

DEPARTMENT OF INTERNATIONAL BUSINES
IBUS160: Introduction to International Business
Spring 2005

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IBUS 160-Section 12
Tue/Thur 9:35-10:50 PM, Monroe 306
IBUS 160-Section 13
Tue/Thur 11:10-12:25 PM, Monroe 104
Office Hrs: Tu /Thu 2:00-4:00/ By appt.

Course Pre-requisite: BADM 145

Course Description

IBUS 160 is designed to provide the student with an introduction to the field of international business. Successful formulation and implementation of firms' strategies in today's global environment requires one to have an understanding of the business environment, international competition, international political and economic institutions and the unique challenges faced by the management of a multinational enterprise (MNE). This course seeks to provide you with a working knowledge of these issues and to equip you with the theoretical and analytical tools needed to make sound business decisions in an international setting. Following an overview of the key issues in global business, the first part of the course will focus on the business environment, dealing with topics such as national differences in political economy and culture and the global monetary system. The second part of the course will focus more on the individual firm and will include topics such as global strategies and business operations adopted by successful multinationals. Throughout the semester please assess your ability to address the course objectives listed below:

Course Objectives

- Students should understand how national culture can affect a firm's strategy and performance
- Students should understand how firm's respond to changes in their competitive position due to governmental intervention in the area of international trade
- Students should understand how firms deal with exchange rate volatility and the kind of strategies they can use to maintain their competitiveness
- Students will understand the different types of entry strategies that a firm can adopt when contemplating entry into a new foreign market.
- Students will understand how firms choose organizational structure or human resource policy
- By the end of the course, students should be confident in their analysis of different situations pertaining to the topics above and be able to hold intelligent discussions on current world events in the topics covered. In addition, they should have had an opportunity to improve their negotiation and presentation skills

Reading Material

1> Harvard Business School (HBS) Cases:

Download the following cases from the website: www.study.net. You will need to register as a student on this website and enroll in the following course:

George Washington University---IBUS 160-Introduction to International Business-Spring 2005).

Course ID is: **IBUS160-MA**

Course password: **spring05**

- a. Euro Disney: The First 100 Days
- b. Collision Course in Commercial Aircraft: Boeing-Airbus-McDonnell Douglas 1991(A)
- c. Snapshot: Kodak v. Fuji
- d. Japan's Automakers Face Endaka
- e. Booz.Allen-Hamilton: Vision 2000

2> Required Textbook and Readings:

- a. Charles W.L. Hill, *International Business: Competing in the Global Marketplace*, 5th edition, Irwin/McGraw-Hill publication
- b. Download from www.study.net
 - i. The Competitive Advantage of Nations, by Michael E. Porter. Harvard Business Review March/April 1990.
 - ii. When to Ally and When to Acquire by Dyer, Kale, and Singh. Harvard Business Review July/August 2004.

3> Supplemental Reading:

- a. Articles from economic/business journals –available through Blackboard
- b. Charles W.L. Hill, *Global Business Today*, 3rd edition, Irwin/McGraw-Hill publication

4> Negotiation Simulation Handout (details will be handed out later)

Instructional Methods

Classes will include a mix of lectures, case discussions, videos, and group activities. All lecture material will be available through Blackboard as powerpoint slides. To login to your Blackboard course, visit <http://blackboard.gwu.edu>. Once there, you must use your NetID (GW Mail user name) and password to access Bb@GW. . Bb@GW online guides, FAQ, and documentation can be found by visiting <http://helpdesk.gwu.edu/helpdesk/faqs/bb.html>.

The lecture notes for the *first* class will be handed to you in class so that you will have one week to familiarize yourself with the system. *Thereafter, it will be the students' responsibility to download the relevant power-point handouts for that day's class.* You are expected to check the course website regularly before and after each class

All lectures will be supplemented by assigned reading material (and assignments) from the textbook. It is advised that students first familiarize themselves with the lecture notes and look to the text book for supplementary reading.

Grading

Midterm Exam	20 points
Final Exam	30 points
1 Case Write-Up and Presentation	10 points
Essay Assignment	10 points
Negotiation Game	15 points
Attendance, Participation, In-Class and Homework Quizzes	<u>15 points</u>
	100 points

Homework assignments and the negotiation game have to be worked on in groups of **four**. The group will turn in one solution to the assignment and everyone in the group will receive the same grade on the assignment. The same applies to the negotiation game write-up. Any problems with group members shirking their responsibilities should be voiced early on. The group names can be emailed to me by 13th Sept 2004. Any names left out will be randomly allocated after that. The final grade will be based on the following criteria:

1. *Midterm and Final Exam*

The Midterm will be given on *Thursday, 10th March* during the class hour. The date of the final exam has been tentatively set by the university to be *Thursday, 12th May for Section 12 and Tuesday, 17th May for Section 13*. There will be no make-up exams given for the midterm or the final. The exams will consist of a mix of multiple choice questions, short answer and essay questions. They will cover material from lectures, assigned readings and the cases. The multiple choice questions are meant to test you on some basic definitions and terms, the short answer questions will test you on your grasp of important concepts and the essay questions will need you to integrate and apply course content across multiple class topics.

2. *Case Write-Up and Presentation*

We will discuss five major case studies in this class. You are required to work on one of the cases as a group and make a presentation to the class not lasting more than 10 minutes. Each member of the group is required to submit an independent written analysis for the case. A group can have a maximum of **4 members** and a random draw in the second week of classes will decide which case you will be working on. **You must attend class on the day that you submit a case analysis and late papers will not be accepted.** Grades will be assigned based on the rigor of analysis, quality, professionalism, specific action-oriented recommendations. I am not looking for a right answer but for a convincing explanation of the answer you come up with. To obtain 100% of this grade, follow the suggestions below:

Guidelines for Case Write-Ups

- Case analyses should be no more than two typed pages, single-spaced, 12 point font, 1 inch margins. You will be penalized for exceeding the page limit. Grammar and spelling counts so make sure you turn in a very professional report.
- The focus of each case analysis should be on what should be the *next course of action* for the firm.
- State your recommendations up front and provide *strong support* for your recommendation. While the best analyses generally make bold, creative recommendations, there should also be a *sound logic* behind it.

- Acknowledge *weaknesses/risks* of your strategy and place your recommendation in context of possible *alternative strategies* for the firm.
- Do not regurgitate the facts of the cases. The bulk of the paper should be your analysis.
- Your assignment is to assume the world ends at the time of the case and to make recommendations. Do not research on what the firm actually did in making your recommendation.
- For the case presentation, have one/two slides talking about the problem and the rest of your presentation should be focused on recommendations for the company. Do not exceed the 10 minute time slot given to you. This is as much time as many managers will give you when you first pitch a strategy to them.

3. *Essay Assignment*

Each student is required to pick a current **newspaper or magazine article** (e.g. Wall Street Journal, New York Times, Financial Times, Economist, Foreign Policy, etc) and submit a **500 word** report on the article. The article should be no older than **3 months** and must be relevant to the topics being discussed in class. Critically analyze the article based on the material covered in the text and/or discussed in class. Your analysis should comment on whether the contents of the article make sense, are counterintuitive, are consistent with theory, and what the class can take away from it. In order to comment you will likely need to refer to additional articles on the topic you choose. Make sure that you show the link between the article and the materials we cover in class. You may be asked to speak about it in class. Please do not procrastinate till the end of the semester in turning this in.

4. *Negotiation Game*

The negotiation simulation is an in-class activity in which teams of students will be assigned roles as either managers in a multinational enterprise, managers in a small local enterprise, or representatives of a national government. Three to four class sessions will be set aside for teams to negotiate the terms of the MNEs' market entry into a country. The simulation, itself, will require active participation by all team members and considerable preparation before the beginning of the game. A game packet containing instructions and details will be distributed during the semester. The grade for the simulation will be based on a pre-game assignment and a post-game paper. More details will be given as the semester progresses.

5. *Attendance, Participation, In-Class and Homework Quizzes*

Attendance and Class-Participation: The course is mainly lecture driven and so attendance is strongly advised. More than three documented absences will count against your grade. Class preparation and participation are an absolute must. Without these, your own learning and that of your classmates will be adversely affected. This section of the grade will reflect my evaluation of the student's in-class participation. Some of the criteria that I will use, to base this portion of the grade on, are: student came prepared to class discussions, posed insightful or thought-provoking questions that helped classmates to learn, offered feedback on class lectures to fellow students and the professor, submitted thorough and timely home work assignments, participated actively in project presentations and adhered to time limits. It is also important that every student comes to class prepared for case discussions.

In-Class Quizzes: Throughout this semester, you will be required to participate in a range of in-class activities. You could be asked to take a written quiz covering the major events and/or topics discussed in the class at the beginning or end of class. You could be placed in teams to debate potential courses of action and develop a group recommendation.

Home-works: Homework assignments are designed to give you practice with the types of calculations and concepts that are important to a proper understanding of the material of the course. Some homeworks will only be for practice and others will be graded. You will be notified early on and will be given ample time to submit graded homeworks. I don't anticipate more than a couple of graded homeworks in this semester. Similar problems and concept questions will appear on exams. Homework assignments will be graded on the basis of points decided by the questions asked.

Other Course Policies

Course Grievance Procedures: The grading policy of this course is not open to negotiation. However, if you feel that a grade you received on your assignment is unfair, you are required to either voice your opinion to me personally within ten days of receiving the grade or give me a written appeal as to why you think the grade is unfair. Just stating that you 'deserve' a higher grade won't be sufficient. You should document reasons why you think the grade is unjustified. *After ten days, the grade is considered final.* This also applies to the mid-term exam.

Academic dishonesty : Academic dishonesty, as defined by University Policy, will not be tolerated in any form. The University's *Code of Academic Integrity* is designed to ensure that the principles of academic honesty and integrity are upheld. All students are expected to adhere to this Code. All acts of academic dishonesty will be dealt with in accordance with the provisions of this code. Please visit the following website for more information on the University's Code of Academic Integrity:

<http://www.gwu.edu/~ntegrity/code.html>

In this course, some activities that would be regarded as questionable or dishonest include the following:

- a. **Using any unauthorized materials during the mid-term and final exam.**
- b. **Plagiarizing material on homeworks.** Plagiarism involves quoting verbatim others' written ideas without giving credit to the original source, be it an online source or a hard-copy published one. I expect full citations for *all* previously written text incorporated into students' homework solutions or case write-ups.
- c. Putting your name on assignments that you haven't contributed in any way to.

Special Needs: Any student with special needs should bring this to the attention of the instructor as soon as possible, but not later than the second week of class. If you have a religious holiday or circumstance (e.g., family problem) that requires accommodation, please let me know early in the semester. I will be happy to make reasonable accommodations to facilitate your learning.

Office Hours: Please take advantage of my office hours! I really enjoy meeting students in my office and will hold extended office hours before the exams. Feel free to stop by to discuss topics/cases discussed in class, issues related to the negotiation game, career choices, or just introduce yourself and chat. If you are not on campus during my office hours you are welcome to send me an email and set up an appointment. Please don't wait till the end of the semester if you are having problems in the class or outside that is preventing you from coming to class or paying attention.

Tentative Class Schedule

Week	Date	Topic	Readings
1	18-Jan	<i>Introduction to Class and Discussion of Syllabus</i>	
	20-Jan	<i>Inauguration Day Holiday</i>	
2	25-Jan	<i>Globalization and The Emerging Global Economy</i>	Chapter 1 & 2 <i>Form groups in class.</i>
	27-Jan	<i>Special Topics Discussion Introduction to Cultural Differences</i>	Chapter 3 <i>Random draw for case write-ups.</i>
3	1-Feb	<i>Differences in Culture</i> (video in class)	Chapter 3
	3-Feb	<i>Euro-Disney case</i>	Download from www.study.net
4	8-Feb	<i>Introduction to International Trade</i>	Chapter 4 <i>Article:</i> Michael Porter : "The Competitive Advantage of Nations", HBR 1990 Download from www.study.net
	10-Feb	<i>Collision Course in Commercial Aircraft</i>	Download from www.study.net
5	15-Feb	<i>Strategic Trade Policy</i>	Chapter 5
	17-Feb	<i>Kodak-Fujifilm Trade Dispute</i>	Download from www.study.net
6	22-Feb	<i>Regional Trade Arrangements</i> (video in the class)	Chapter 8
	24-Feb	<i>The Global Monetary System</i>	Chapter 10
7	1-Mar	<i>Foreign Exchange Exposure</i>	
	3-Mar	<i>Japanese Automakers Face Endaka</i>	Download from www.study.net
8	8-Mar	<i>Midterm review</i>	
	10-Mar	<i>Midterm Exam</i>	
9	15-Mar	<i>Spring Break</i>	
	17-Mar	<i>Spring Break</i>	
10	22-Mar	<i>Foreign Direct Investment</i>	Chapter 6 and 7

Week	Date	Topic	Readings
	24-Mar	<i>Entry Modes and Strategic Alliances</i>	Chapter 14 <i>Article:</i> Dyer, Kale & Singh: "When to Ally and When to Acquire", Harvard Business Review, July 1, 2004
11	29-Mar	<i>International Business Strategy</i>	Chapter 12
	31-Mar	<i>Booz-Allen and Hamilton Case</i>	
12	5-Apr	<i>FDI Negotiation Game</i>	Paper 1 due at the beginning of class
	7-Apr	<i>FDI Negotiation Game</i>	
13	12-Apr	<i>FDI Negotiation Game</i>	
	14-Apr	<i>FDI Negotiation Game</i>	
Possibility of canceling class on 7 th , 12 th and 14 th and instead having a class from 8:30-12:00 PM on Saturday, 16 th April. You will absolutely have to be present on the 16 th for full grade on the negotiation game.			
14	19-Apr	<i>Game Debrief</i>	Paper 2 due at the beginning of class
	21-Apr	<i>Introduction to Global Capital Markets</i>	Chapter 11
15	26-Apr	<i>Global Human Resource Management</i>	
	28-Apr	<i>International Business Ethics</i>	
16	3-May	<i>Wrap Up Case and Integration</i>	
	5-May	<i>Final Exam review</i>	
		<i>Tentative Final Exam Date</i>	<i>12-May, 10:20 AM for Section 12 17-May, 10:20 AM for Section 13</i>