



International Business – Spring 2018, 1<sup>st</sup> 7 weeks

IBS 9600 – 1PTR (59247)

Instructor: Al Golzari

**Time:** T-R, 5:50 – 7:17 pm – **First class on 1/30/18**

**Location:** Vertical, 4-125

**Office Hours:** Before and after class. And by appointment as necessary.

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**Flipboard:** [Al Golzari's Flip Picks](#)

Course Description: The global macro-economic environment of business, and strategic responses to its challenges; foreign trade and investment: problems, patterns, and opportunities; the language of international business.

Course Objectives: Managers of all companies, regardless of the geographic scope of their own activities, are exposed to the impact of developments in the global environment, on which they usually have no control. Environmental influences like politics, economics, social trends, technology, environment and laws affect business strategies. Companies operating internationally are directly affected by such developments, which shape the environment in which they operate. Examples include rapidly changing economic and institutional environments, monetary and fiscal government policies, currency fluctuations, trade agreements, stock market booms and busts, activities of international organizations and NGOs, and social and labor unrest. These phenomena often confront firms with formidable challenges, and at the same time, also create business opportunities. Because these influences occur on a large, global scale, their impacts can be difficult to assess, predict and handle. Effective managers need to develop tools and techniques to analyze their business environment. Appreciation of these complexities of national institutions and multiple stakeholders helps managers allocate resources efficiently to sustain and grow their businesses.

This course will enable you to better evaluate the associated risks and opportunities of such global phenomena, and will deepen your understanding of the strategic consequences of global macro-economic, political and social developments. It will equip you with tools and frameworks to make informed managerial choices in response to these challenges and opportunities, and to adopt sustainable and profitable strategies. You will learn how to respond effectively to these external developments, not controlled by firms, and turn them into proprietary competitive advantage. Firms that possess an understanding of these developments, and have the tools and means to analyze their strategic consequences perform better in global markets.

Cases of multinational companies, drawn from a wide set of geographic regions and industrial backgrounds, will be used to illustrate the strategic importance of explicitly incorporating the macroeconomic environment in strategy of firms operating internationally. We will also incorporate in our discussions contemporary developments taking place at the intersection of the macroeconomic environment and international strategy. We will discuss these issues with a combination of data and lingo. Don't be put off by these. They are the primers you need to know in order to follow markets and economies.

Outcomes: Upon completion of the course students should:

- Understand the macro environment within which international business activity takes place and gain tools to analyze the strategic and managerial consequences of changes in this environment.
- Understand the impact of government policies on the economic and financial environments confronting firms operating internationally, and their impact on the range of strategic alternatives available for these firms.
- Deepen your understanding of the relationships between firms and foreign governments, and the drivers of government policies towards foreign firms.
- Gain an understanding of the major modes of cross-border activity, including capital (portfolio investment), goods (trade), and companies (FDI), and the managerial challenges and opportunities associated with them.

Additional course materials will be distributed during class. Copies of Powerpoint presentations, articles for class discussion, links to international business websites, and some course documents can be found on CUNY's Blackboard site. \*Please note – I will post the PowerPoint presentations after we tackle each chapter.

Personal Statement/Teaching Philosophy:

As a practitioner of marketing/product development and adjunct instructor, I tend to think in more spatial terms, not linear ones. I extend this thinking in the classroom and while we will go in a "step-by-step" fashion as we cover the fundamentals, we will never simply discuss a concept, test on it, and then move on. International Business is too rich of a discipline to do that and we will keep all of the important concepts "in the air" all semester and constantly draw on them. I will connect the dots for all of you and you will see how everything ties together.

**\*A note on email.** I'm sorry for having to be such a stickler about this, but since this is a large class and only 1.5 credits, we have to keep a somewhat tighter discipline than I do in other courses. Please make sure you regularly check whatever email addresses you have registered with the school. Those will be the only ones I use and I'll be sending out emails OFTEN.

Textbook:

1. Charles Hill, *Global Business Today*. McGraw-Hill, 10<sup>th</sup> edition. \*I will also accept the 9<sup>th</sup> edition but cannot guarantee all of its content. Regardless of edition, please obtain the "USA" **version** of the book, not the "International" **version**. A few copies are on reserve in the Newman Library.
2. Al Golzari's FlipBoard Picks (Magazine on Flipboard)
3. Supplemental articles. These will be assigned and distributed as the course progresses.
4. Perhaps some Harvard Business School Cases that will be provided to you

## MBA/MS PROGRAM LEARNING GOALS

The Learning Goals for the MBA/MS program are below with a description of how this course addresses each goal.

How This Course Relates to MSM Program and Course Learning Goals				
MSM Learning Goals	Significant Part of Course	Moderate Part of Course	Minimal Part of Course	Not Part of Course
Ethics	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Global Awareness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge Integration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. Global Awareness: You will develop understanding of differences in political, economic, legal and institutional environments in different countries, which will assist you operating effectively in a global economy.
2. Ethics - Understand ethical issues in marketing. *This course will address ethics in both the lectures and case studies.*
3. Communication - Students will be effective communicators. *Students will be asked to prepare written case summaries individually, as well as a group written project and presentation.*
4. Knowledge Integration: You will gain knowledge of how the different functional areas in business are applied to create and implement effective solutions to international business problems.

**Recommended Reading:** Our text is just the starting point to student learning; it has been chosen to permit the development of a foundational perspective on marketing management. All students are strongly encouraged to develop the habit of staying current on global business issues by reading the business press AND/OR FOLLOWING MY FLIPBOARD MAGAZINE. The following publications are recommended and all available (to varying degrees) to students free through the Frank J Guarini Library.

**Suggested Business Journals That May Be Useful:** Advertising Week; Advertising Age; Bloomberg Business Week; Business Asia Business China; Business Europe; Business Eastern Europe; Business Horizons Business International Business; Latin America Business Week

## **Academic Honesty**

NOTE: ALL COURSE WORK MUST BE ORIGINAL AND WRITTEN IN YOUR OWN WORDS. YOU MAY QUOTE OTHER AUTHORS WHEN NECESSARY BUT THEY MUST BE APPROPRIATELY REFERENCED. ANY CASE OF CHEATING OR PLAGIARISM WILL RECEIVE A GRADE OF 0 (OR F) AND BE REFERRED TO THE COLLEGE FOR DISCIPLINARY ACTION. Additional information and definitions can be found at [http://www.baruch.cuny.edu/academic/academic\\_honesty.html](http://www.baruch.cuny.edu/academic/academic_honesty.html)

## **Students with Disabilities**

We have a process at Baruch to determine whether a student who identifies as disabled is eligible for reasonable accommodations in order to complete the student's academic program. We strive to ensure that no student with a disability is discriminated against and that none is denied participation in College programs and activities for lack of reasonable accommodations. Some people think that a disability has to be visible to be accommodated. This is not the case. There are many disabilities – diabetes, psychological illness, learning disabilities, AIDS, seizure disorders, arthritis, etc., which require accommodations. Examples of possible accommodations include additional testing time; adaptive equipment; and taping of classes.

If you feel that you may need a reasonable accommodation based on a disability, please contact the staff at the Office of Disability Services, Newman Vertical Campus, Room 2-271, or by phone at (646) 312-4590.

Students with disabilities may be eligible for a reasonable accommodation to enable them to participate fully in courses at Baruch. If you feel you may be in need of an accommodation, please contact the Office of Services for Students with Disabilities at (646) 312-4590

## **Course Format**

*In-class sessions:* will include lectures, article presentations, case study discussion, (possible) occasional guest lecturers, and group project workshops.

*On-line assignments/sessions:* will be dedicated to QUESTIONS, CASES, textbook and article readings. YouTube videos and links to current articles may be posted to enhance your understanding the week's topic.

## Course Grade

Your grade in this course will comprise of the following team-based and individual assignments:

### **1. Mini Project – International Brand Audit (Group) 20%**

This assignment requires you to work on a team and will be a group project, with a 5-minute presentation at the end of the semester. Additional details will be shared separately and discussed in class. The scope is as follows: You will audit an existing US-based company within a host nation. **Since this is a mini-project due to the nature of this 1.5 credit course and time constraints, I will pre-select the actual companies.** Some organizations attempt to expand their international operations by seeking foreign markets appropriate for existing products and services. Other enterprises assess foreign business environments in an attempt to meet needs in those markets. This mini project will be an audit of various questions I'll ask you to analyze. Again, details and outline of project will be shared on BB separately.

There is no formal "term paper" to write up. You are welcome to use a more "visual/graphic type of report" – entirely made in PowerPoint or Keynote, and treat your project in the same manner you would treat a deck in a professional business setting. The report will be graded based on the quality of the research conducted and the depth of the analyses presented.

### **2. Case Studies (Individual) 45%**

There will be three (3) case studies due throughout the course. Please note that all written case studies are turned in electronically on Blackboard in the designated assignment that I will create. All late submissions are penalized and can, at a maximum, obtain 80% of the original total score. **\*Plus, I will only accept up to one class session late from the orig due date.** Otherwise, unfortunately there will be a zero resulting for that assignment.

### **3. Class Participation (Individual) 15%**

\*I'm a big believer in class participation. This class will be primarily structured around a combination of lecture and discussion format and attendance is a prerequisite to participation. You will be graded on the extent to which you participate in these discussions and the quality of your insights and critical analysis that you are willing to share with the class. You are responsible for reading the assigned materials for class and analyzing the key issues and arguments presented in them. Place your arguments in the context of previous discussions, drawing links as you see fit. Your ability to articulate your analysis to the class in a cogent manner and to contribute insights beyond the mere obvious will primarily determine your participation grade. Your communication skills will be put to great use and will significantly impact your grade in this course.

#### 4. Final Exam – TAKE HOME (Individual)

20%

There will be a TAKE-HOME final exam covering various topics of the entire semester. Specific chapters covered and format will be discussed at least one week prior to the exam.

#### **COURSE SCHEDULE – SUBJECT TO AMENDMENTS AS NEEDED ITEMS IN RED ARE GENERAL DUE DATES.**

Date	Class	Topic	Readings/Assignments
1/30/18	1	Course Intro and <u>START</u> Introduction: Firms in a global world/Globalization	Chap 1
2/1/18	2	<u>FINISH</u> Firms in a global world/Globalization	Chap 1
2/6/18	3	National differences in political economy	Chap 2
2/8/18	4	Differences in culture and <u>START</u> International Trade Theory	Chap 4, 6 <b>CASE 1 DUE BY 2/11</b>
2/13/18	5	<u>FINISH</u> International trade theory and <u>START</u> Government Policy and International trade	Chap 6, 7
2/15/18	6	Regional Economic Integration	Chap 9
2/22/18	7	The foreign exchange market and International monetary system	Chap 10, 11 <b>CASE 2 DUE BY 2/25</b>
2/27/18	8	The strategy of international business	Chap 12
3/1/18	9	The strategy of international business – con't	Chap 12
3/6/18	10	Entering foreign markets	Chap 13
3/8/18	11	Entering foreign markets – con't	Chap 13 <b>CASE 3 DUE BY 3/11</b>
3/13/18	12	Global production, outsourcing and logistics	Chap 15
3/15/18	13	Global production, outsourcing and logistics – con't	Chap 15 <b>TAKE-HOME FINAL EXAM DUE DATE TBD</b>