Course: IBUS 3001 – Sections 10 & 11: Fall 2015
Day & Time: Session 10: Wednesdays and Fridays--9:35-10:50 a.m.
Day & Time: Session 11: Wednesdays and Fridays –11:00 a.m.-12:25 pm
Location: Duques Hall 152
Office Hours: Wednesdays 1 pm-2 pm or by prior appointment
Professor: Prof. Anil Kapur
Office: Funger Hall 205
Phone: (202) 994-0352
E-mail: akapur2@gwu.edu

1. INTRODUCTION:

There is no one single perspective to the rapidly changing state of the global political economy. The political and economic structure of “capitalist countries” is divided on the future course of their global strategy. On the other hand, emerging economies are starting to realize the benefits of globalization and are shifting their inward looking focus to be more open and market oriented economies.

The huge wave of globalization that took place over the last two decades has come to an end. The big winners are those companies that have established a significant international footprint—especially in emerging markets—pulling ahead of companies with a regional or domestic focus. But globalization is not dead. Rather, it is morphing into a more nuanced and more complex phase, with the inexorable forces that drove the previous phase still very much alive. The emerging markets will continue to be the key source of growth, owing to their favorable demographics, rising middle classes (which will increasingly define consumer demand and choices), and new generation of “challenger” companies (which will seek partners in their quest to become global market leaders). As we move into this next stage of globalization, the gaps between the global haves and the non-global have-nots are likely to widen even further, creating a real chasm.

2. COURSE OVERVIEW, LEARNING GOALS AND OBJECTIVES:

This Introduction to International Business course explains why global business will continue to play a key and dominant role in the world economy. The course takes an integrative, multi-functional approach to the kind of broad organizational issues confronted by top executives. We will examine critical strategic issues that require a general management approach, using all the core business functions covered in the MBA curriculum, rather than a strictly functional one. An integrative perspective is essential because the formulation and implementation of effective strategies requires a precise understanding of the interrelationships among the different functions and the relationships of these functions to the global environment. Therefore, the course is structured around six pillars: (i) the role of globalization: whereto from here and the current state of the world economy?; (ii) the importance of manufacturing and service sectors and how the U.S. is re-gaining global competitiveness; (iii) the strategic role of digitization – information and communications in fostering the development of
globalization; (iv) the globalization of finance and capital which has developed greater need for portfolio diversity; (v) the search for talent and labor has spread its nets to the global market place; and (vi) the effective integration of these five pillars into a cohesive sustainable global strategy.

3. **THE LEARNING GOALS ARE:**

- Will have an appreciation of and sensitivities for the global marketplace
- Will be effective communicators and presenters
- Will have an interdisciplinary perspective, including political and cultural dimensions
- Will be knowledgeable about team dynamics and the characteristics of effective teams
- Will be critical thinkers.

4. **THE COURSE OBJECTIVES ARE TO:**

- Familiarize participants with the current literature of global perspectives
- Understand the complexities and challenges of multi-functional organizational opportunities and challenges facing global corporations
- Focus attention on strategic issues confronting contemporary international businesses
- Facilitate the development of strategic thinking
- Further refine research, analytical, critical-thinking, team building, and communication skills.

5. **COURSE MATERIALS:**

   **Required Readings:**

   - **Textbook:** “International Business: Competing in the Global Marketplace”, Charles W.L. Hill, University of Washington, McGraw Hill Education, 10th Edition, Copyright 2015. ISBN # 978-0-07-811277-5. As I mentioned in my EM to both sections, the textbook will be used as a reference for all students to assist with definitions and concepts; and

   - “2013 Depth Index of Globalization” by Pankaj Gremawat and Steven A. Altman, IESE Business School. This publication is available online and will be posted on the blackboard under course content. The purpose of this publication is to provide you with an analytical framework. PLEASE DO NOT READ THE ENTIRE REPORT. Wait for INSTRUCTIONS.

   **Recommended Readings:**

   I encourage you to do lots of outside readings to keep pace with the course as I bring a current global perspective along with my working experiences of the international market place. Some readings I will be posting shortly on the blackboard and others you will need to purchase from the link provided at Harvard.edu. Any business publications such as the *Wall Street Journal*, *Business Week*, *Fortune*, *The New York Times*, *Forbes*, *Economist*, *Financial Times*, *McKinsey & Company*, *Boston Consulting Group (BCG)*, *Harvard Business Review*, etc.
6. **GRADING, WEIGHTS and SCALE:**

Your grades will be determined on a number of different variables. Each of these variables will be weighted as described and indicated in each of the categories below:

- **Quiz and Mid-Term Exam:** There will be two quiz and mid-term exam. The short quiz is currently scheduled for September 18, 2015, (during the first class session). The mid-term exam is currently scheduled to be held on October 14, 2015. This exam will consist of short essays, concept related questions, and true/false. Students will be required to apply concepts and frameworks from assigned readings and cases and in-class discussions. **This component represents 15% of the total grade.**

- **Two Group Case Reports:** You can access cases and course reading materials at the following linked website: [https://cb.hbsp.harvard.edu/cbmp/access/36758676](https://cb.hbsp.harvard.edu/cbmp/access/36758676) (Please do not use a period to access the web site. The web site is now activated for your use. I have marked all items in the course pack as optional. You can either buy it from HBR or wherever you think it is best. The class will be divided into 5-7 Groups. Groups will prepare, analyze and selected groups will be asked to present their results during class sessions. Select your own teams of no more than 6-8 students. Since diversity and close coordination is a key part of management in dealing with complex, multi-functional organizational challenges, consider complementary functional expertise and individual schedules and location to ease coordination. Your case presentations will be judged according, but not limited, to the following criteria: the team’s ability to answer the questions; defining of current conditions and recommendations; presentation content, clarity and conviction; and demonstration of analytical and creative skills. During the course of the semester, you are required to submit four case reports. **This component represents 20% of the total grade.**

- **Country Case and Company Report.** Each team will be assigned a country and an international Emerging Market Firm (EMF). The purpose of this exercise is to familiarize students with gaining an insight into a specific country, undertaking country and firm level research, with the end objective of enhancing your knowledge in undertaking corporate analysis within an international framework. The framework of this exercise will be discussed in class on September 18, 2015, immediately following the short quiz. The report is almost a semester long project and will be completed and delivered on November 23, 2015, prior to the Thanksgiving break. **This component will represent 25% of the total grade.**

- **One Individual Case Report.** In lieu of the final exam, the class will prepare individually and analyze during class time (currently scheduled for December 11, 2015), the case “Haier: Taking a Chinese company Global.” You will be required to submit a 10 power-point slide presentation, with notes at the bottom of the slide, explaining where required, your key points. **This component represents 15% of the total grade.**
• **Class Participation and Rebuttals:** Since this course is a discussion/case-based course, your participation is critical to the learning experience. Much of the learning that will take place in this class comes from the chance to express ideas, listen to what others have to say, and discuss these ideas in order to develop your critical-thinking knowledge. Please take advantage of this opportunity to gauge and hone your communication skills. To do this you must prepare all assigned materials and participate in-class discussions, exercises and assignments. Do not underestimate the value of what you and your classmates have to say. Please note that you will not be successful by simply attending class and consistently being unprepared. **This component represents 10% of the total grade.**

• **Group Presentations:** One of the objectives of the course is to improve your communication and presentation skills. It is an important management skill to have in the business and your personal world. During each of the case analysis, I will pick one group randomly to make a presentation to the class. These presentations will be graded by me with inputs from others. I will looking for clarity of your presentation, preciseness of your thoughts, logic used in addressing the questions, and questions asked by other team members. **This component represents 10% of the total grade.**

In summary, the grading components, the weighted averages of each of the components and the grading scale are summarized below:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
<th>Grade Range</th>
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<tbody>
<tr>
<td>Quiz and Mid-Term</td>
<td>25%</td>
<td>A = 93-100%</td>
</tr>
<tr>
<td>2 Case Group Studies</td>
<td>20%</td>
<td>A- = 90-92%</td>
</tr>
<tr>
<td>Country/EMF Report</td>
<td>35%</td>
<td>B+ = 87-89%</td>
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<tr>
<td>Class Participation</td>
<td>15%</td>
<td>B = 83-86%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>15%</td>
<td>B- = 80-82%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>100%</td>
<td>A = 93-100%</td>
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<tr>
<td></td>
<td></td>
<td>C+ = 77 – 79%</td>
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<td></td>
<td></td>
<td>C = 70 - 76%</td>
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<td></td>
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<td>D = 60 – 69%</td>
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<td>F = Below 60%</td>
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7. **Assignment policy:**

All assignments and exams must be handed in on schedule and in-class (no e-mails). Late assignments and missed exams will drop a letter grade for every day they are late. You are to work only with your team members on the team assignments, not with other members of the class or anyone outside this section. Team members will receive the same grade, but if the team feels a particular student(s) did not adequately contribute, please do not include his/her name on the assignment. At the same time, please be fair and provide ample communication and time. That student will be given an individual assignment to be assigned by the Professor.

All work should be the original product of those turning in the assignment and uphold the University’s Honor Code. If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services.
## Tentative Course Schedule IBUS 3001 Sections 10 & 11–Fall 2015

This is an indicative class schedule for the semester. It provides participants on the class format and expectation of the course outline. If there are any changes to this schedule, the professor will confirm a week prior to any changes.

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPICS AND READINGS</th>
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</table>
| Week 1 | September 2 | **WELCOME**<br>Read: “Chapter 1 -- “Globalization”. Textbook.<br>Lecture: “Course Introduction and Objectives and Participant Introductions<br>Film: “A Quick Introduction to International Business by Katherine Van Beloise<br>Lecture: “An Introduction to International Business”.
| Wed. | Session 1  | **WELCOME**<br>Read: “Chapter 1 -- Globalization”.<br>Review and Discuss: “Key Aspects of Chapter 1”.<br>Lecture: “Introduction to Globalization”
| Fri. | Session 2  | Read: “Chapter 1 -- Globalization”.
| Fri. | Session 4  | Quiz No. 1: A brief 20 minute quiz on the above sessions
| Week 3 | September 16 | Project Preparation: Each team will be given guidelines on the preparation of a semester long project. It involves a country case study including an international/global firm from an emerging market.

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPICS AND READINGS</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Team Project Discussion</strong>: A status report on project from each team.</td>
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<tr>
<td>Week 5</td>
<td>October 2</td>
<td><strong>Read</strong>: Chapters 6, 7 and 9 -- “International Trade Theory”, “The Political Economy of International Trade”, and “Regional Economic Integration”.</td>
</tr>
<tr>
<td>Fri.</td>
<td>Session 10</td>
<td><strong>Lecture</strong>: “International Trade Impact on Global Economic Development”</td>
</tr>
<tr>
<td>Week 6</td>
<td>October 7</td>
<td><strong>Read</strong>: Chapter 8 -- “Foreign Direct Investment”. <em>Textbook</em>.</td>
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<td></td>
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<td><strong>Lecture</strong>: “Transfer of Investment and Know-How: The Use of Mechanisms”</td>
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<tr>
<td>Week 6</td>
<td>October 9</td>
<td><strong>Read</strong>: “The Shifting Economics of Global Manufacturing”, <em>Boston Consulting Group</em>. Article posted on blackboard.</td>
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<td><strong>Lecture</strong>: “Trends in Global Foreign Investment: Inflows and Outflows”</td>
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<tr>
<td>Week 7</td>
<td>October 14</td>
<td><strong>Mid Term Exam</strong></td>
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<tr>
<td>Wed.</td>
<td>Session 13</td>
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<tr>
<td>Week 7</td>
<td>October 16</td>
<td><strong>Read</strong>: Chapter 10 -- “The Foreign Exchange Market”</td>
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<tr>
<td>Fri.</td>
<td>Session 14</td>
<td><strong>Read</strong>: “How does Private Equity create value?” Article posted on blackboard</td>
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<tr>
<td>Week 8</td>
<td>October 21</td>
<td><strong>Read</strong>: Chapter 11 -- “The International Monetary System”.</td>
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<tr>
<td></td>
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<td><strong>Lecture</strong>: “An Introduction to the International Monetary System: The Major Actors and their Roles”</td>
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<tr>
<td>Week 8</td>
<td>October 23</td>
<td><strong>Read</strong>: Chapter 12 -- “The Global Capital Markets”</td>
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<tr>
<td>Fri.</td>
<td>Session 16</td>
<td><strong>Class Case Discussion</strong>: “Russian Ruble Crisis and its Aftermath”. <em>Textbook</em> pages 374-376. Questions on page 376</td>
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<tr>
<td></td>
<td></td>
<td><strong>Lecture</strong>: “The Global Financial Crisis: Its causes and aftermath”</td>
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<tr>
<td>WEEK</td>
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| Week 9 | October 30 | **Read:** Chapters 13, 14, and 15 – “The Strategy of International Business”, “The Organization of International Business, and “Entry Strategy and Strategic Alliances”.  
**Textbook. These three chapters are to be covered through the Thanksgiving break.**  
**Lecture:** “The Growing Importance of Emerging Markets—Part 1”  
**Fri.**  
**Session 18**  |
**Read:** Lecture: “The Growing Importance of Emerging Markets—Part II”  
**Wed.**  
**Session 19**  |
| Week 10 | November 6 | **Read and Prepare Case:** “LG’s Entry into Emerging Markets”. Case posted on Blackboard mid-October.  
**Class Case Discussion:** “LG’s Entry into Emerging Markets”  
**Team Project Discussion:** A second status report on project from each team.  
**Fri.**  
**Session 20**  |
| Week 11 | November 11| **Read:** Chapters 13, 14, and 15 – “The Strategy of International Business”, “The Organization of International Business, and “Entry Strategy and Strategic Alliances”.  
**Textbook. These three chapters are to be covered through the Thanksgiving break.**  
**Lecture:** “The Evolution of Strategy”  
**Wed.**  
**Session 22**  |
| Week 11 | November 23| **Read:** Chapters 13, 14, and 15 – “The Strategy of International Business”, “The Organization of International Business, and “Entry Strategy and Strategic Alliances”.  
**Textbook. These three chapters are to be covered through the Thanksgiving break.**  
**Lecture:** “Corporate Strategy: Its Effectiveness”  
**Fri.**  
**Session 23**  |
| Week 12 | November 25-28 |  
****** NO CLASSES – THANKSGIVING BREAK******

Read: Chapters 2, 3, 4 and 5 on your own time during the break. Ask questions from these Chapters if you need any clarifications.  
**Wed. & Fri.**  
**Session 25**  |
| Week 13 | December 2 | **Read and Prepare Case:** Nissan’s Turnaround Strategy. Case posted on blackboard mid-October.  
**Class Case Discussion:** Nissan’s Turnaround Strategy  
**Wed.**  
**Session 24**  |
| Week 13 | December 4 | **Documentary:** “Globalization and the Poverty of the World: The Effects of Globalization on Wealth”.  
**Lecture and Class Discussion:** “From Shareholders to Stakeholders”.  
**Fri.**  
**Session 25**  |
| Week 14 | December 9 | **Class Case Discussion:** “The Globalization of Starbucks”. **Textbook** pages 484-485.  
Questions on page 485.  
**Semester Wrap Up**  
**Wed.**  
**Session 26**  |
| Week 14 | December 11 | **Final Exam:** Group Presentations  
**Fri.**  
**Session 27**  |