

**INTERNATIONAL BUSINESS 378**  
**International Business Operations (#05405)**  
Spring 2017  
Classroom CBA 4.332 (MW 3:30-5 PM)

**Website: On Canvas**

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**TEXTBOOKS**

IB 378 Course Packet available through University Duplicating. **(REQUIRED)**

**COURSE OBJECTIVES**

1. To reinforce international business concepts you have learned in other international business courses.
2. To expand upon your existing knowledge of international business operations and introduce new material pertinent to business operations in the global market.
3. To develop your ability to apply international business concepts to practical business situations.
4. To provide you with a framework for international strategy formulation.
5. To develop your problem solving and decision making ability.
6. To broaden your understanding of regional characteristics and IB operations in the various industries and markets to be studied in case analyses.
7. To enhance your written and oral communication skills.
8. To improve your ability to work in a group environment.
9. To increase your skills in independent business research and information analysis.
10. To provide you with a practical understanding of how to conduct business in a global economy.

**COURSE METHODOLOGY**

The primary vehicle for achieving the course objectives will be case analysis. A case is a synopsis of a "real world" problem or situation faced by an organization. You will respond to the case by analyzing the problem/situation to determine the key issues, objectives, and management alternatives, and then determining the best course of action for the organization being studied. These cases will be discussed in class, allowing you to develop, exhibit, and refine your analytical and problem solving skills. Since the cases deal with international business problems, developing your analysis and solution will allow you to reinforce and apply international business concepts, tools and techniques. You will also submit written individual cases analyses. In addition to written individual case analyses, you will work on three group projects that may require a written report and/or oral presentation and one group project that will require a brief oral presentation.

In addition to case analysis, the course will involve lectures and may involve a limited number of additional reading assignments and discussions.

## PERFORMANCE EVALUATION

Your performance in the course will be determined on the basis of the following items:

3 Individual Written Case Analyses (5%, 10%, & 20% respectively)	35%
1 Group Region Analysis Presentation	10%
1 Group Written Industry Analysis and Presentation	15%
1 Group Business Analysis Presentation	20%
1 Group Business Case Introduction	5%
Group Peer Evaluations	5%
Class Participation	10%
<b>TOTAL</b>	<b>100%</b>

### Written Case Analysis

A Written Case Analysis is a thorough report of your analysis of a case. Each of your analyses must be **individual** work. The specific cases for written analysis are noted in **bold** on the course schedule. Each case analysis should include a clear, concise, problem statement, an identification of key facts, an analysis of the implications of the salient facts, detailed recommendations and a well-formulated implementation strategy. Each analysis should be 5-7 double-spaced pages in length exclusive of exhibits and appendices. You can think of the first analysis due as being a "practice" case. This will be worth 5% of your grade. The next analysis will be worth 10% and the final case analysis will be worth 20% of your grade.

### GROUP ACTIVITIES

The class will be divided into groups of three to five students for group projects. You will have four group assignments during the semester, which together are worth 50% of your grade. Group tasks are common in business, so your group assignments in the class will be a useful learning experience. Your first group assignment will be a region analysis presentation. The second group assignment is a written industry analysis and presentation. The final group assignment is a business analysis presentation. At the end of the semester, you will be asked to provide confidential assessments of each of your group members' performance (not including your own). Anyone who is evaluated poorly by fellow group members will be penalized on his/her class participation grade. Also, a group may, with my permission, "fire" a group member. That individual must then persuade another group to "hire" him/her or complete the assignments independently.

A more detailed explanation of each assignment is provided below. For the industry analysis, your written report will be worth approximately 3/4 of your grade and your presentation 1/4. Every member of a group **MUST** participate in the oral presentation. You should wear appropriate attire.

### Group Case Introduction

Each group will be assigned one case. For this case, the group will develop a thorough analysis and present this analysis to the rest of the class. You may think of this assignment as a consulting project. The group will play the role of a consulting team hired by corporate management to analyze a business problem. The class will assume the role of a team from within the company assigned the task of evaluating the consultant's proposal. Each group will have 20 minutes for the oral presentation with the remainder of the class period devoted to questions and answers and discussion of the case. There will be no written assignment for the group case introduction.

### Group Region Analysis Presentation

For this assignment, each group will be required to conduct an analysis of a geographic region. You may choose the region you would like to research from the list provided on the course schedule. However, your region topic and research plan must be approved by me. To this effect, a short report (1-2 paragraph) on your research plan should be submitted to me by **January 30th**. This report should include information on the: 1) topic for the region to be analyzed; and 2) planned individual division of labor in group activities (who will research and present which topics).

The purpose of this analysis is three-fold. First, it will enable you to develop your skills in international strategic analysis. Second, you will become acquainted with how and where to obtain information on different geographic regions and specific business characteristics of these areas. Finally, you will benefit from the knowledge you gain about a particular region as well as the regions other groups are investigating.

Each group will make an oral presentation on their analysis. The oral presentation should last no more than 15 minutes, plus 5 minutes for questions and answers from the class.

### Group Industry Analysis - Research Report

For this assignment, each group will be required to conduct an analysis of an industry. You may choose the industry you would like to research from the list provided on the course schedule. However, your industry topic and research plan must be approved by me. To this effect, a short report (1-2 paragraph) on your research plan should be submitted to me by **February 20th**. This report should include information on the: 1) industry topic to be analyzed; 2) competitors that will be evaluated; and 3) planned division of labor in group activities (who will research which topics).

The purpose of this analysis is three-fold. First, it will enable you to develop your skills in international strategic analysis. Second, you will become acquainted with how and where to obtain information on industries and specific companies within these industries. Finally, you will benefit from the knowledge you gain about a particular industry as well as the industries other groups are investigating. This knowledge can be useful to you in selecting career opportunities, both in terms of the industry in which you would like to be employed, and the specific companies that might be most attractive in terms of attaining your career goals.

Each group must submit a report of their Industry Analysis (**two copies**). Reports should be no more than 10 pages (single-spaced) exclusive of exhibits. Your research must be properly referenced with either footnotes or a reference list and the report must include a bibliography. In addition, each group will make an oral presentation on their analysis. The oral presentation should last approximately 15 minutes, plus 5 minutes for questions and answers from the class.

### Group Business Analysis Presentation

For this assignment, each group will be required to conduct an extensive analysis of a real-world international business situation and provide recommendations. I will assign the topics for this analysis.

In conjunction with the presentation, your group will also be required to submit a 1-2 paragraph report outlining the division of labor in group activities (who will research which topics).

The purpose of this analysis is three-fold. First, it will enable you to develop your skills in international business decision-making. Second, you will learn to apply and integrate the knowledge that you have acquired in prior group efforts. Finally, you will benefit from the knowledge you gain about a particular business functional analysis as well as the analyses presented by other groups.

Each group must submit a copy of their PowerPoint presentation. Each group will make an oral presentation on their analysis. The oral presentation should last approximately 20 minutes, plus 5 minutes for questions and answers from the class.

### Class Contribution

Because so much of your learning in this course will come from in-class discussions of the cases, class contribution/participation is an important component in determining your grade. The quality of your contribution will be directly related to your preparation for class before each discussion. Therefore, it is **IMPERATIVE** that you prepare thoroughly for each class discussion with notes to guide you.

I will evaluate your performance after each class meeting. I will call on you in class and you will be expected to provide relevant and original answers. You may have one "question free" day during the semester. On this day I will not call on you in class. To exercise your "question free" option you must inform me prior to class on the day you do not wish to be called on.

Keep in mind that quantity of discussion is not a substitute for quality of discussion. At the same time, attendance is NOT a substitute for contribution: you must **contribute** verbally in class to earn points toward your class contribution grade.

### Group Tool – Canvas

One tool you may find particularly helpful to your group work is in Canvas. If you sign on to Canvas (canvas.utexas.edu) you will find a listing of your courses for this semester. If you click on IB378, you will see a number of tools available for your use. The primary tools that you will find helpful in terms of groups will be the E-mail\* feature (you can send e-mails to your group as a whole), and the Groups feature. Just click on the Communication button. You will see links for E-Mail and for Groups. Your Groups pages will allow you to have, for your group members only, threaded discussions, a chat room, and a way to post documents that you can all see to review.

Note that the e-mail address that Canvas has for you is the address that you provided to UT when you registered. If you would like to double-check or change it, go to <https://utdirect.utexas.edu/utdirect/index.cgi>. Then click "My Addresses" on the bottom left side of the page. That will show you what UT has as your official e-mail address. That is the address that Canvas will use.

### Other Class Information

I reserve the option of giving reading assignments in order to evaluate (and encourage) your preparation for class.

You should bring a copy of the case to every class session during which the case will be discussed.

The assignments scheduled are the **ONLY** components of your grade in the course. Other assignments to improve your grade will not be accepted and should not be requested.

### **LATE ASSIGNMENTS**

No work will be accepted after the end of class on the day the assignment is due unless prior arrangements have been made with me. Work submitted late will receive a grade of ZERO.

### **ATTENDANCE**

Because class contribution is such an important component of your grade, and more importantly, your learning in this class, attendance is mandatory. You will be allowed one absence to be used as you wish, including illness, job interviews, religious holidays, and any other reason. **Each** further absence will result in one point being deducted from your final grade in the course. If you have more than one job interview that conflict with class, you must document **ALL** interviews and provide the information to me in order to receive an exception to the absence limit. There are **NO OTHER EXCEPTIONS**.

It is also important that you be prompt to class. Being late to class disrupts the other students and interrupts the discussion. Please make every effort to be in class and ready to participate when class starts. Persistent tardiness (arriving late for class over three times - and I *do* keep track of tardiness) will constitute a missed class on your attendance record. **It is your responsibility to ensure that you sign the attendance sheet and make sure that it is correct each week.**

### **COURSE FLAGS (WRITING, INDEPENDENT INQUIRY, GLOBAL CULTURES)**

IB 378 satisfies the requirements for the Writing, Independent Inquiry and the Global Cultures flags. In keeping with the writing component designation, your three written case analyses will be weighted 50% on content and 50% on writing skill. Writing skill refers to spelling, punctuation, and grammar, as well as sentence and paragraph construction, tone, quality of verbal expression, organization, and development of your ideas. In addition, your writing will be evaluated on layout and form. You will be penalized for typographical mistakes, so be sure to proofread your papers. All papers should be TYPE-WRITTEN (no exceptions) and double-spaced. Note that when you are double-spacing documents, it is important to indent each paragraph and *not* leave extra lines between paragraphs. In addition, papers should have one-inch margins, should be normal type size (no less than 10 point font), and have page numbers. You should have a cover sheet on all papers. However, your cover sheet **should NOT have your name on it**. Your name should be placed at the top of a blank sheet as the last page of all individual papers. This name page requirement does not apply to your group paper. The group paper should have the group number and a list of all group members on the cover page.

Please be sure to adhere to page limits on the various assignments. Any work that exceeds the page limits (except for the completion of a paragraph onto the next page) will not be read. Your work should be clear and legible.

### **ACADEMIC HONESTY**

Academic honesty is expected on all written assignments. This means that all individual work is INDIVIDUAL. You are not to discuss your case analyses or case briefs with other students in this class, other classes, classes from previous semesters, or any other student at this or other universities. You are also not to use written case analyses from previous semesters, club/sorority/fraternity test files, study guides, or any other material pertinent to the cases unless you initiate that information yourself (i.e. library references). If you have ANY DOUBTS as to what is acceptable activity, ask me before proceeding. You diminish yourself and the University when you engage in any dishonest activity or submit anything other than purely original work. Any breach of this requirement will be penalized "to the full extent of the law". At the very least you will earn an F in the course, and you may be dismissed from the University.

*By teaching this course, I have agreed to observe all of the faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all of the student responsibilities described in that document. If the application of that Policy Statement to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification. Policy on Scholastic Dishonesty: Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://www.utexas.edu/depts/dos/> or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.*

### **STUDENTS WITH DISABILITIES**

Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 471-6259.

## **CANVAS**

As you saw earlier, you will be able to use Canvas to communicate within your groups and to check your grade. I will also post documents there for your use. Note that Canvas provides a roster of all students in the class. Therefore, please read the University policy listed below.

*Beginning Fall 2001, web-based, password-protected class sites will be available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources are types of information that may be available within these sites. Site activities could include exchanging e-mail, engaging in class discussions and chats, and exchanging files. In addition, class e-mail rosters will be a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1. For information on restricting directory information see: <http://www.utexas.edu/student/registrar/catalogs/gi00-01/app/appc09.html>*

## **COURSE PREREQUISITES**

ECO 339K or IB 350

Credit or registration for 1 of the following: ACC 353J, ACC 366P, FIN 353, FIN 366P, MAN 353, MAN 366P, MIS 353, MIS 366P, MKT 353, MKT 366P, OM 353, O M 366P

## **FINAL COMMENTS**

International Business Operations may be the most difficult, demanding, and frustrating course in your business education. As an integrative course in the IB curriculum, assignments are designed to let you "put it all together" and apply what you have learned in many other courses to real business problems. You will also be presented with some new information to learn through readings and cases. The emphasis on case analysis requires simultaneous attention to both detail and the big picture. You must see the forest, but analyze the trees as well. It involves a mindset that forces you to integrate, to be imaginative, and to be decisive in situations with limited information. Developing a mindset, a way of thinking, is much more difficult than learning specific information or techniques. You must learn to think analytically. You may find the course requirements and the evaluation to be very demanding. However, facing demands is the surest way I know of to learn and grow.

At the same time the course is difficult, it may also be the most important course for the international business students. Whether you ultimately work in business in an international setting, or some entirely different pursuit, the understanding and skills you gain in global strategy formulation, analysis, and problem solving will have application. Whether you rise to the helm of an organization or are involved in specific functional areas, understanding organizational strategy, being able to integrate and analyze information, and being able to formulate and commit to decisions will enhance your performance and your contribution to any organization.

Finally, this course can be very enjoyable. Despite some of the formal and stringent rules in the course, much of the class discussion can be spontaneous and creative. More than most other courses you have had in college, your learning will be determined more by what you do than what I as the instructor can teach you. I can simply guide. If you will commit yourself to preparation, apply yourself to the tasks at hand, and then open yourself up to learn what you can from the process and from other students I think you will find this among the most enjoyable and worthwhile courses you will have in your business education.

### Course Schedule

<u>Date</u>	<u>Topics</u>	<u>Readings</u>	<u>Assignments Due</u>
<b>1/18</b>	Introduction Regional Perspectives Group Formation Syllabus Review Case-Based Learning What is IB?	A Note on Case Learning (HBR 9-899-105)	None.
<b>1/23</b> <b>1/25</b>	Models for Industry Analysis Models for Region Analysis Assessing Country Risk	Vietnam: Market Entry Decisions (HBR 9-597-020)  Dow Chemical's Bid for the Privatization of PBB in Argentina (HBR 9-204-021)	None.
<b>1/30</b> <b>2/1</b>	International Labor Practices International Finance and Taxation The Impact of Economic Policy	Hitting the Wall: Nike and International Labor Practices (HBR 9-700-047)  Chiquita Brands International (HBR 9-797-015)	Region Topics Due. (1/30)
<b>2/6</b> <b>2/8</b>	Regional Overviews International Growth Strategies – Decision- Making Models	Xerox and Fuji Xerox (HBR 9-391-156)	Group Region Analyses (Presentation Only) (2/6)  <b>Individual Case Analysis: Xerox and Fuji Xerox (2/8)</b>
<b>2/13</b> <b>2/15</b>	International Growth Strategies – Decision- Making Models	Supermercados Disco: Regional Strategy (HBR 9-599-127)  Atlas Electrica: International Strategy (HBR 9-704-435)	Group Intro (Disco) – 1 (2/13)  Group Intro (Atlas) – 2 (2/15)
<b>2/20</b> <b>2/22</b>	Organizational Behavior in a Multicultural Environment Business Ethics Dilemmas	Silvio Napoli at Schindler India (HBR 9-303-086)  AES in Nigeria (Stanford IB-29)	Industry Topics Due (2/20)  Group Intro (Schindler) – 3 (2/20)  Group Intro (AES) – 4 (2/22)
<b>2/27</b> <b>3/1</b>	Industry Overviews International Sales	None.	Group Industry Analyses (Presentation & Written) (2/27)
<b>3/6</b> <b>3/8</b>	International Business Operations for Start-Ups / Emerging Companies	TBD	None.
<b>3/13</b> <b>3/15</b>	<b>NO CLASS – BREAK</b>		
<b>3/20</b> <b>3/22</b>	International Business Strategy Open Forum	None.	None.

3/27 3/29	Business Analysis Topics International Marketing Export Management Strategic Alliances Lecture – Legal/IP Considerations in a Global Business Environment	P&G Japan: The SK-II Globalization Project (HBR 9-303-003)  MontGras (HBR 9-503-044)	Group Intro (P&G) – 5 (3/27)  Group Intro (MontGras) – 6 (3/29)  <b>Individual Case Analysis Global Wine Wars: New World Challenges Old (3/29)</b>
4/3 4/5	International Business Operations and Logistics International Manufacturing Supply Chain Management	Global Wine Wars: New World Challenges Old (HBR 9-303-056)  The Acer Group’s China Manufacturing Decision (Ivey 9A99M009)	None.
4/10 4/12	Value Chain Management  Business Analysis – Class Case Study with Business Moderators (4/13)	Hewlett-Packard: Creating a Virtual Supply Chain (IMD161)  Whelan Pharmaceuticals: Tax Factors and Global Site Selection (HBR 9-192-066)	<b>Individual Case Analysis Whelan Pharmaceuticals (4/12)</b>
4/17 4/19	Business Analyses.	None.	Group Business Analysis Presentations – Groups 1-4
4/24 4/26	Global Case Studies	TBD	TBD
5/1 5/3	Lecture: Bringing it All Together The Functional Areas of Business and Strategy in an International Environment Final Q&A	None	None

**SELECTED GROUP TOPICS**Regions (1 group per region):

1. Central & South America
2. Europe
3. Asia-Pacific (not including India and China)
4. North America (not including USA)
5. Africa / Middle East
6. Australia
7. China
8. India

Industries (2 groups per industry):

1. High Technology (Hardware, Software)
2. Consumer Goods/Retail
3. Consulting/Services

Business Analyses: Business analysis topics will be assigned during class on April 5th.