

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
SCHOOL OF MANAGEMENT**

<b>Course Title: International Business</b>	<b>Course Number: MGMT 670-851</b>
<b>Instructor: Bill Rapp</b>	<b>Semester: Fall 2016</b>
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<b>Office: CAB 3020</b>	<b>Office Hours: Fridays 3:45-5:45pm or by arrangement</b>

<b>Class Schedule: On-line</b>	<b>Room: N/A</b>
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<b>Course Materials: Text</b> – International Business: Competing In The Global Marketplace 10 <sup>th</sup> Ed. [Charles Hill] plus handouts and materials on Moodle website
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**Course Description:** International Business is an advanced level graduate course designed for MBAs and MS in Management students that have taken the basic classes in economics and business. *It thus assumes students understand basic business and economic principles. If you have not had such courses it is likely you will struggle.* The course introduces students to the *international* aspects of various business concepts such as accounting, marketing and strategy in an integrated manner. That is it shows the international or global dimensions of materials presented in other functional courses. The course also takes the perspective of managers facing international issues and evaluates some analytic and sorting approaches they can use to make decisions for their companies in a global context. While we consider and read about many types of firms and organizations, the emphasis is on large companies in the so-called Triad countries of North America, Europe and Japan or in large emerging countries such as China and India.

Case studies are used throughout the course to illustrate certain concepts and to reflect the integration in a global context of various managerial principles and functional disciplines. The cases require students to examine diverse situations across a variety of firms by industry, size and geography with a variety of outcomes in terms of business success. That is, students will see that making business decisions in different cultural and national environments is not easy and will frequently have different impacts depending on the competitive context.

Since the course is on-line, students need to keep pace with the assignments. Course participation requires not just knowledge of the material and participating in the Discussion Forum, but also critical and creative thought regarding applying this knowledge to specific situations.

## **Learning Goals & Learning Outcomes:**

### **Learning Goal 1: Analytical & Problem Solving Skills**

***Learning Outcome 1.1** Demonstrates knowledge of business concepts and the ability to apply these concepts to solve business problems in an international context.*

***Learning Outcome 1.2-** Ability to use quantitative methodologies as tools to help understand business problems.*

### **Learning Goal 2: Information & Communication Skills**

***Learning outcome 2.1** (Written Communication & Information Literacy) - Ability to write clear and concise answers to problems and case summaries.*

### **Learning Goal 3: Interpersonal Skills & Team Dynamics**

***Learning Outcome 3.1** Learn and manage to work effectively as a team member.*

### **Learning Goal 4: Ethical Reasoning**

***Learning Outcome 4.1** Understand the moral implications and ethical schema of individual and organizational decisions and actions in an international environment.*

### **Learning Goal 5: Technological Skills**

***Learning Outcome 5.1** Ability to use technology for effective team management.*

### **Learning Goal 6: Globalization**

***Learning Outcome 6.1** Understanding the global context in which business is conducted.*

**Course Policies:** Absent a medical excuse verified by the Dean of Students assignments are expected to be turned in on-time according the Syllabus below.

## **Course Deliverables:**

Assignments (Team and Individual)

Case Studies

Presentations

Responses to various case presentations

Exams

Quizzes

Peer evaluation

Problem Sets

**SYLLABUS**  
**MGT 670-851**  
**Fall 2016**  
**(Bill Rapp)**

**INTERNATIONAL BUSINESS**

The course combines history, theory, and casework to provide an integrated perspective regarding the problems and opportunities of competing in the international environment. Its focus is on the enormous and continuing changes in international business over the past sixty years and their impact on companies and countries. To highlight such changes in addition to the general readings on international business, money markets, and trade; various countries and geographic regions will be examined.

Time will be spent assessing the development of alternative models to Western corporate organization in terms of firm structure, managerial behavior, and competitive strategies to show the importance of understanding and analyzing the international competitive environment from a flexible as well as a global perspective. This is because for many industries it will be seen that Western firms' options are now constrained by foreign competition and that foreign firms often set the worldwide competitive agenda in certain industries and geographic regions. This is a significant change since the 1950s and 60s when US multinationals dominated global business.

Topics covered:

1. Beginning with the observable facts of globalization, international brands, and cultural differences, the class will examine how and why the same product may be sold differently in one national or regional environment than another and how this affects firm organization.
2. Still, to provide a common framework and basis for analyzing competitive advantage in these different situations, the theory of trade and its relationship to foreign direct investment (FDI) will be assessed. Beginning with a relatively simple case, the analysis will become more complex and dynamic as the course evolves and cases of international sourcing and marketing are addressed. **This section will include homework Problem Set #1 that poses these issues in concrete terms.**
3. This analysis leads naturally to an examination of how changes in the competitiveness of countries, industries, and companies occur and the relationship between such competitive shifts and the success or failure of specific firm policies and strategies. This analysis includes examining different patterns of international corporate evolution and competition such as Michael Porter's Diamond or Raymond Vernon's International Product Cycle.
4. Because multinationals are the major actors and instruments of many of these changes in the international business environment, most of the cases studied will be based on their experiences, though we shall see that smaller firms also are involved in and impacted by international business. Indeed our text, International Business: Competing in the Global Marketplace, 10<sup>th</sup> Edition, has several such examples. In certain situations foreign economic actors such as governments, corporations and markets as well as particular events can impact

even domestic business and vice versa. Therefore, all businesses must take into account changes in the global environment and their direct and indirect impacts on competition and competitiveness.

For example, rising US auto imports and the decline in the North American auto industry during the early 1980s and more recently have affected shops in towns where plants were closed. This development then impacted companies that supplied those shops as well as local financial institutions. More directly, US liberalization of telecommunications has led to decontrol in other markets that when combined with major technological changes and the Internet has completely redefined the industry and helped globalize competition.

5. These situations often involve regions as well as countries. So regional issues and themes will be addressed too, such as the EU, Eastern Europe, APEC, NAFTA, and ASEAN.

6. As cost and price are closely intertwined with competitiveness, international money and financial markets are also a key aspect of international business due to foreign exchange effects. It is therefore important that students gain some understanding of international financial institutions, global capital movements, money market fluctuations, derivatives, hedging versus speculation, and tax regimes. **Homework Problem Set #2 will help to give more reality to some of these concepts.**

7. Naturally, governments play a critical role in international business through a variety of policies and actions that directly and indirectly define and effect the international business environment as well as global finance. Thus, time will be spent examining such policies and actions in a variety of countries and business contexts to gain a fuller appreciation of why such policies are taken and their likely influence on business in different situations. How a businessperson can respond to or influence such actions or events will be addressed too.

Since this is an on-line class, discussion via Moodle is important in that students are expected to have done the readings, have prepared questions and will post comments on the class Moodle website during the week based on various course materials or recent news articles.

Further though student presentations and the text's problems and case studies will cover some of the same material, they will do so from different perspectives to convey alternative analyses and interpretations. Therefore the PowerPoint lectures, PowerPoint slides and discussion are supplementary to the readings and not a substitute. Further as a way to promote class interaction given the small class size, each student will be required to make a case presentation **using a PowerPoint presentation format** and one other student will lead the class discussion. **Case assignments will be posted on Moodle by the 2d day of class. If there is some conflict in your potential assignment such as being out of the country without Internet access you need to contact the professor prior to September 7, 2016.**

**The student case presentations in PowerPoint format should be posted on the class website in the Discussion Forum for presentation to the class and for future reference.** Further discussion can then also be contributed to this class website **"Discussion Forum"** section for a bonus point on each case. Check the assignment section on the class Moodle website in addition to this Syllabus for the case presentation schedule. ***Again due to the small class size I will post the first two cases to give students a sense of what is expected in a case***

**presentation. I will also post the final case so students can focus on preparing their final exams. Importantly, because this course is taught on an intensive basis, it is really critical that teams keep to this schedule!**

**If a student has questions and wishes to meet with the instructor, please come during regular office hours, Fridays 3:45-5:45PM (3020 CAB) or e-mail for an appointment.**

**There is no teaching assistant for the course.** Case presenters should thus contact the instructor if they have problems putting their PowerPoint presentations on the class website under *Discussion Forum*. The presentations should fully explain all key points in each case.

**Since doing the readings and class attendance are critical to effective class interaction, it is important everyone is prepared to participate. Thus to insure students are keeping up, there will be a Chapter reading discussion issue assigned roughly every week that students will be asked to analyze and discuss. This assignment will cover the materials from the text for the coming week and will be similar to those on the midterm and final exam. The instructor will also from time to time post for discussion newspaper or magazine articles that seem relevant to that week's topic. Teams should also try to keep current with news affecting their case MNEs. Regular visits to their website is important.**

**Please read this Syllabus carefully and note the important course milestones!**

**In analyzing a problem, you will be asked to understand and explain an item or concept found in the text for the currently assigned Readings and discuss its relation to or effect on international business from the perspective of a business manager working in a firm or industry discussed in the text. Because you have access to the text, your ability to understand a concept or case's application to a specific business situation will generally determine how well you can explain things to the class and your class participation.**

**A good analysis is one clearly identifying the principle aspects and importance of the concept, person or entity and then specifies its impact or relation to the specific firm and/or industry and its competitive situation.**

**There will be one take-home midterm and one take-home final exam in addition to the weekly discussion issues, case presentations, case comments, first problem set and second problem set as noted above.**

In addition, students should try especially in the current environment to gain some knowledge of major institutions, political issues, and financial risks of international business by reading business magazines such as Fortune or business related articles in major newspapers. Student case presentations and comments should be analytical rather than merely descriptive in content and approach. Generally, in preparing a case presentation it is best to consider answering questions such as why, how, and what happened with respect to a specific and relatively narrowly defined business situation that the case is addressing.

As already noted above the case presentations should be posted in the **“Discussion Forum”** section of the Class website. You can check with the instructor by e-mail if you have

problems posting them in the Discussion Forum section. If students need to arrange a team meeting, they can do this through Moodle or by e-mail. The student commenting on the case should generally prepare questions and comments in advance based on the case in the text.

One question on the final exam will ask students about one firm covered in the course and to then briefly explain specific types of international strategic problems or issues this company has faced as either outlined in the text or gained from the student's research, how each has addressed these situations and comparatively how each has succeeded or not. One way to write a response to this question is to pretend one is writing a memo for the EVP of international operations or CEO of the firm. The memo will brief that person on the situation or problem. It would explain the situation, suggest specific firm actions, and then note the actual results of those actions. It also means that you need to know more than just your own case. The final will be a take home final and will be due by e-mail **Monday December 19<sup>th</sup> by 11:55PM.**

**Grades** are composed of the case presentation (23%), case discussion leadership (5%), class participation (7% - up to 7 discussion points), midterm exam (25%), problem sets (10%: 5% each) and final exam (30%). A D is 59.5-69.4; C is 69.5-77.4; C+ is 77.5-79.4; B is 79.5-87.4, B+ is 87.5-89.4; A is 89.5 or over. **Course text is International Business: Competing in the Global Marketplace by Charles Hill (CH), 10th edition (ISBN-13: 9780078112775). Rental or purchase is at [http://www.coursesmart.com/IR/1774140/0077638123?\\_\\_hdv=6.8](http://www.coursesmart.com/IR/1774140/0077638123?__hdv=6.8) [this is the book link to the coursesmart website or [www.coursesmart.com](http://www.coursesmart.com) to download electronically].** Supplemental Readings and Video Clips will be posted on class Moodle website.

**With respect to your answers on the midterm and final exams, no common or group answers will be accepted to any question. Further, any material from the text should *not* be quoted but must be paraphrased in your own words!**

**If you have questions, my office hours are generally Fridays 3:45-5:45PM, on 3d floor of the Tuchman School of Management (Room 3020). You can also call for an appointment 914-661-2051 (mobile) or e-mail at [rappw@njit.edu](mailto:rappw@njit.edu).**

**Students should read CH Chapters 1 and 9 before the second week!**

**Week 9/5/16 Module 1: Introduction and overview of the course with review of the Syllabus. The global expansion of the business environment.**

**Cases assigned September 7 based on enrollment. Students needing special accommodation need to e-mail the professor ([rappw@njit.edu](mailto:rappw@njit.edu)) by 9/7/2016.**

CH Chapter 1 plus articles [handouts and posted] on Indian software industry

After completing this segment, you should be able to 1) Understand what is meant by term globalization relative to markets, production and supply chain management. 2) Recognize main drivers of globalization. 3) Describe changing nature of global economy. 4) Explain main arguments in debate over globalization's impact. 5) Understand how process of globalization is creating opportunities and challenges for business managers. 6) Understand the relationship of globalization and outsourcing

## Week 9/12 **The Creation of Global and Regional Markets and International Cooperation Among Nations**

Reading: CH Chapters 1 & 9 [page 254] plus Website posted video “Summit of Americas” (NAFTA)

**1<sup>st</sup> Case** presentation on Indian Software Industry posted on Wednesday September 14th with all students participating for discussion points

Discussion Topics – Reduction in regulations restricting trade and foreign investment; Impact of Technology and Demographics on Markets; Legal Outsourcing

After completing this segment, you should be able to: 1) Describe the different levels of regional economic integration. 2) Understand the economic and political arguments for regional economic integration. 3) Understand the economic and political arguments against regional economic integration. 4) Explain the history, current scope, and future prospects of the world’s most important regional economic agreements. 5) Understand the implications for business that are inherent in regional economic integration agreements. 6) Understand policy and economic links between globalization and regionalization. 7) Appreciate increased opportunities, flexibility, and competition due globalization and larger more integrated markets

## Week 9/19 **Module 2: Establishing and Competing for Advantage; International Trade and Investment**

**Problem Set # 1 posted on class website. It is due back by e-mail 10/5.**

Readings: Chapters 6 & 7, description Honda vs. Tohatsu and Yamaha in motorcycles posted on website. Also posted material on Caterpillar vs Komatsu and FDI in the Product Cycle. Plus detailed explanation Absolute and Comparative Advantage.

**2d case** presentation on Indian Drug Industry on Wednesday 9/21 with all students participating for discussion **assignment** points

Discussion Issues: FDI as extension of international trade; Porter’s Diamond [Nokia]; Vernon’s Product Cycle [Toyota and Merck]

After completing this segment, you should 1) Understand global competitiveness and why nations trade with each other. 2) Summarize the different theories explaining trade flows and competitiveness issues between nations. 3) Recognize why many economists believe that unrestricted free trade between nations will raise the economic welfare of countries that participate in a free trade system. 4) Explain arguments of those who maintain government can play proactive role promoting national competitive advantage certain industries. 5) Understand important implications that international trade theory holds for business practice by establishing the conditions needed for competitiveness. 6) Identify policy instruments governments use to influence international trade flows. 7) Understand why governments sometimes intervene in international trade. 8) Summarize and explain arguments against strategic trade policy. 9) Describe evolution

world trading system and current trade issues. 10) Explain implications for managers of developments in world trading system.

**Week 9/26 Module 2 [continued] – Connecting Political Economy and International Trade; FDI Extension Trade and Competition; Assessing and Understanding Political Economic Environment**

**After establishing potential for being competitive one can consider entry related issues such as political, legal and cultural environment**

Reading Chapter 8, Case: WalMart in China, HBS Case on WalMart in Germany, IPI [International Processing Inc]

**3d case** presentation prepared by 1<sup>st</sup> Student on WalMart's International Expansion on 9/28 with a particular focus on Japan [Chapter 8 – p249] and Germany [pp 89-90] with the 9<sup>th</sup> Student leading the discussion

After completing this segment, you should: 1) Recognize current trends regarding foreign direct investment (FDI) in the world economy. 2) Explain the different FDI theories. 3) Understand how political ideology shapes a government's attitudes toward FDI. 4) Describe the benefits and costs of FDI to home and host countries. 5) Explain the range of policy instruments that governments use to influence. 6) Identify the implications for managers of the theory and government policies associated with FDI. 7) Link a firm's trade and investment competitiveness to its business strategies. 8) Understand the importance of growth and market share to global competitiveness and use FDI to hold and expand market share and global competitiveness.

**Week 10/3 Module 3: Legal, Cultural, and Political Environments - Protectionism and Culture's roles in International Business Directly and Indirectly via Legal and Political Structures**

Chapters 2 & 3 plus posted material on Microsoft in China, Case: GE's Two-Decade Transformation, Tungsram Case

**Problem Set #1 on trade and competitiveness is due 10/5.**

**4<sup>th</sup> case by** 2d Student on 10/5 on changes in Myanmar and GE's interest in investing given its experience with privatization elsewhere such as in Hungary [see Moodle for case on GE's Tungsram acquisition] with 8<sup>th</sup> Student leading the discussion.

Discussion Issues: Hofstede's 5 Dimensions; Rise Islamic Banking

After completing this segment, you should be able to: 1) Understand how the political systems of countries differ. 2) Understand how the economic systems of countries differ. 3) Understand how the legal systems of countries differ and how this affects a firm's business options. 4) Explain the implications for management practice of national differences in political economy. 5) Understand how cultural issues and misunderstandings can increase expense and difficulty of managing foreign operations.

6) Explain what determines the level of economic development of a nation. 7) Identify the macro- political and economic changes occurring worldwide. 8) Describe how transition economies are moving toward market-based systems. 9) Explain the implications for management practice of national differences in political economy.

### Week 10/10 **Module 3 [continued] – Ethics, Social Responsibility and Regulatory Regimes in International Business**

Reading: Chapters 4 & 5 and NY Times articles posted on class website including Indonesian protests against a Japanese food additive, Disney in Europe video clip, Advanced Video Systems, WalMart in Europe and factory disasters in Bangladesh

**5<sup>th</sup> Case Presentation** by 3<sup>d</sup> Student on Siemen’s Bribery Scandal on 10/12 with 7<sup>th</sup> Student leading discussion.

Discussion Issues: Ethical Strategies, Foreign Corrupt Practices Act, Alien Tort Claims Act and firms such as Nike [posted]. Daimler [posted] and Union Oil [posted]

After completing this segment, you should be able to: 1) Explain what is meant by the culture of a society. 2) Identify the forces that lead to differences in social culture. 3) Identify the business and economic implications of differences in culture. 4) Recognize how differences in social culture influence values in the workplace. 5) Demonstrate an appreciation for economic and business implications of cultural change. 6) Understand some ethical issues faced by international businesses. 7) Recognize ethical dilemmas. 8) Identify the causes of unethical behavior by managers. 9) Describe the different philosophical approaches to ethics. 10) Explain how managers can incorporate ethical considerations into their decision-making. 11) Understand corruption and bribery’s legal and economic impact on economies and the firm.

### Week 10/17 **Module 4 Foreign Exchange Markets, International Monetary System and the Balance of Payments**

Readings: Chapter 10 and FX Crib Sheet Posted on class website

**Problem Set #2 and Hints posted class website. It is due back November 2<sup>d</sup>.**  
Posted JAL article.

**6<sup>th</sup> Case Presentation** by 4<sup>th</sup> Student on **10/19 on VW’s [p 300] and JAL’s [posted] Foreign Exchange Mistakes** with 6<sup>th</sup> Student leading the discussion

After completing this segment, you should be able to: 1) Describe the functions of the foreign exchange market. 2) Understand what is meant by spot exchange rates. 3) Recognize the role that forward exchange rates play in insuring against foreign exchange risk. 4) Understand the difference between hedging and speculation. 5) Understand how forwards, futures and options are calculated. 6) Understand the different theories explaining how currency exchange rates are determined and their relative merits. 6) Identify the merits of different approaches toward exchange rate

forecasting and specific hedging strategies. 7) Compare and contrast differences among translation, transaction, and economic exposure, and what one can do to manage each type of exposure.

#### Week 10/24 **Module 4 [Continued] Global Capital Markets, Financial Crises**

Readings: Chapters 11 & 12 and posted article on Subprime Meltdown; and chapters from Kindleberger's Manias, Panics and Crashes posted on class website

**5<sup>th</sup> Student presents 7<sup>th</sup> Case Presentation 10/26 comparing Icelandic, Mexican [Tequila], and Russian Ruble Crises** with professor leading the discussion

Discussion Issues: Relationship Balance of Payments, Financial System, and Currency Flows – Demand and Supply for a currency; effects inflation and special case of hyperinflation

After completing this segment, you should be able to: 1) Describe the historical development of the modern global monetary system. 2) Explain the role played by the World Bank and the IMF in the international monetary system. 3) Compare and contrast the differences between a fixed and a floating exchange rate system. 4) Identify exchange rate regimes used in the world today and why countries adopt different exchange rate regimes. 5) Understand the debate surrounding the role of the IMF in managing financial crises. 6) Explain the implications of global monetary system for currency management, business strategy and operating hedges. 7) Appreciate the importance and increasing frequency of exchange crises and financial bubbles. 8) Describe benefits of global capital market. 9) Identify why the global capital market has grown so rapidly. 10) Understand the risks associated with the globalization of capital markets. 11) Compare and contrast the benefits and risks associated with the Eurocurrency market, the global bond market, and the global equity market. 12) Understand how foreign exchange risks affect the cost of capital and firm competitiveness.

#### Week 10/31 **Module 5 – International Business Strategy**

**Mid-term Exam posted on class website. It must be returned by e-mail the following Monday 11/7.**

**No common or group answers accepted to any question and material from text or other readings should be paraphrased in your own words!**

Readings: Chapter 13 and article on Strategy Formulation and International Competition

**2d Problem set due 11/2.**

**6<sup>th</sup> Student presents 8<sup>th</sup> Case Presentation 11/2 on Ford's Global Strategy** with 4<sup>th</sup> Student leading discussion

After completing this segment, you should be able to: 1) Explain the concept of strategy as the allocation of scarce firm resources to achieve corporate goals. 2) Recognize how

firms can profit by expanding globally in ways competitors cannot easily match. 3) Understand how pressures for cost reductions and pressures for local responsiveness influence strategic choice but also may be pursued jointly. 4) Identify the different strategies for competing globally and their pros and cons. 5) Understand importance of growth and market share in determining competitive outcomes.

**Week 11/7 Module 5 [continued] Organizing for International Strategy Implementations**

Reading: Chapter 14

**Mid-term Exam due November 7.**

**Week 11/14 Module 5 [continued] International Strategic Management and Strategies for Analyzing and Entering Foreign Markets, Entry Strategies and International Alliances [Pitfalls and Opportunities and Need for Trust and Cooperation].**

Reading: Chapter 15 plus posted materials on Xerox and Fuji Photo, Harvard case study on Phillips and Matsushita

**7<sup>th</sup> Student presents 9<sup>th</sup> case** strategy presentation on 11/16 with 3d Student leading discussion on Phillips NV [see also p 515]

Discussion Issues: Comparing IKEA's, GE's and JCB's use of Strategic Partnerships

After completing this segment, you should be able to: 1) Explain what is meant by organizational architecture. 2) Describe the different organizational choices that can be made in an international business. 3) Explain how organization can be matched to strategy to improve the performance of an international business. 4) Discuss what is required for an international business to change its organization so that it better matches its strategy. 5) Explain the three basic decisions that firms contemplating foreign expansion must make: which markets to enter, when to enter those markets, and on what scale. 6) Compare and contrast the different modes that firms use to enter foreign markets. 7) Identify the factors that influence a firm's choice of entry mode. 8) Recognize the pros and cons of acquisitions versus greenfield ventures as an entry strategy. 9) Evaluate the pros and cons of entering into strategic alliances.

**Week 11/21 *Thanksgiving Break***

**Week 11/28 Module 6 – Mechanics of International Trade and Business.**

**Exporting, Importing, Countertrade, Production, Logistics**

Reading: Chapters 16 & 17 plus posted Timberland article

**8<sup>th</sup> Student's 10<sup>th</sup> case** presentation on 11/30 on Boeing's Global Outsourcing Strategies with 2d Student leading the Discussion

Discussion Issues: Shortening supply chain, GE's move from China to US; Managing a global supply chain [the Amazon Kindle]

After completing this segment, you should be able to: 1) Explain the promises and risks associated with exporting. 2) Identify the steps managers can take to improve their firm's export performance. 3) Identify information sources and government programs that exist to help exporters. 4) Recognize the basic steps involved in export financing. 5) Describe how countertrade can be used to facilitate exporting. 6) Explain why production and logistics decisions are of central importance to many multinational businesses. 7) Explain how country differences, production technology, and product features all affect the choice of where to locate production activities to achieve a competitive advantage. 8) Recognize how the role of foreign subsidiaries in production can be enhanced over time as they accumulate knowledge and experience. 9) Identify the factors that influence a firm's decision of whether to source supplies from within the company or from foreign suppliers. 10) Describe what is required to efficiently coordinate a globally dispersed production system. 11) Understand the shifting economics affecting supply chain decisions with automation, low cost energy, cheap capital, lower inventories and time to market trumping lower labor costs.

**Week 12/5 Module 6 [Continued] Global Marketing, R&D, Advertising, Accounting, Finance and Taxes**

**Final exam will be posted and will be due by e-mail to [rappw@njit.edu](mailto:rappw@njit.edu) by 11:55PM Monday December 19<sup>th</sup>**

Reading: Chapters 18 and 20 plus posted Disney video, IPI case continued, *NY Times* articles on Apple's Tax Strategy and Big Pharma's Inversion M&A

**9<sup>th</sup> Student's 11<sup>th</sup> case** presentation on 12/7 comparing Burberry's' and Levi's strategic marketing and brand management approach to global expansion with 1<sup>st</sup> Student leading class discussion.

Discussion Issues: Comparing global branding and marketing strategies Burberry, Levi Straus, Disney, Unilever and Dominos.

After completing this segment, you should be able to: 1) Explain why it might make sense to vary the attributes of a product from country to country. 2) Recognize why and how a firm's distribution strategy might vary among countries. 3) Identify why and how advertising and promotional strategies might vary among countries. 4) Explain why and how a firm's pricing strategy might vary among countries. 5) Describe how globalization of world economy is affecting new product development within international business firms. 6) Discuss national differences in accounting standards. 7) Explain the implications of the rise of international accounting standards. 8) Explain how accounting systems affect control systems within the multinational enterprise. 9) Discuss how operating in different nations impacts investment decisions within the multinational enterprise. 10) Discuss the different financing options available to the foreign subsidiary of a multinational enterprise. 11) Understand how money management in international business can be used to minimize cash balances, taxes, and transaction costs. 12) Understand the basic techniques for global money management.

**Week 12/12 Module 6 [continued] Global Human Resource Management, International Organization and Control; International Operations Management**

Reading: Chapter 19

**12<sup>th</sup>** case presentation by professor on 12/14 on IBM's Global HR strategy with all students participating for discussion points.

Discussion Issues: Comparing HR policies IBM, Monsanto, and McDonalds in terms of Drivers of human resource globalization.

After completing segment, you should be able to: 1) Summarize the strategic role of human resource management in the international business. 2) Identify the pros and cons different approaches to staffing policy in international business. 3) Explain why managers may fail to thrive in foreign postings. 4) Recognize how management development and training programs can increase the value of human capital in MNEs. 5) Explain how and why performance appraisal systems might vary across and even within nations. 6) Understand how and why compensation systems might vary across nations. 7) Understand how organized labor can influence strategic choices in MNEs.

**Week 12/19 Final exam due by e-mail to [rappw@njit.edu](mailto:rappw@njit.edu) by 11:55PM Monday December 19<sup>th</sup>, 2016**