

University of North Carolina at Greensboro
Bryan School of Business and Economics
M.B.A. Evening Program

MBA 616-71-D, Managing in a Global Environment
Summer 2010, Session II

Instructor: **G. Jason Goddard**
Place: Distance Learning Format
Time: Slides posted on Blackboard each Monday at 6 PM
Office: Room 344E, Bryan Building (336) 334-4318, (GJGoddard@uncg.edu)
Office Phone: (336) 732-8584 (**best way to reach me during business hours**)
Home Phone: (336) 765-1613 (after 5 PM weekdays, and weekends)
Email (Work): Jason.Goddard@Wachovia.com (during business hours)
Email (Home): GJGoddard@netzero.net (after 5 PM weekdays & weekends)
Office Hours: By Appointment Only
Course Text: International Business: Theory and Practice, 2nd Edition
Ajami/Cool/Goddard/Khambata, M.E. Sharpe Publishers, 2006
ISBN-10: 0765617804 ISBN-13: 978-0765617804
Prerequisites: MBA 604, 605, 606 & 607. MBA 613 (co-requisite)

Course Description

The Managing in a Global Environment course is designed to assist students in understanding the global environment in which international business takes place. The course introduces how the management of an international business differs from that of a purely domestic oriented business, and provides examples of cultural differences that exist in the international arena. The course also focuses on the existing agreements of international cooperation, as well as the many forms of barriers to international trade.

Course Learning Objectives

1. Define International Business and discuss how it differs from domestic business.
2. Discuss the impact of culture on international business.
3. Acquire a basic understanding of the structure of the global economy and the perspectives of various actors in the global economy.
4. Make well-reasoned suggestions about how to address many of the challenges and opportunities likely to arise in international business. For example, students would be expected to elaborate on the pros and cons of particular ways of entering national markets, of managing foreign exchange risk, and of the various forms of international trade barriers.
5. Elaborate on some of the key public policy, ethical, and environmental issues that are typically connected to international business.
6. Students should be able to discuss the challenges that third world countries have in participating in world trade, and the different perspectives that exist with regard to intellectual property rights and the third world.
7. Discuss key terms, theories, and concepts related to international business.
8. Elaborate on how the current phase of globalization is linked with prior phases, and how the Multinational Corporation can profit from future global integration.

Grading

There will be three means of assessment in the course. The first task is an exam that focuses on terms and concepts related to the course. Please see the section entitled “Terms and Concepts Exam” below for details. Students will also be required to complete a research oriented term paper. The paper topic chosen will be based on which “track” the student selects as explained below. The paper is due by 5 PM on July 29, 2010. Please see the section entitled “Course Term Paper” below for details. Individual contribution will make up the final portion of your grade in this course. Please see the section entitled “Individual Contribution” below for details. The distribution of grades is as follows:

Exam on Terms and Concepts	40%	Due By August 2
Course Term Paper	40%	Due By July 29
Individual Contribution	<u>20%</u>	
Total	100%	

Grading Scale

94-100	A	80-82	B-
90-93	A-	77-79	C+
87-89	B+	70-76	C
83-86	B	< 70	F

Terms and Concepts Exam

Given the high demand for this course this year, students will be responsible for an exam which tests the terms and concepts covered in the course. The exam, which is due by 5 PM on **August 2**, will allow students to show their level of understanding of the course material in the form of short answer questions. The exam questions will be posted on Blackboard by the end of the day on Thursday July 29. This will allow time for students to select 4 of the 8 questions for completion by Monday August 2.

Two Tracks

Students may choose between two tracks in terms of lecture slides and course coverage. The first track covers the course from a traditional “Multinational Corporation (MNC)” viewpoint. The second track covers the course material from a developing country perspective (i.e. “Doha” track due to the latest round of WTO trade negotiations known as the Doha Development Agenda, which seeks greater inclusion of developing countries in the world trading system). Students are able to study all of the slides for a given week but only one track is required for weeks 2-4 (unless syllabus denotes bullet point learning objectives as “Both Tracks”).

The lecture slides for weeks 1 & 5 contain both “MNC” and “Doha” elements. This plus the bullet points on the syllabus will aid students in declaring a track by Tuesday July 6. The course term paper topic will be determined based on the track chosen. Students should **notify the professor of their chosen “track” of study by 5 PM on July 8.**

Course Term Paper

Each student will be responsible for a paper which analyzes a recent area of international business. This response paper is **due by 5 PM on Thursday July 29**. Papers should be limited to **five pages exclusive of any exhibits**. The report/research project will rely on published material in journals and periodicals such as *The Economist*, *Financial Times*, *Wall Street Journal*, IMF/World Bank publications, OECD sources, and internet sources. The most effective papers will be those that best integrate the course content with final recommendations and analysis in the chosen paper topic. Papers will be graded based on professionalism, the logical flow of ideas and recommendations, and the sources cited. Appropriate topics for the course term paper are as follows:

MNC Track Course Term Paper Options:

- Discuss the financial crisis and its impact on specific Developed Countries (USA, Germany, France, etc.)
- Discuss the Outsourcing/Off-shoring of jobs and its impact on specific developed countries
- Select a specific Multinational Firm and discuss which of the international strategies discussed in the class is being currently implemented by the chosen firm

Doha Track Course Term Paper Options:

- Discuss the financial crisis and its impact on specific Developing Countries (China, India etc.)
- Discuss the Outsourcing/Off-shoring of jobs and its impact on specific developing countries
- Discuss the future of the Doha Development Agenda, and what might be needed in order for success

For paper topics that are already covered in the reading material for the course, students are expected to develop their own examples from their research efforts in order to strengthen the analysis and recommendations in the paper.

Individual Contribution

Individual contribution points will be awarded based on the **quality of the content added** to the class discussions as opposed to the quantity of the content added. Questions and discussions posed by students on Blackboard's discussion forum should be relevant to the material being covered in the class. A student will receive class contribution points for adding to the discussion forum via meaningful, insightful comments. What I am looking for is evidence that students are integrating the textbook material with the supplemental material covered each week.

Class Procedures

The content of this course will be conveyed in an online format via lecture slides, case studies, and review of the required text book. Each approach in the mix is designed to develop and elaborate on the content of the course. Each week by Monday at 6 PM, the slides for the week will be posted on Blackboard. Students are responsible for reading the chapter and case studies in the text as well as reviewing the slides on Blackboard for each

week. Students should discuss the cases and other issues which arise from the weekly readings on Blackboard's discussion forum.

Biographical sketch of the Instructor

Goddard, G. Jason is currently Vice President at Wachovia Bank, where he has been a commercial lender for 15 years. Mr. Goddard is currently real estate risk advisor for income producing investment real estate loans in the business and community banking segments, and works in Winston-Salem. All of Mr. Goddard's financial services industry experience has involved direct customer relationship management experience, since providing financial expertise is of paramount importance for the business and community banking segments, and is a key to winning profitable, long-term relationships for Wachovia Bank (a Wells Fargo Company). He obtained his MBA from the Bryan School at the University of North Carolina at Greensboro. Mr. Goddard is currently instructor at the Bryan School, and is the Assistant Editor of the *Journal of Asia-Pacific Business*, where he has authored numerous articles. Mr. Goddard teaches the investment real estate course at the Calloway School of Business and Accountancy and at the Babcock School of Management at Wake Forest University. Mr. Goddard also teaches the subject annually at the RMA-ECU Commercial Real Estate Lending School at East Carolina University in Greenville, NC. He has also taught the undergraduate and MBA course in international business at UNCG, and has coordinated the *America in the Global Economy* lecture series at UNCG. Mr. Goddard has twice led a group of MBA students on the study abroad program in Paris, France, and teaches annually in Ludwigshafen Germany at the University of Applied Sciences. Mr. Goddard is co-author of *International Business: Theory and Practice, Second Edition*, which was issued by M.E. Sharpe Publishers in September 2006. His second co-authored book, *Customer Relationship Management: a Global Perspective*, was issued by Gower Publishing in May 2008. His third co-authored book, "*The Psychology of Marketing: Cross-Cultural Perspectives*", is forthcoming by Gower Publishing in late 2010.

Finally, the bullet points for each night's sessions highlight the primary points of the chapters. In order to provide the best analysis for the final written assessments, it is highly recommended that students integrate the text material, and case data into an effective presentation of their findings.

MBA 616-71-D Course Schedule (Summer 2010)

Week	Date	Topic	Assigned Reading
1	June 28	Course Introduction	Ch. 1 & 2 <i>Globalization Theories Compared</i>
<p>Both Tracks:</p> <ul style="list-style-type: none"> • Why should we study the global economy? • What are the contemporary causes of globalization? • Discuss the difference between FDI & portfolio investments • What can Soren Kierkegaard teach us about international expansion? • Define the categories of the Geopolitics of Emotion • Define Cosmopolitanism and Conspicuous Consumption • Elaborate on the tale of "Yuppies in Cairo" in a global context 			

Week	Date	Topic	Assigned Reading
2	July 6	Economic Development International Strategy	Ch. 3 & 7 <i>The Poverty Curtain Revisited</i>
<p>Doha Track:</p> <ul style="list-style-type: none"> • Elaborate on the “Development as Freedom” framework of Amartya Sen • Discuss Galbraith’s “Equilibrium of Poverty” • Is globalization a western concept? – Take a position and defend • Discuss how Singapore has engineered economic success • What is the Grameen Bank and why was it successful? • What is the Poverty Curtain and how can it be removed? • Discuss the strengths and weaknesses of Ghana’s development efforts • Discuss the current issues with the Doha Development Agenda • Compare India and China using Sen’s Model of Development <p>MNC Track:</p> <ul style="list-style-type: none"> • What are the sources of competitive advantage? • Compare and contrast the different strategic alternatives • Elaborate on the components of international strategy • Differentiate between corporate, business, & functional strategies • What factors must be considered in foreign market analysis? • What advantages must be considered when choosing a mode of entry? • What are the advantages and disadvantages of exporting? • Discuss the pros & cons of international licensing & franchising • Differentiate between greenfield & brownfield strategies • Discuss the benefits & pitfalls of strategic alliances • Elaborate on business ethics in a global context 			
Week	Date	Topic	Assigned Reading
3	July 12	Culture & Beer Fx Risk	Ch. 9 & 10 <i>Delis Foods Case Study</i>
<p>Doha Track:</p> <ul style="list-style-type: none"> • What is the definition of culture? • Elaborate on the elements of culture • Discuss Hall’s Low-Context/High-Context approach • Discuss the cultural cluster approach • Discuss Hofstede’s Five Dimensions & how it applies to Central Europe • What is cultural convergence (remember Kierkegaard!)? • Discuss cross-cultural literacy & acculturation • Elaborate on the various methods of international marketing • How did Coors Light succeed in Puerto Rico? <p>MNC Track:</p> <ul style="list-style-type: none"> • Discuss the supply & demand effects on Foreign Exchange (Fx) • Differentiate between Direct & Indirect Fx Quotes • Elaborate on the role of commercial banks in foreign exchange 			

- Compare and contrast the different forms of arbitrage
- Discuss the spot & forward market
- Swap Transactions –How can businesses hedge their interest rate risk?
- Differentiate between currency futures & options
- Discuss the concept of Purchasing Power Parity
- How can the Big Mac Index be utilized to predict exchange rate movements?
- Discuss the different methods of payment in international trade
- What is a bill of lading?
- Elaborate on the different types of letters of credit
- Differentiate between transaction, translation, & economic exposure
- How can the swap market be used to hedge interest rate risk?
- How can transfer prices affect taxes & tariffs?

Week	Date	Topic	Assigned Reading
4	July 19	Legal Systems Supranational Organizations	Ch. 6 & 8, Cases <i>Making Globalization Good</i>

Doha Track:

- Differentiate between common & civil law (and discuss where it is used)
- What are the risks and differences between a theocracy & bureaucracy?
- Define “Legal Apartheid”
- Elaborate on the various laws against foreign firms- nationalization, expropriation, confiscation, & privatization
- Dispute resolution – define the principle of comity & arbitration
- Elaborate on some third world IP concerns
- How do the arguments formulated by Napster users differ/resemble third world concerns?

MNC Track:

- Outline the important events of the Bretton Woods Era
- Discuss the organizations that make up the World Bank
- What were the objectives of the International Monetary Fund?
- Discuss the purpose and limits of GATT
- Elaborate on the goals of the WTO
- What is TRIPS?

Both Tracks:

- Intellectual property (IP) rights laws – do these hinder or help innovation?
- Discuss the forms of Economic Integration
- Differentiate between NAFTA, Mercosur Accord, ASEAN, & ECOWAS

Week	Date	Topic	Assigned Reading
5	July 26	Free Trade and Outsourcing Recurring Themes in Financial Markets	Ch. 12 & 18, Cases <i>Global Housing Boom Case</i> <i>Outsourcing Which Way Forward?</i>

Both Tracks:

- What is the difference between Free Trade and Fair Trade?
- Should the Government intervene in National Trade Policy?

- Elaborate on the many tariff barrier options
- What are countervailing duties?
- Compare and contrast quotas, embargos & inspection standards
- How do trade subsidies promote trade?
- Banana Republics – How did protectionism harm the competitiveness of St. Lucia?
- Sushi & Sustainability-Governments, Business, & Environmentalism

- Elaborate on the three waves of the outsourcing & off-shoring movements
- Is Outsourcing good or bad and for whom?
- How does Outsourcing affect shopping malls, our jobs, economics professors & politicians?
- Discuss how North Carolina has been “on the firing line of globalization” (and the response)

- Discuss the cause and effect of the recent global financial crisis
- What are the similarities and differences between the current financial crisis and the Asian Financial Crisis?
- What are the similarities between the financial crisis of 1931 and 2008?
- Discuss various proposed solutions to the financial crisis

Weeks	Dates	Topic	Assigned Reading
6 & 7	July 29 & August 2	Final Paper Submissions	None

- **Final Course Paper Due July 29**
- **Final Short Answer Responses Due August 2**

Final papers to be emailed to professor no later than 5 PM on the date indicated above and to the following email address: Jason.Goddard@Wachovia.com