



Course Syllabus

International Business, BT360, Spring 2012

Section A, 10:00 am – 12:50 pm, Tuesday

Section B, 10:00 am – 12:50 pm, Thursday

Contact Information

Professor:

Bill Guth

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Office Hours:

After class or by appointment.

Course Description

The International Business course focuses on the impact of variation in the economic, political, legal, social, and cultural contexts of nations on the competitive business strategies of local and multinational firms.

Course Objectives

- 1 Develop concepts and tools useful in evaluating and formulating the competitive business strategies of firms in the changing global environment.
- 2 Develop a general framework for country analysis useful in identifying the opportunities, challenges, and risks various countries present both to firms headquartered in them, and to multinational firms currently or contemplating competing in them.
- 3 Apply the international business concepts and tools, and the framework for country analysis to a number of different firms in a number of different industries in a number of different countries.
- 4 Develop communication skills, including the ability to present effectively and communicate in writing effectively.

Materials for Course:

1. Custom published book with McGraw-Hill (I will post the ISBN for the ebook version of the book as soon as I receive it from the publisher) consisting of:

Chapters 1, 2, 3, 12, 13 and 14 from Hill, C.W.L., International Business 8E

Chapter 2, Resources and Rents, from Collis and Montgomery, Corporate Strategy: A Resource-Based Approach, 2E

2. A coursepack of 13 cases from HBS Publishing (I will forward the link early next week):
 - a. Wal-Mart in Europe
 - b. Grolsch: Growing Globally
 - c. Dabur India: Globalization
 - d. Four Seasons Goes to Paris
 - e. Denmark: Globalization of the Welfare State
 - f. Finland and Nokia: Creating the World's Most Competitive Economy
 - g. Dogus Group: Weighing Partners for Garanti Bank
 - h. HCL Technologies (A)
 - i. Philips vs. Matsushita: The Competitive Battle Continues
 - j. Acer, Inc.: Taiwan's Rampaging Dragon
 - k. P&G Japan: The SK-II Globalization Project
 - l. The Global Wine War 2009: New World vs. Old
 - m. BRL Hardy
3. Chapter 1.1 of the Global Competitiveness Report, 2011-2012, downloadable from <http://www.weforum.org>
4. Additional materials (e.g., articles by Guth, WD) either passed out in class or provided electronically

Pedagogy

The course will be delivered in two interacting modes: 1) Lecture-discussion, and 2) Case discussion. Typically, a lecture-discussion class, based on the readings assigned for that class, will be followed by a case discussion class which applies the concepts, tools, research findings and general experience developed in the lecture-discussion class. For this approach to work well, it is important that all students come prepared to participate in each class. This means carefully reading the materials assigned for the lecture-discussion classes, noting key points made and questions raised in your mind; and, it means carefully answering the questions (I will distribute them separately each week) suggested for the case assigned for the case discussion classes, and any others you find particularly interesting.

Deliverables/Assignments/Grade Weights

1. Two written team case reports making strategic recommendations to company management – 20% (10% each)
2. A mid-term exam – 30%
3. In-class team presentation of strategic analysis and recommendations to management of the BRL Hardy company – 20%
4. Final individual report presenting and supporting your individual recommendations after reviewing all the team presentations – 20%
5. Class Participation – 10%

Ethical Conduct

Enrollment into the undergraduate class of Stevens Institute of Technology signifies a student's commitment to the Honor System. It is the responsibility of each student to become acquainted with and to uphold the ideals set forth in the Honor System Constitution. Specific student responsibilities include:

- Maintaining honesty and fair play in all aspects of academic life at Stevens.
- Writing and signing the pledge, in full, on all submitted academic work.
- Reporting any suspected violations to an Honor Board member or to the Dean of Student Development.
- Cooperating with the Honor Board during investigations and hearings.

Pledge of the Honor System

The pledge signifies that the work submitted by a student is indeed his/her own. There is one designated pledge to be used for tests, homework assignments, lab reports, and computer projects. The pledge shall be written in full and signed by the student on all submitted academic work. Any references used (including texts, tutors, classmates, etc.) should be listed below the written pledge.

"I pledge my honor that I have abided by the Stevens Honor System."

Grading Scale

Grade	Score	Grade	Score
A	93-100	C	73-76
A-	90-92	C-	70-72
B+	87-89	D+	67-69
B	83-86	D	63-66
B-	80-82	D-	60-62
C+	77-79	F	<60

BT 360 – International Business
Spring, 2012

Section A – Tuesday, 10:00 am to 12:50 pm, BC320
Section B – Thursday, 10:00 am to 12:50 pm, BC320

Class #	Date	Topics	Assignment
1	1/17 T 1/19 R	Course introduction and overview	Read: Course Syllabus Guth, WD, “New Avenues for Growth: Challenges of Five Major Trends in the Global Environment” “(Attached)
2	1/17 T 1/19 R	Globalization and the multinational enterprise (MNE)	Think: 1) Why do managers of firms want to expand beyond their national borders? 2) Why must some firms expand beyond their national borders? 3) What is required for a firm successfully to expand beyond its national borders? 4) How should managers go about picking national markets for expansion, and the approach to entering those markets? Find in the newspapers an example of a firm that has made a major international expansion move to help you think about these questions.
3	1/24 T 1/26 R	International strategy for competitive advantage Profiting from international expansion	Read: Hill, Chapter 1, “Globalization,” <u>International Business</u> , 8E (IB8E) Hill, Chapter 12, <u>The Strategy of International Business</u> , (IB8E)
4	1/24 T 1/26 R	Location bound versus non-location bound firm specific advantages	Prepare for discussion: Wal-Mart in Europe
5	1/31 T 2/2 R	Leveragability of intangible versus tangible assets across national boundaries	Read: Collis and Montgomery, Chapter 2, “Resources and Rents,” <u>Corporate Strategy: A Resource-based Approach</u> (IB8E) Ghemawat, “Distance still matters: The hard reality of global expansion”, HBR (2001) – to be distributed
6	1/31 T 2/2 R	Basing international strategy on strategically valuable resources	Prepare for discussion: Grosch: <u>Growing Globally</u> Team report #1 due (See separate assignment guidance sheet for details)
7	2/7 T 2/9 R	How does “country” matter in international competition? How countries differ: political, economic, legal systems	Read: Hill, Chapter 2, “National Differences in Political Economy”, (IB8E) “Emerging Giants: Building World-Class Companies in Emerging Markets” (To be distributed)
8	2/7 T 2/9 R	Strategic challenges for companies in rich, poor, and developing countries	Prepare for Discussion: Dabur India - Globalization

9	2/14 T 2/16 R	How countries differ: societies and cultures	Read: Hill, Chapter 3, “Differences in Culture”, (IB8E)
10	2/14 T 2/16 R	Adapting strategy to differences in culture	Prepare for discussion: Four Seasons goes to Paris
11	2/28 T 2/23 R	The macro and microeconomics of country competitiveness Theories of the economic growth of countries	Read: Chapter 1.1, The Global Competitiveness Report, 2011-2012, available at http://www.weforum.org
12	2/28 T 2/23 R	Societal values and economic growth	Prepare for Discussion: Denmark: Globalization of the Welfare State
13	3/6 T 3/1 R	Regional trading blocks	Read: European Union: The Road to Lisbon
14	3/6 T 3/1 R	Regional affiliation and country economic strategy	Prepare for Discussion: Spain: Can the House Resist the Storm
15	3/20 T 3/8 R	Linking country competitiveness with firm competitiveness	Prepare for Discussion: Finland and Nokia: Creating the World’s Most Competitive Economy
16	3/20T 3/8 R	Overcoming country/firm weaknesses through alliances	Prepare for Discussion: Dogus Group: Weighing Partners for Garanti Bank
17	3/27 T 3/22 R	Assessing country markets for entry	Read: Hill, Chapter 14, “Entry Strategy and Strategic Alliances”, (IB8E) Hamel, Doz, and Prahalad, “Collaborate with your competitors and win”
18	3/27 T 3/22 R	Mid-Term Exam	Review major concepts and tools, and key case “takeaways”
19	4/3 T 3/29 R	Formulating, revising and reorienting international strategy	Read: Guth, “Strategic Inertia – A Cognitive Perspective “ – lecture slides Mezias, Grinyer and Guth, “Changing Collective Cognition: A Process Model for Strategic Change” Guth, “Leadership and Rhetoric” (Note to be distributed)
20	4/3 T 3/29 R	Leadership and international strategy	Prepare for Discussion: HCL Technologies (A)
21	4/10 T 4/5 R	Organizing the MNC	Read: Hill, Chapter 14, “The Organization of International Business”, (IB8E)
22	4/10T 4/5 R	The Role of Administrative Heritage	Prepare for Discussion: Philips vs. Matsushita: The Competitive Battle Continues
23	4/17T 4/12 R	The Transnational Solution	Reading: To be announced
24	4/17 T 4/12 R	The Transnational Solution ????????	Prepare for Discussion: Acer, Inc. : Taiwan’s Rampaging Dragon Team report #2 due – (see separate assignment guidance sheet for details)

25	4/24 T 4/19 R	Managing innovation globally	Reading: To be announced
26	4/24 T 4/19 R	Global scale versus local responsiveness	Prepare for Discussion: P&G Japan: The SK – II Globalization Project
27 28	5/1 T 4/26 R	Globalizing the domestic firm	Read: The Global Wine War 2009: New World Versus Old Prepare for Presentation: BRL Hardy Final individual report due – 5/8/12 T: 5/10/12 R