



University of
New Haven

International Business

SECTION I: Course Overview

Course Code: BUS320PRG

Subject Area(s): Business

Prerequisites: None

Language of Instruction: English

Total Contact Hours: 45

Recommended Credits: 3

COURSE DESCRIPTION

This intermediate-level course analyses both internal business practices of international firms and external global environments in which they operate in order to provide an international perspective on today's global business activities and the challenges facing business executives striving to compete successfully in 21st century.

The course provides essential and specialized knowledge in the many and diverse areas affecting sound and workable international business practices, including the patterns of international trade; the structure and institutions of global finance; the competitive environment of the international marketplace; the cultural, political-economic and legal-labor factors affecting international business; the cross-cultural marketing and management techniques essential for dealing with foreign values, habits and expectations; and the challenges of ethical and economic constraints imposed upon both manufacturing and human resource management in international markets today.

The globalization of business thus figures largely in this course. Drawing from real-life case studies and present examples, this course analyzes specific business practices related to distinct cultures in order to demonstrate how different national business cultures have adapted to, and have sometimes reinvented themselves within, the structural reality of globalization. This course provides a broad-based foundation for understanding the many actors, practices, and structural forces that make up the global marketplace today. It will prepare students for pursuing additional business studies within a wide range of courses in international marketing, management, and finance while equipping them with knowledge needed to take on future challenges in international businesses ventures.

LEARNING OBJECTIVES

Upon successful completion of this course, you will be able to:

- Analyze current developments in the global business environment

- Compare and contrast the various modes of entry into international markets
- Assess the risks and challenges of doing business in various environments, including the impact of key political, economic, and cultural variables
- Explain the techniques by which firms and nations enhance competitive advantage
- Apply theories of international trade and investment to business practice

SECTION II: Instructor & Course Details

INSTRUCTOR DETAILS

Name:	TBA
Contact Information:	TBA
Term:	SEMESTER

ATTENDANCE POLICY

This class will meet once per week for 150 minutes. All students are expected to arrive on time and prepared for the day's class session.

CEA enforces a mandatory attendance policy. You are therefore expected to attend all regularly scheduled class sessions, including any field trips, site visits, guest lectures, etc. that are assigned by the instructor. The table below shows the number of class sessions you may miss before receiving a grade penalty.

ALLOWED ABSENCES – SEMESTER		
Courses Meeting X day(s) Per Week	Allowed Absence(s)	Automatic Failing Grade at X th absence
Courses meeting 1 day(s) per week	1 Absence	4 th Absence

For every additional absence beyond the allowed number, your final course grade will drop down to the subsequent letter grade (ex: A+ to A). As a student, you should understand that the grade penalties will apply if you are marked absent due to tardiness or leaving class early. In the table below, you will find the grade penalty associated with each excessive absence up to and including automatic course failure.

ATTENDANCE DOCKING PENALTIES				
Absence	1 st	2 nd	3 rd	4 th
Penalty	No Penalty	0.5 Grade Docked	1 Grade Docked	Automatic Failure
HIGHEST POSSIBLE GRADE AFTER ATTENDANCE PENALTIES				
Grade	A+	A	A-	F

CEA does not distinguish between excused and unexcused absences. As such, no documentation is required for missing class. Similarly, excessive absences, and the grade penalty associated with each, will not be excused

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even if you are able to provide documentation that shows the absence was beyond your control. You should therefore only miss class when truly needed as illness or other unavoidable factors may force you to miss a class session later on in the term.

GRADING & ASSESSMENT

The instructor will assess your progress towards the above-listed learning objectives by using the forms of assessment below. Each of these assessments is weighted and will count towards your final grade. The following section (Assessment Overview) will provide further details for each.

Class Participation	10%
Case Study & Analysis	10%
Individual Presentation	20%
Group Presentation	20%
Midterm Examination	20%
Final Examination	20%

The instructor will calculate your course grades using the CEA Grading Scale shown below. As a CEA student, you should understand that credit transfer decisions—including earned grades for courses taken abroad—are ultimately made by your home institution.

CEA GRADING SCALE			
Letter Grade	Numerical Grade	Percentage Range	Quality Points
A+	9.70 – 10.0	97.0 – 100%	4.00
A	9.40 – 9.69	94.0 – 96.9%	4.00
A-	9.00 – 9.39	90.0 – 93.9%	3.70
B+	8.70 – 8.99	87.0 – 89.9%	3.30
B	8.40 – 8.69	84.0 – 86.9%	3.00
B-	8.00 – 8.39	80.0 – 83.9%	2.70
C+	7.70 – 7.99	77.0 – 79.9%	2.30
C	7.40 – 7.69	74.0 – 76.9%	2.00
C-	7.00 – 7.39	70.0 – 73.9%	1.70
D	6.00 – 6.99	60.0 – 69.9%	1.00
F	0.00 – 5.99	0.00 – 59.9%	0.00
W	Withdrawal	N/A	0.00
INC	Incomplete	N/A	0.00

ASSESSMENT OVERVIEW

This section provides a brief description of each form of assessment listed above. Your course instructor will provide further details and instructions during class time.

Class Participation (10%): Student participation is mandatory for all courses taken at a CEA Study Center. The instructor will use the rubric below when determining your participation grade. All students should

understand that attendance and punctuality are expected and will not count positively toward the participation grade.

CLASS PARTICIPATION GRADING RUBRIC	
Student Participation Level	Grade
You make major & original contributions that spark discussion, offering critical comments clearly based on readings, research, & theoretical course topics.	A+ (10.0 – 9.70)
You make significant contributions that demonstrate insight as well as knowledge of required readings & independent research.	A/A- (9.69 – 9.00)
You participate voluntarily and make useful contributions that are usually based upon some reflection and familiarity with required readings.	B+/B (8.99 – 8.40)
You make voluntary but infrequent comments that generally reiterate the basic points of the required readings.	B-/C+ (8.39 – 7.70)
You make limited comments only when prompted and do not initiate debate or show a clear awareness of the importance of the readings.	C/C- (7.69 – 7.00)
You very rarely make comments and resist engagement with the subject. You are not prepared for class and/or discussion of course readings.	D (6.99 – 6.00)
You make irrelevant and tangential comments disruptive to class discussion. You are consistently unprepared for class and/or discussion of the course readings.	F (5.99 – 0.00)

Case Study & Analysis (10%): Effective class participation can be manifested in the preparation, analysis and discussion of the many case studies in international business. For each case assigned you are expected to read the material carefully and answer the study questions in bullet point form. These answers are to be collected in class on the day we discuss the case. Questions on cases are usually of two general types: diagnosis (*What is going on here?*) and action planning (*What would you do in this situation?*). There are no “right” answers to case questions, and real-life cases rarely fit neatly into any one theoretical model. The quality of your answers lies in how well you have organized and laid them out and how well your comments contribute to class learning objectives while displaying an understanding of arguments made by others in class.

Individual Presentation (20%): Specific 15-minute-long reports on current affairs and cases will be assigned and scheduled individually at the beginning of the term. You may prepare a PowerPoint file for your presentation, but this will depend on the topic that you will present. You should in all cases prepare a one-page outline of your work and hand it out to the class on the day of your presentation. This document must include the sources that you used to prepare the presentation (books, academic/press articles, internet sites, interviews, etc.). The evaluation of your individual presentation will be based upon: organization and quality of your presentation, quality of report content, depth of research and pertinence of sources consulted, clarity of analysis, and the capacity to synthesize the elements examined into a coherent whole. Further details and rubric will be provided in class.

Group Presentation (20%): At the beginning of term, the instructor will organize you into groups of three or four and assign specific oral presentations on topics or cases directly related to course work and learning objectives. Your 45-minute presentation must be made in PowerPoint format and must include a one-page outline of the report to be handed out to the class on the day of the presentation. These files must be submitted in electronic format to the instructor prior to deadline. They will be made available to all students online after

the presentation. This presentation will earn a group grade common to all group members. It is therefore essential that, as a team, you develop group-work skills that promise the highest performance norms. And while working in groups should increase overall performance outcomes through the synergy you all create. Your presentations are expected to match business-world standards both in form and in content. The evaluation of the group presentation will be based upon the following: delivery, structure, timeliness, form, and content (depth of research, quality and pertinence of sources consulted, knowledge of the topic, clarity of analysis, capacity to synthesize the elements examined into a coherent whole). Remember to track your sources during the preparation of your work in a conscientious manner so that you may cite them appropriately in your final report. Further details and rubric will be provided in class.

Midterm & Final Examinations (40%): The midterm and final exams are designed to establish and communicate to you the progress you are making towards meeting the course learning objectives listed above. They are comprised of questions and exercises that test your abilities in three important areas of competency: the amount of information you master; the accuracy of the information you present; and the significance you ascribe to the facts and ideas you have integrated across your study in this course. More specifically, the midterm exam is comprised of both multiple choice and short answer questions related to readings and assigned chapters from the course textbook. The final exam will comprise critical questions drawn from the readings and class materials. This exam will also relate to case studies and student presentations made during the term.

EXPERIENTIAL LEARNING ACTIVITIES (AICAP)

CEA courses are designed to include a variety of experiential learning activities that will take you out of the classroom and allow you to explore your local, host city. These activities may include field studies, guest lectures and/or activities offered through our Academically Integrated Cultural Activities Program (AICAP). Please check the Forms of Assessment section to find out if AICAP activities are related to any specific form of assessment. The following experiential learning activities are recommended for this course:

- Field visit: Unilever
- Guest speaker: Social Bakers

REQUIRED READINGS

Reading assignments for this course will come from the required text(s) and/or the selected reading(s) listed below. All required readings—whether assigned from the text or assigned as a selected reading—must be completed according to the due date assigned by the course instructor.

- I. REQUIRED TEXT(S):** You may purchase or acquire the required text(s) prior to departure or upon program arrival. The required text(s) are listed below:

Cavusgil, S.T., Knight, G., Riesenberger, J.R. *International Business: The New Realities*. (5th Edition), London: Pearson, 2020.

- II. SELECTED READING(S):** The selected readings for this course are listed below. You will not need to purchase these readings; the instructor will provide these selected readings to you in class (either in paper or electronic format).

Fabus, M., “Current of Business Environment in Slovakia and the Czech Republic”, *Entrepreneurship and Sustainability Issues*, Vol 5 (1), 2017, pp. 127-137.

Haiss, P.R., Balasi, Z., Meissl, C. “Automotive Industry Strategies by CCE Governments: Who Does What to Attract Business?”, *SSRN Electronic Journal*, 2012, pp. 373-389.

Hamplova, E., Provaznikova, K. "Assessment of the Business Environment Competitiveness in the Czech Republic and the EU," *Procedia- Social and Behavioral Sciences*, 109, 2014, pp. 1225-1229.

Lengyel, B., Cadil, V. "Innovation Policy Challenges in Transition Countries: Foreign Business R&D in the Czech Republic and Hungary", *Transition Studies Review*, Vol. 16 (1), 2009, pp. 174-188.

Shama, A. "Determinants of entry strategies of U.S. companies in Russia, the Czech Republic, Poland, Hungary, and Romania. *Thunderbird International Business Review*", Vol 42 (6), pp. 651-676.

Szabo, S. Foreign "Direct Investment in the Czech Republic: A Visegrad Comparison", *European Economy - Economic Briefs 042*, Directorate General Economic and Financial Affairs (DG ECFIN), European Commission, 2019.

ADDITIONAL RESOURCES

In order to ensure your success abroad, CEA has provided the academic resources listed below. In addition to these resources, each CEA Study Center provides students with a physical library and study areas for group work. The Academic Affairs Office at each CEA Study Center also compiles a bank of detailed information regarding libraries, documentation centers, research institutes, and archival materials located in the host city.

- **UNH Online Library:** As a CEA student, you will be given access to the online library of CEA's School of Record, the University of New Haven (UNH). You can use this online library to access databases and additional resources while performing research abroad. You may access the UNH online library [here](#) or through your MyCEA Account. You must comply with UNH Policies regarding library usage.
- **CEAClassroom – Moodle:** CEA instructors use Moodle, an interactive virtual learning environment. This web-based platform provides you with constant and direct access to the course syllabus, daily schedule of class lectures and assignments, non-textbook required readings, and additional resources. Moodle includes the normal array of forums, up-loadable and downloadable databases, wikis, and related academic support designed for helping you achieve the learning objectives listed in this syllabus.

During the first week of class, CEA academic staff and/or faculty will help you navigate through the many functions and resources Moodle provides. While you may print a hard copy version of the syllabus, you should always check Moodle for the most up-to-date information regarding this course. The instructor will use Moodle to make announcements and updates to the course and/or syllabus. It is your responsibility to ensure that you have access to all Moodle materials and that you monitor Moodle on a daily basis in case there are any changes made to course assignments or scheduling.

To access Moodle: Please log-in to your MyCEA account using your normal username and password. Click on the "While You're Abroad Tab" and make sure you are under the "Academics" sub-menu. There you will see a link above your schedule that says "View Online Courses" select this link to be taken to your Moodle environment.

- **Online Reference & Research Tools:** The course instructor has identified the resources below to assist you with understanding course topics. You are encouraged to explore these and other avenues of research including the databases available via the UNH online library.

The following business-related publications are also available online:

Business Week Online Magazine with headlines on global business and international issues

<http://www.businessweek.com/globalbiz/>

The Economist Online Magazine: <https://www.economist.com/world/index.cfm>

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Financial Times: www.ft.com
Global Business Web: <http://www.globalbusinessweb.com/>
GlobalEDGE, Michigan State University: <http://globaledge.msu.edu>
The Globalist, covers political, economic, cultural, and business issues related to globalization:
www.theglobalist.com
International Herald Tribune: www.ihf.com/
Newsweek International Edition: www.msnbc.com/news/nw-ni_front.asp
World Trade Organization: <http://www.wto.org/>

Other useful sites for your research include:

http://news.bbc.co.uk/1/hi/country_profiles/default.stm
<http://www.businessmonitor.com/>
<https://www.cia.gov/library/publications/the-world-factbook/>
<http://www.countryrisk.com/>
<http://www.countrywatch.com/>
<http://www.doingbusiness.org/>
<http://www.dfid.gov.uk/countries/allcountries.asp?view=region>
<http://www.economist.com/countries/>
<http://www.emerging-markets.com/>
<http://www.euromonitor.com/>
<http://www.happyplanetindex.org/map.htm>
<http://www.nationbrandindex.com/index.phtml>
<http://www.trading-safely.com/>
<http://www.worldbank.org>

COURSE CALENDAR

INTERNATIONAL BUSINESS

SESSION	TOPICS	ACTIVITY	READINGS & ASSIGNMENTS
1	<p>What is International Business? Key Concepts Actors & Participants Why Study International Business</p>	<p>Presentation of Syllabus Case Analysis Internationalization at Vodafone</p>	<p>Cavusgil, Knight & Riesenberger Chapter 1</p>
2	<p>Globalization of Markets & the Internationalization of the Firm The Historiography of Globalization Creating an Organizational Framework Dimensions & Drivers of Globalization Social Consequences</p>	<p>Case Analysis Debate on the Good & Harm of Globalization</p>	<p>Cavusgil <i>et al</i>, Chapter 2 Individual Presentations Assignment</p>
3	<p>The Cultural Environment of International Business The Challenge & Meaning of Culture Interpretations & Dimensions of Culture Contemporary Issues of Culture Managerial Guidelines for Cross-Cultural Success</p>	<p>Case Analysis Hollywood Movies & Global Culture Individual Presentations</p>	<p>Cavusgil <i>et al</i>, Chapter 3</p>
4	<p>Ethics, Corporate Social Responsibility, Sustainability and Governance in International Business The Value of Ethical Behavior & CSR Ethical Dilemmas Role of Sustainability in International Operations</p>	<p>Case Analysis Scandal at Volkswagen Individual Presentations</p>	<p>Cavusgil <i>et al</i>, Chapter 4</p>
5	<p>Theories of International Trade & Investment Classical Theories Contemporary Theories Industrial Policy Theories of Competitive Advantage FDI & Non FDI Theories</p>	<p>Case Analysis Unilever's Comparative and Competitive Advantages Individual Presentations</p>	<p>Cavusgil <i>et al</i>, Chapter 5, 14</p>
6	<p>Field Visit</p>	<p>Field Visit <i>Unilever</i></p>	<p>Cavusgil <i>et al</i>, Chapter 5, 14 Szabo, 20 pp.</p>

7	The International Monetary and Financial Environment A Typology of IB Participants The Role of IGOs in Global Trade Foreign Market Entry Strategies	Case Analysis Asian IFCs: Singapore & Hong Kong Individual Presentations Midterm Examination Review	Cavusgil <i>et al</i> , Chapter 9 Shama, pp. 651-676
8	MIDTERM EXAM		
9	Political & Legal Systems in National Environments Defining & Assessing Country Risk The Political & Legal System A Typology of Actors & Players Managing Country Risk	Case Analysis The Global Biopharmaceutical Industry: Political, Legal & Ethical Dilemmas Risk Assessment Exercise Doing Business in Russia Individual Presentations	Cavusgil <i>et al</i> , Chapter 6 Haiss et al., pp. 373-389
10	Government Intervention and Regional Economic Integration Defensive & Offensive Rationales Government Instruments for Intervention Trends & Ethical Implications of Intervention Responding to Government Intervention A Typology of Regional Integration The Global Experience of Integration Management Implications	Case Analysis South Korean Industry Policy & Economic Modernization Individual Presentations	Cavusgil <i>et al</i> , Chapter 7 Fabus, pp. 373-389
11	Global Market Opportunity Assessment Assessing Organization Readiness, Suitability of Products & Industry Market Potential Identifying Target Markets Choosing Foreign Business Partners Estimating Sales Potential	Case Analysis Shifting Ice: Big Changes in Icebreaker	Cavusgil <i>et al</i> , Chapter 12 Hamplova & Provaznikova, pp. 1225-1229
12	Understanding Emerging Markets A Typology of Economies Attractions & True Potential Assessing Risks & Challenges Effective Business Strategies	Case Analysis Astra International: Building Successful International Business Around Shifting Nation Group Presentations	Cavusgil <i>et al</i> , Chapter 8 Lengyel & Cadil, pp. 174-188

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13	<p align="center">Building the Global Firm</p> <p>Strategy, Organizational Structure & Operations Concepts of Leadership Human Resource Management International Labor Relations</p>	<p align="center">Case Analyses</p> <p>IKEA Global Retailing Success Story & Sony's HR Strategies</p> <p align="center">Group Presentations</p>	Cavusgil <i>et al</i> , Chapter 11, 17
14	<p align="center">Marketing the Global Firm</p> <p>Setting & Adapting to Global Marketing Strategies Branding & Product Development Advertising & Marketing Communication</p>	<p align="center"><i>Guest Speaker: Social Bakers</i></p> <p align="center">Case Analysis</p> <p>H&M: International Marketing Success Story</p> <p align="center">Group Presentations</p>	Cavusgil <i>et al</i> , Chapter 16
15	FINAL EXAM & GROUP PRESENTATIONS		

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SECTION III: CEA Academic Policies

The policies listed in this section outline general expectations for CEA students. You should carefully review these policies to ensure success in your courses and during your time abroad. Furthermore, as a participant in the CEA program, you are expected to review and understand all CEA Student Policies, including the academic policies outlined on our website. CEA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time. For the most up to date policies, please review the policies on our website.

Class & Instructor Policies can be found [here](#)

General Academic Policies can be found [here](#)