INTERNATIONAL BUSINESS 372
Exporting for Entrepreneurs (#05020)
Fall 2018
Classroom CBA 5.330 (W 5-8 PM)

Website: On Canvas

INSTRUCTOR: Alex Gabbi
TELEPHONE: 512-633-1193 (Mobile)
E-MAIL: alex.gabbi@mccombs.utexas.edu

OFFICE: CBA 6.314
OFFICE HOURS: M 12:30-1:30; W 3:30-4:30; appt

TEACHING ASSISTANT: Elaine Almeida
OFFICE: TBA
E-MAIL: TBA
OFFICE HOURS: TBA

TEXTBOOKS
IB 372 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 and exporting 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 export 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 of client companies.
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 develop and implement an export strategy for small and emerging companies.

COURSE METHODOLOGY
The primary vehicles for achieving the course objectives will be case analyses and a business practicum with venture-financed and/or small companies in the Austin area. 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 client group projects that may require a written report and/or oral presentation for local venture-funded client companies.
In addition to case analyses and client company work, 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:

<table>
<thead>
<tr>
<th>Item</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Individual Written Case Analyses (10% &amp; 20% respectively)</td>
<td>30%</td>
</tr>
<tr>
<td>Peer Evaluation</td>
<td>5%</td>
</tr>
<tr>
<td>Class Attendance</td>
<td>5%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>1 Group Client Market Entry Strategy &amp; Environmental Analysis</td>
<td>15%</td>
</tr>
<tr>
<td>1 Group Client Export Plan</td>
<td>30%</td>
</tr>
<tr>
<td>1 Group Business Case Introduction</td>
<td>5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**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. The first analysis will be worth 10% and the second 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 three 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 **business case introduction**. The second group assignment is a presentation covering your Market Entry Strategy & Environmental Analysis for your client company. The final group assignment is your final Client Export Plan and will be both a written report and a 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). 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 Export Plan, 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. Your client companies’ assessment of your work will contribute to approximately 50% of your overall assessment on Client group assignments.

**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.
Client Market Entry Strategy & Environmental Analysis
For this assignment, each group will be required to conduct a thorough, client-specific analysis of a geographic region based on the Client’s requirements. In addition to the environmental analysis, the presentation should include initial recommendations for a market entry strategy for the Client into the region. A full rubric for the assignment will be provided in class.

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 20 minutes, plus 5 minutes for questions and answers from the class and/or Client.

Client Export Plan
For this assignment, each group will be required to deliver a detailed Export Plan, including full implementation strategy, to their Client. A full rubric for the assignment will be provided in class.

The purpose of this analysis is four-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. Third, you will benefit from the knowledge you gain about a particular industry as well as the industries other groups are investigating. Finally, you will gain real-world experience and connections by working on a comprehensive plan to solve a real need for a real company.

Each group must submit a report of their Export Plan (two copies). Reports should be no more than 15 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 25 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 IB372, 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.
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.

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 breech 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/g00-01/app/appc09.html

FINAL COMMENTS
Exporting for Entrepreneurs will be one of the most difficult, demanding, and frustrating courses in your business education. 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 as well as ambiguous. However, facing demands in a real world setting is the surest way I know of to learn and grow. At the same time the course is difficult, it will give you valuable insight into the real world that will benefit you as you pursue an entrepreneurial career in an increasingly global economy. 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.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Readings</th>
<th>Assignments Due</th>
</tr>
</thead>
</table>
| 8/29  | What is exporting?  
Why is exporting important?  
Benefits/challenges of exporting?  
What makes a product/service exportable? | Note on Entering Foreign Markets                                           |                                                                                 |
| 9/5   | Target Market Assessment / Analysis  
Market Research                                                                 | Taking the High Road when going International  
Global Market Opportunity Assessment |                                                                                 |
| 9/12  | Trade Barriers / Incentives  
Regulatory Environment  
Cultural Analysis                                                                 | Chiquita Brands International (A) & (B)  
Exporting American Culture                                                      | Group Case Presentation (1 – Chiquita Brands)                                    |
| 9/19  | Market Validation Techniques  
Client Introductions                                                                 | Globalization of the NFL                                                   | Prepare for Client Intros                                                       |
| 9/26  | Types of Exporting  
Market Entry Strategies                                                                 | Ben & Jerry’s – Japan  
MontGras – Export Strategy for a Chilean Winery                              | INDIVIDUAL CASE WRITE-UP DUE. (Ben & Jerry’s)                                    |
| 10/3  | INDEPENDENT INQUIRY                                                                 | NONE.                                                                    | GROUP CLIENT PROJECT #1 DUE.                                                    |
| 10/10 | Presentations (Market Entry Strategy & Environmental Analysis)            | NONE.                                                                    |                                                                                 |
| 10/17 | Role of International Trade Facilitators (ex. banks, customs agents, lawyers, etc.)  
Marketing (Product, Place, Promotion, Price) | Ferro Industries – Exporting Challenge for a Small Firm                    | Group Case Presentation (3 – Ferro)                                             |
| 10/24 | Supply Chain & Logistics  
GUEST SPEAKER                                                                             | Global Supply Chain Management                                             |                                                                                 |
| 10/31 | Supply Chain & Logistics  
Customer Service                                                                 | Global Supply Chain Management  
Cosan – Thinking Outside the Barrel  
Natura – Exporting Brazilian Beauty                                               | Group Case Presentation (4 – Cosan)  
INDIVIDUAL CASE WRITE-UP DUE. (Natura)                                          |
Hypothesis-Driven Entrepreneurship                                               |                                                                                 |
| 11/14 | INDEPENDENT INQUIRY                                                                 | NONE.                                                                    |                                                                                 |
| 11/21 | THANKSGIVING BREAK                                                        | NONE.                                                                    |                                                                                 |
| 11/28 | Final Presentations (Export Plan)                                          | NONE.                                                                    | GROUP CLIENT PROJECT #2 DUE.                                                    |
| 12/5  | Final Wrap-Up / Evaluations                                               | NONE.                                                                    |                                                                                 |