from one of the founders discovering the drink as an antidote for his jet lag after a long flight! Sports was not part of the positioning.</p> <p>Now, some of the major players in the food and beverage world are threatening to make a run at Red Bull again, possibly affecting Red Bull's market share and profitability. It is not known for certain, but these large companies may target a possible weakness: Red Bull's high sugar and high caffeine content are not exactly the healthiest ingredients. Should Red Bull change its strategy or its product?</p> <p>Assignment: Teams 6 and 8: You are the Chief Marketing Officer and the leadership team for global marketing for Red Bull. You are faced with the above situation. You must present to the two founders your research, insights, and data-backed and well-reasoned rationale for your decisions and recommendations.</p> <p>Remember: you must bring a perspective as a member of the executive leadership team, so your focus is not only on branding and marketing programs but also on the larger context of Red Bull's business overall. How will you continue to win against competition, identify growth opportunities, and solidify the company's brand positioning?</p> <p>In addition to the information in this case and the video provided, investigate existing articles and research to describe the most up-to-date information available about Red Bull's performance.</p> <p><u>Make sure your recommendations are addressed to the founders as if you were a member of the executive team.</u> These must come across as your team's recommended actions for maintaining revenue and market share growth, and for protecting the Red Bull brand – and entire business -- itself.</p> <p>DUE: 11/26 at 11:59 PM</p>

Case Study Requirements

All team cases are due on Sunday at 11:59 PM before general availability for the class on Monday, per the schedule described in this syllabus.

For your cases, it is mandatory to conduct your own research and include it in your presentation. Use the data provided as a starting point only; add the most current sources (important!) to support your specific recommendations. Make sure to include and footnote sources on each page and include a complete list of sources in a separate page at the end of your presentation. Make sure also to explicitly integrate our course concepts into your presentation.

Cases must be written in “Business Style” using the format prescribed below and posted in Canvas.

Case Study Presentations must be posted in TWO sections: your team’s Case Study Assignment, and in your team’s discussion section, so all students can see and comment on it. All cases should use PowerPoint or, preferably, Google presentation slides, with a recorded voice over or presenter window. **Please structure your presentation so each team member’s contribution to this presentation is clearly shown, as much as this is possible.** Team collaboration and roles should also be evident within the related discussion forum.

Format

Compose concise sections and statements. Employ bullet points; telegraphic style is acceptable.

Each team must follow and use all sections of this common business presentation format:

1. **Agenda** – table of contents in the briefest possible description
2. **Executive Summary** – In one page, describe the essence of the problem, findings, recommendations, and next steps. **Include all of these elements in this page. Imagine you are writing this for a senior-level executive who only has time to read this one page of the presentation.** Everything you want them to know about what follows in the full presentation should be here, in the most concise form. Additionally, you are revealing, upfront, your recommendations. What follows in the body of the presentation show logically state your case with research, supporting evidence, recommended actions, and support for these actions. Please make certain that this Executive Summary page and the rest of the presentation are in synchronization.
3. **Purpose**
What is the “trigger” for this case? What problem, challenge, issue triggered the need for this presentation (in brief form)?
4. **Situation Analysis**
Appraise the current state and discuss the set of important facts regarding the issue you’re investigating. Select the key issues that are important for the reader/decision maker to know about as background. Cite data, research, and all sources (as provided in the case, and seek more, if you choose).
5. **Findings**
Describe what you have discovered based on your investigation. Express the key insights you have assembled. This requires analytical thought, synthesis of different data, and logical, concise, and persuasive statements.
6. **Recommendations and Support**
Centered on your findings, describe your short list of actions. Support your recommendations with research or data, and analysis, tying this back to what you have selected in your findings and what we have covered in the course.
7. **Summary**
Construct your recommendations into one closing thought. This must be the essence of what you want the reader to recall from your presentation: Answer this for the reader: this is what should they walk away with, so they know how and why to support your recommendations for approval and funding.
If you believe further actions are required, such as additional research and investments, specify this here.
8. **Sources**
For your cases, use the data provided as a starting point (only) and add current sources (important!) to support your specific recommendations. **Make sure to include and footnote sources on each page and include a complete list of sources on this separate page at the end of your presentation.**

*****IMPORTANT*****

Please read and follow the above carefully. In addition to other criteria cited in this syllabus for these presentations, the grade you receive for your Case Study Presentation will reflect how well you follow this specific set of instructions.

Good luck with your presentations!

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