



UNIVERSITY OF LA VERNE

## COURSE SYLLABUS

### **BUS 685** **GLOBAL BUSINESS MANAGEMENT**

4 Credit Hours

**Course Dates:** 31<sup>th</sup> August to 8<sup>th</sup> November, 2015

**Delivery Mode:** On-Line

**INSTRUCTOR:** Omid E. Furutan, Ph.D.

**OFFICE:** Leo Hall #205

**OFFICE HOURS:** BY APPOINTMENT

**E-mail:** ofurutan@laverne.edu

### **REQUIRED TEXTS AND MATERIALS**

Peng, Mike W. 2nd (2011). *Global Business (2nd Ed.)*. South-Western. ISBN-10: 1-4390-4224-1

*Access to a personal computer is required. All written assignments must be word processed*

# **FOUNDATION ELEMENT**

## **BUS 685 - GLOBAL BUSINESS MANAGEMENT**

### **COURSE DESCRIPTION**

Conducting business outside of the United States involves a unique set of challenges. Diverse cultures, laws, languages, and currencies add to the complexity of putting together and managing international business ventures. This course will help you prepare for these types of activities by exploring a number of questions which focus on various aspects of international business. The primary vehicle for accomplishing this will be class discussions built around presentations by the instructor and the students dealing with a range of issues, countries and industries.

### **LEARNING OUTCOMES**

All objectives listed here will be demonstrated through writing unless otherwise stated. Upon completion of this course, you will be able to:

1. Evaluate the facts of a business situation and make decisions by applying principles of international business;
2. Compare and contrast the rationale for trade versus direct foreign investment in evaluating operational choices;
3. Demonstrate an understanding of the world financial environment in terms of currency convertibility, exchange rate exposure, and methods of securing funds;
4. Analyse the factors companies with international operations should consider when setting overall international strategy;
5. Explain how companies may need to adapt their functional operations to conform to international requirements, with reference to marketing, accounting, taxation, finance, management, and labour;
6. Understand different ethical dilemmas businesses encounter in the international environment.

### **Recommended Supplementary Resources**

#### ***Print Resources***

The following are professional journals that feature scholarly articles of substantial length on International Business. These journals are recommended as sources for your critical analysis.

Academy of Management and Executive Review	Far Eastern Economic Review
Academy of Management Review	International Trade Forum
Asian Business	Journal of Business
Foreign Affairs	Journal of Human Resources
Harvard Business Review	Mid-Atlantic
Japan 21st	The Economist

## *Electronic Resources*

### **International Business Resources**

<http://globaledge.msu.edu/>

### **Global Business Knowledge**

<http://global.broad.msu.edu/>

### **International Trade Law**

[http://topics.law.cornell.edu/wex/International\\_trade](http://topics.law.cornell.edu/wex/International_trade)

### **Singapore Business Times Online**

<http://www.businesstimes.com.sg/>

### **International Business**

<http://www.internationalist.com/>

### **Worldwide Business Executive Resources**

<http://www.worldbiz.com/>

### **The Economist**

<http://www.economist.com>

Twenty articles are available from the current edition of the periodical are posted for public viewing. The free selection changes every Friday.

## **BUS 685 - GLOBAL BUSINESS MANAGEMENT**

### **DELIVERY MODE: on-line**

The materials and activities described below pertain specifically to the on-line mode of instructional delivery for this course.

## **OVERVIEW OF COURSE ACTIVITIES AND GRADING**

<i>Assignment</i>	<i>Percentage</i>
Discussion Forums (9 @ 2% each)	18
News Write-Ups (3x @ 5% each)	15
Quizzes (9 @ 3% each)	27
Case Analysis (Individual)	20
Final Examination	20
<b>TOTAL</b>	<b>100</b>

### ***BLACKBOARD DISCUSSION FORUMS***

Participation is an essential aspect of business today. Highly interactive on-line discussions provide students with the following:

1. more personal, in depth understanding of the concepts,
2. experience applying concepts to real world problems;
3. a more pleasant course experience for both students and instructor.

There will be 9 discussion questions related to the readings assigned for the respective weeks. To participate, you must contribute to the on-line discussion forums by reading the material before participating. Each student will post one initial comment on each of the nine discussion questions by maximum **Thursday of that week**. **The definition of participation for this part is: thoughtful answers, responses, or comments of at least 300 words for each of the discussion questions or statements.**

In addition, each student must also post four different responses of at **least 150 words** to four different comments of other students on each of the nine discussion questions. **The definition of participation for your responses to other students' posts is: asking intelligent questions, answering questions of other participants, and/or leading discussions about current events and issues you may have read about or experienced related to the subject at hand. One or two sentences of agreements or disagreements will not count.**

Each discussion forum is open for only one week and all postings must be made between Mondays to Sundays. **Because students are required to comment on their classmates' responses, all initial posts to the question posed for the respective week must be submitted by Thursday of that week.**

## *QUIZZES*

There will be 9 quizzes related to the readings assigned for the respective weeks. Students will have access to the quizzes on a weekly basis, and they are to be completed on a timely basis as you complete your readings for the week. **The quizzes must be completed within the due dates and in Blackboard only. Once you launch the quiz it must be completed within that attempt.** Do not e-mail or fax me your answers. The quizzes are multiple and true/false choices.

Two, to avoid errors in the system, while taking your quizzes, it is very important that you save the quiz after answering each question. Although the system should automatically save the quiz as you go to the next question, it is possible that your answer does not register. To avoid such an error make sure that after answering each question you save the quiz before moving on to the next question.

**It is important that you study the quizzes to prepare for the final exam.** I will randomly select from these multiple and true/false choices for inclusion in your final exam. There are, therefore, no surprises! You can access your quizzes at anytime from "My Grades" section of Blackboard.

## **NEWS WRITE-UPS**

Each student will post 3 News Write Ups on the Discussion Board of the Blackboard. News Write Up is a short (about 500 words double spaced) description of a current event (no more than 1 month old) related to the topics of the course. It should contain the following:

- 1) Very brief description of the event or the news (about 150 words)
- 2) Its connection to a specific topic of IM (about 150 words)
- 3) How can others benefit and/or learn from it (about 200 words)
- 4) Provide the source of the article and/or its Internet link

You must write the News Write-Up directly on Blackboard following the above format. Label and bold each section heading. **Do not** attach a document for your News Write-Up.

**Dates due are as follows:**

**1<sup>st</sup> Write Up by September 13<sup>th</sup>**

**2<sup>nd</sup> Write Up by October 4<sup>th</sup>**

**3<sup>rd</sup> Write Up by October 25<sup>th</sup>**

**Student Example of a News Write-Up for the Global Business Management Course:**

*“Wal-Mart in Costa Rica Begins Construction of Mega Distribution Centre” – Inside Costa Rica*

**Description of Event**

In an article published in ‘Inside Business’ Costa Rica edition news was broken that Wal-Mart has begun construction of an almost 50,000 square meters (just over 12 acres) distribution centre that will not only be Wal-Mart’s largest in the region, but the largest building of its kind in the region. Located in Coyol, Alajuela, this new facility will supply not only regional Wal-Mart’s, but other stores that Wal-Mart owns in Costa Rica, such as Masxmenos, Maxi Pali, and Pali. Wal-Mart’s strategy when entering the Costa Rican market ended with them buying out many of the local retailers that were already established in the country. This large distribution centre will allow the company to increase availability of items by centralizing the suppliers under one roof that is conveniently close to the businesses that need it. The distribution centre is slated to end up costing Wal-Mart sixty-eight million US dollars and will employ over two hundred direct employees over the next five years. Wal-Mart expects the new facility to begin operating in the first half of the year 2013.

**Connection to International Business**

This action that Wal-Mart is taking in Costa Rica is an example of *horizontal expansion*. Horizontal expansion takes place when a multinational company takes its business practice and duplicates it overseas to supplement overseas operations, without affecting operations in the home country. This new distribution centre in Costa Rica is not intended to replace any of the distribution centres in the United States, so this does not fall into the category of *vertical expansion*. Businesses use horizontal expansion in order to improve their operations in that separate market, instead of using the foreign operations to help supplement their domestic market operations. This is the strategy being employed by Wal-Mart. We can see that in action because they have an entirely separate division, *Wal-Mart Mexico & Central America* that handles all the business in that region. This regional style of managing the company is known as *geographic area structure*, which is defined in Global Business as a way of organizing a multinational company based on different geographic areas, most appropriate to engage in a localization strategy.

**How Others Benefit/Learn from Situation**

Other companies can definitely learn from Wal-Mart’s example. It’s a definite strengthening of the supply chain, allowing Wal-Mart to provide a much more efficient distribution and expedite turnaround times, which is very important in retail businesses. Wal-Mart’s United States distribution centres are gems of the industry, allowing Wal-Mart to replenish items almost as soon as they are taken off the shelves. With the new distribution centre in Costa Rica, the company can begin to implement some of the same practices that are used in the United States and never let any of its stores (whether the Wal-Mart brand or the other local brands) have empty shelves. This is a great example of how to horizontally expand once a company has taken control of the local market. What it needs to do next is to increase its efficiency, which is what Wal-Mart did in establishing this distribution centre. This will result in gains for Wal-Mart and its customers and clients. Customers will not have to deal with empty shelves and clients can sell more of their merchandise to the giant retailer. The distribution centre being very local will help both its Wal-Mart brand and its local brands. Since the Wal-Mart brand sells more of the American items that Costa Ricans are looking for, Wal-Mart stores in Costa Rica will not have to wait long to replenish their items. For the other brands, local products will not have to be sent very far either, leading to faster turnaround times, as mentioned prior.

**Link:** <http://www.insidecostarica.com/dailynews/2012/august/17/costarica12081708.htm>

## ***CASE ANALYSIS:***

You are to analyse the Intel case that is posted on Blackboard. The purpose of a case analysis assignment is to provide you with an opportunity to apply concepts from class to real-world situations. Your case analysis should be brief and concise, no more than six to eight typed pages, double spaced, plus a title page and a reference page. Please be sure to incorporate theories or concepts from class or other readings and reference them appropriately. The case you are to analyse is posted on Blackboard.

Your case analysis should follow the model described below:

- Read the case thoroughly in 1-2 readings.
- Reread the case and begin your written analysis using the following format and/or headings:
- **Synopsis of the Situation:** Write a synopsis that describes the background information about the case, an overview of the case.
- **Key Issues:** Define the key issues/factors in terms of international business/management and the roles of the Key Players. You should include only those issues that impact the identified problem.
- **Define the Problem.** Identify one key problem. While there may be several problems and a multitude of symptoms, attempt to identify one problem, the resolution of which would alleviate most of the symptoms found in the case. The problem can frequently be defined around one of the key factors of marketing, target market, environment, or marketing mix elements (product, price, promotion, or distribution).
- **Alternative Solutions.** Develop two or more alternative solutions to the defined problem. This should not be a laundry list of actions one could take to address every symptom, but alternative actions that could correct the problem at hand. Identify the pros and cons of implementing each alternative.
- **Selected Solution to the Problem:** Select one of the alternatives and explain why it would be best. Most of this work is already done if the alternative solutions clearly point out advantages and disadvantages to each. Additional study or research can be a part of the recommendation, but should not be the primary solution. Your job is to identify an action, not put off action.
- **Expected Results and Rationale for the solution:** Detail your conclusions and recommendations with supporting rationale including concepts from the text or other sources. Relate how you would have handled situations, problems and people. Write a clear and concise conclusion. Cite sources to substantiate what you say.
- **Positive and Negative Results:** Describe expected positive results. Identify possible negative results of successful implementation of the solution. In other words, what are the negative consequences of success. We all know failure is a possibility, but what do you need to be prepared for if you are successful?

### ***Grading Criteria for the Case Analysis***

Case Overview	10%
Problem Definition	20%
Alternative Solutions	35%
Recommendations	35%
TOTAL	100%

**DUE DATE: NOVEMBER 1<sup>TST</sup>**

### ***FINAL EXAMINATION***

**It is important that you complete the quizzes, save them, and print them** for future study. I will randomly select from these multiple and true/false choices for inclusion in your final exam. There are, therefore, no surprises!

### **Late Submissions**

**I do not allow late submissions or assign extra credit for assignments missed.** Only in the most extreme emergencies will students be allowed to miss an examination or delay the submission of an assignment, **and in such a case the instructor must be informed beforehand.**

### **Incompletes**

An Incomplete is not given automatically or lightly. Anyone requesting an incomplete will have to do so in writing and will be considered only if:

- At least 50 percent of course activity have been completed;
- The student is at least pulling a minimum B grade;
- No points will be given for missing participation in the Discussion Forums and quizzes.

### **Academic Honesty**

Your attention is called to the section of the University of La Verne Catalog entitled "Academic Honesty" (2015 - 2016 Catalogue).

Any student found to be violating this section of the catalog will be given a grade of **ZERO** for the assignment in question. Repeat offenders (including other courses) will get an "F" for this course. There is a "no tolerance" standard in this course for academic dishonesty.

Each student is responsible for performing academic tasks in such a way that honesty is not in question. Unless an exception is specifically defined by an instructor, students are expected to maintain the following standards of integrity:

- All examinations, term papers, oral and written assignments, and recitations are to be the work of the student presenting the material.
- Any use of wording, ideas, or findings of other persons, writers, or researchers requires the explicit citation of the course; use of the exact wording requires a "quotation" format. (University of La Verne Catalogue, 2015 - 2016)

## RECOMMENDED CHAPTER READINGS

The following schedule of activities has been provided as a general guide to the course. I may elect to adjust the outline to meet the unique needs of the class.

<b>WEEK</b>	<b>DATE</b>	<b>TOPIC AND ASSIGNMENT</b>	<b>READINGS</b>
1	Aug 31 – Sept 6 <b>Due:</b>	<i>Globalizing Business</i> <b>Quiz 1</b>	Chapter 1
2	September 7 – 13 <b>Due:</b>	<i>Trading Internationally</i> <b>Quiz 2</b> <b>New Write-Up 1</b>	Chapter 5
3	September 14 – 20 <b>Due:</b>	<i>Investing Abroad Directly</i> <b>Quiz 3</b>	Chapter 6
4	September 21 – 27 <b>Due:</b>	<i>Dealing with Foreign Exchange</i> <b>Quiz 4</b>	Chapter 7
5	Sept 28 – Oct 4 <b>Due:</b>	<i>Growing and Internationalizing the Entrepreneurial Firm</i> <b>Quiz 5</b> <b>News Write-Up 2</b>	Chapter 9
6	October 5 – 11 <b>Due:</b>	<i>Entering Foreign Markets</i> <b>Quiz 6</b>	Chapter 10
7	October 12 – 18 <b>Due:</b>	<i>Making Alliances and Acquisitions Work</i> <b>Quiz 7</b>	Chapter 12
8	October 19 – 25 <b>Due:</b>	<i>Managing Human Resources Globally</i> <b>Quiz 8</b> <b>News Write-Up 3</b>	Chapter 15
9	Oct 26 – Nov 1 <b>Due:</b>	<i>Managing Corporate Social Responsibility Globally</i> <b>Quiz 9</b> <b>Intel Case Study Analysis</b>	Chapter 17
10	November 2 – 8	<b>Final Examination</b>	