Course Description
International business has grown rapidly in recent decades due to technological expansion, liberalization of government policies on trade and resource movements, development of institutions needed to support and facilitate international transactions, and increased global competition. Due to these factors, foreign countries increasingly are a source of both production and sales for domestic companies. This course is designed to improve students’ understanding of the complexities presented by managing businesses in an international environment. It is a survey of the international manager’s world.

Required Readings and Materials
Hill, Charles W. L. International Business: Competing in the Global Marketplace
Eighth Edition; McGraw-Hill/Irwin

1) Cases and Readings:
Case: Chile: The Latin American Tiger?
Case: Chile: A Changed Jungle for the Latin American Tiger
Restoring American Competitiveness by Pisano and Shi
Reviving Entrepreneurship by Lerner and Sahlman
The New Rules of Globalization by Bremmer
Case: The Globalization of the NFL
Case: Metacled in Mexico
Case: Asea Brown Boveri
Case: Swissair’s Alliances
Case: Global product development strategy at Bosch: Selecting a development site for the new low-cost ABS platform
Case: Philips versus Matsushita: The Competitive Battle Continues
I have created a set of course materials at the Harvard Business Education that you can access using the following link:

https://cb.hbsp.harvard.edu/cbmp/access/32510932

You need to register on the site to create a user name if you do not already have one. You will have access to the course materials for 6 months. After you register, you can get to the coursepack at any time by doing the following:
1. Visit hbsp.harvard.edu and log in.
2. Click My Coursepacks, and then click ETM Capstone (Fall 2014)

For technical assistance, please contact the Harvard Business Publishing Tech Help line at (800) 810-8858 (outside the U.S. and Canada, call 617-783-7700); or email techhelp@hbsp.harvard.edu. Our business hours are 8 am - 8 pm ET, Monday-Thursday, and 8 am - 7 pm ET on Friday.

**Supplemental Course Material:**
The Economist
The Financial Times
Business Week

**Teaching Method**
A variety of methods will be used to explain the concepts, theories and practices of international management. Lectures, class discussions, case studies, speakers, exams and written assignments will be used to stimulate student interest and facilitate the learning process.

The central goal of my teaching method is to provide opportunities for you to apply course concepts in the context of the cases and simulation; through constructive application of these concepts, you will best internalize these concepts and hopefully be able to use them long after the course is over.

**Policy on academic integrity/misconduct:** The Colorado School of Mines affirms the principle that all individuals associated with the Mines academic community have a responsibility for establishing, maintaining an fostering an understanding and appreciation for academic integrity. In broad terms, this implies protecting the environment of mutual trust within which scholarly exchange occurs, supporting the ability of the faculty to fairly and effectively evaluate every student’s academic achievements, and giving credence to the university’s educational mission, its scholarly objectives and the substance of the degrees it awards. The protection of academic integrity requires there to be clear and consistent standards, as well as confrontation and sanctions when individuals violate those standards. The Colorado School of Mines desires an environment free of any and all forms of academic misconduct and expects students to act with integrity at all times.

Academic misconduct is the intentional act of fraud, in which an individual seeks to claim credit for the work and efforts of another without authorization, or uses unauthorized materials or fabricated information in any academic exercise. Student Academic Misconduct arises when a student violates the principle of academic integrity. Such behavior erodes mutual trust, distorts the fair evaluation of academic achievements, violates the ethical code of behavior upon which education and scholarship rest, and undermines the credibility of the university. Because of the serious institutional and individual ramifications, student misconduct arising from violations of academic integrity is not tolerated at Mines. If a student is found to have engaged in such misconduct sanctions such as change of a grade, loss of institutional privileges, or academic suspension or dismissal may be imposed. The complete policy is available at:
Grading Criteria and Method

You will be expected to have familiarized yourself with the reading material prior to attending class as lecture time will be kept to a minimum. Concepts presented in the text will be discussed and debated in class. It is to your advantage to come fully prepared as part of your grade will be based on class participation. In addition, class discussions prove to be more beneficial if everyone comes prepared. Students will be randomly called upon to summarize the assigned cases. Any student who, in the opinion of the instructor, has not carefully read the assigned case will have his/her final participation grade reduced by one letter grade.

I will endeavor to return all graded assignments within one week of being submitted.

More detailed course grade information is discussed below.

Course Requirements

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<th>Requirement</th>
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<tr>
<td>Exam #1</td>
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<td>Exam #2</td>
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<tr>
<td>Environmental Analysis Group Report and Presentation</td>
<td>30%</td>
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<tr>
<td>Class Participation</td>
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Exams
Two exams covering the material presented in class will be given on the dates outlines in the schedule.

Environmental Analysis Group Report
This project will be conducted in teams of four – which you will need to have formed by the beginning of the fourth week of classes (if you have problems forming a team and deciding on a project please come and see me and I will assist you in the process). You will start by picking a U.S. Company and product which it offers (e.g. General Electric, medical diagnostic equipment). Now assume the company is considering establishing a production facility in a foreign country (note this should be a country that you are not from). You task is to conduct an environmental analysis which will serve three major purposes:

(i) Help you firm decide whether or not the country you are considering has an economic, political, and legal environment which is acceptable.

(ii) Help you firm decide whether or not natural, physical and human resources will be suitable and decide on a location with the country.

(iii) Help your firm’s American managers who might work in this overseas operation (a) understand the cultural environment they will encounter in the workplace, (b) decide whether or not it is suitable, (c) develop appropriate ways of managing people, information, etc…., and (d) briefly outline a marketing strategy that could be used to sell your product locally.

You will present the results of your analysis in a 15-20 page paper and make a short presentation of your findings to your classmates. Use a report style that an executive would expect: executive
summary, introduction, statement of research questions, sources of information, criteria used to evaluate and make judgments, analysis of each question or topic using headings and sub-headings, specific conclusions, specific recommendations (positive or negative) based on conclusions, advice (if any) on how to implement recommendations.

To facilitate the progress of this report you will be required to hand in a two page outline of your paper on March 5th.

Hints:

- Identify the five most important factors (resources) in making your product.
- Compare your country to the U.S., use a comparable city in the U.S. as frame of reference.
- Examine your country over time to identify trends. But focus on the most recent data and events. Discuss where in your country you would locate your investment.
- Focus on the currency value versus the dollar. What will a devaluation mean to your firm’s investments?
- Use the Hofstede scales if they cover your country.
- Look at the laws governing foreign investment. Are there no-layoff labor laws? How extensive is government regulation?

Class Participation and Attendance:
The class discussion grade is based on quality, not quantity? It is particularly important that you are prepared on the days that we will be conducting a case analysis. While I will provide some questions to guide your analysis, you should be ready to discuss all aspects of the case. The analysis will be the product of our discussions in class. Remember, any student who, in the opinion of the instructor, has not carefully read the assigned case will have his/her participation grade reduced by one letter grade.

After each class period, I evaluate your classroom participation as follows:

3: Outstanding positive engagement in the classroom discussion as evidenced by particularly insightful comments and excellent understanding of concepts covered in the readings for the course.

2: Active, engaged participant in class.

1: Attended class and contributed a little to the class / group discussions and activities.

0: Missed all or a substantial part of the class session.

Attending all classes is essential to your learning in this course. If for some unavoidable reason you must miss a class, please let me know in advance so that your absence will not be unexplained. While it is not possible to “make up” an absence, a brief summary of the case to be discussed the day of your absence should be submitted (2 page maximum). This analysis will be regarded as class participation and will be graded on the same three point scale as class participation, depending on the quality of your analysis. This analysis is due within two days of the class for which you are absent. You may not submit such “analysis in lieu of presence” more than two times.

Also, since quality class participation figures prominently in this course, the Honor Code mandates that you not rely on notes, handouts, or cases from students who have previously taken this course.
Case Update:
For those individuals who would like to supplement their class participation grade you have the option of researching and writing a 2 page (max) report updating one of the cases covered in class. The report is due the class before the case will be covered in class and you will need to sign up with me the week before the case.

Please see me during the first two weeks of class if you have a documented disability and need academic adjustments or special accommodations. All discussions will remain confidential.

Additional Course Information

The Writing Center, located in Stratton 306, is there to help all members of the Mines community with writing projects at any stage of the writing process. Writing Consultants can help you understand an assignment; brainstorm, develop and organize ideas; cite sources; narrow your focus; and/or fine-tune your writing for polish, clarity, adherence to grammatical conventions, etc. To make an appointment, please visit our online scheduling system at: http://mines.mywconline.com.

Please see me during the first two weeks of class if you have a documented disability and need academic adjustments or special accommodations. All discussions will remain confidential.