



## MIM500: BUSINESS STRATEGY IN THE GLOBAL ECONOMY

**Credit Hours:** 3

**Contact Hours:** This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

**Faculty Information:** Faculty contact information and office hours can be found on the faculty profile page.

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### **COURSE DESCRIPTION AND OUTCOMES**

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**Course Description:**

This course addresses the role of international political and economic issues and the challenges facing trade and foreign business policies in developing nations which seek to attract business investments. Students evaluate the potential business opportunities and the risks associated with global expansion projects, as well as the role of labor and access to natural resources, and the utilization of International Monetary Fund (IMF) resources and foreign investment. Analyses of cultural, economic, societal, and political differences framed within the context of international commerce provide a background for strategic decisions.

**Course Overview:**

Global change is constant and prevalent. Understanding the dynamics of business decisions within the context of rapid change is essential for business success. The course includes interviews, cases, and company- and country-specific knowledge to assess risks and opportunities related to expansion projects.

**Course Learning Outcomes:**

1. Evaluate political barriers to success of companies in developing nations.
2. Determine the benefits of international collaboration as a strategic action.
3. Examine risks related to economic expansion.
4. Evaluate sustainability regarding country-specific natural resources.
5. Analyze country-specific financial systems.
6. Interpret the relationship between the International Monetary Fund (IMF) and the ability to attract foreign investment.

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### **PARTICIPATION & ATTENDANCE**

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Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

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## COURSE MATERIALS

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### Required:

Peng, M. (2017). *Global strategy* (4th ed.). Mason, OH: Cengage Learning. ISBN-13: 9781305577015

**NOTE:** All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

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## COURSE SCHEDULE

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### Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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### Module 1

#### Readings

- Chapter 1 in *Global Strategy*
- Ghemawat, P. (2017, July-August). Globalization in the age of Trump. *Harvard Business Review*. Retrieved from <https://hbr.org/2017/07/globalization-in-the-age-of-trump>
- Stiglitz, J. (2017, July). The overselling of globalization. *Business Economics*, 52(3), 129-137. DOI:10.1057/s11369-017-0047-z

#### Discussion (25 points)

#### Portfolio Reminder (0 points)

For the final Portfolio Project for this course, you will complete a foreign entry analysis from either a general or an employment-related perspective. Review both project options and the rubric available in Module 8 for specific details. A milestone to this project will be due in Module 4, so select which option

you will complete and begin thinking about the target industry and the target company that might be appropriate for this project.

## **Module 2**

### **Readings**

- Chapters 4 in *Global Strategy*
- Central Intelligence Agency. (n.d.) The world fact book. Retrieved from <https://www.cia.gov/library/publications/resources/the-world-factbook/geos/xx.html>
- Hofstede Insights (n.d.). Country comparison. Retrieved from <https://www.hofstede-insights.com/country-comparison/>
- Transparency International (2017). Corruption Perceptions Index. Retrieved from [https://www.transparency.org/news/feature/corruption\\_perceptions\\_index\\_2017](https://www.transparency.org/news/feature/corruption_perceptions_index_2017)
- United Nations Global Compact. (2015). Business for the rule of law framework. Retrieved from <https://www.unglobalcompact.org/library/1341>

### **Discussion (25 points)**

#### **Critical Thinking (80 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option # 1: Developing Country Informal Institutions (General)**

Pick a developing country that interests you. Provide a profile of the country's history (including its experiences with colonialism), languages, religions, and the educational attainment of its people. Next provide a profile of the country's informal institutions. Thus, describe the country's culture, ethics in practice, and corruption. Given the country's profiles, do you think that this country has good potential for economic growth and development?

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.
- Include a title page, section headers, introduction, conclusion, and references page.

#### **Option # 2: Developing Country Informal Institutions (Employment-related)**

Pick a developing country that might provide resources and/or new markets for an organization with which you are or have been associated. Provide a profile of the country's history (including its experiences with colonialism), languages, religions, and the educational attainment of its people. Next provide a profile of the country's informal institutions. Thus, describe the country's culture, ethics in practice, and corruption. Given the country's profiles, do you think that this country has good potential for entry by the target organization?

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.

## **Module 3**

### **Readings**

- Do Rosario, J., Gillespie, P., & Mayeda, A. (2018, June 8). Argentina wins \$50 billion in IMF backing to bolster economy. *Bloomberg*. Retrieved from <https://www.bloomberg.com/news/articles/2018-06-07/argentina-secures-50-billion-in-imf-backing-to-bolster-economy>
- International Monetary Fund. (2017). Annual report: How to jump-start growth. Retrieved from <http://www.imf.org/external/pubs/ft/ar/2017/eng/index.htm>
- World Bank--International Bank for Reconstruction and Development and International Development Association. (2017). Annual report. Retrieved from <http://www.worldbank.org/en/about/annual-report>

### **Discussion (25 points)**

#### **Critical Thinking (80 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option # 1: Developing Country Formal Institutions (General)**

Pick a developing country that interests you. Provide a profile of the country's demographics, economic growth rates, and environmental threats. Next provide an institutional profile of the country's formal institutions. Thus, describe the country's political system, legal system, and financial system. Given the country's profiles, does this country have strong potential for economic growth and development? Include rationale for your analysis.

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.
- Include a title page, section headers, introduction, conclusion, and references page.

#### **Option # 2: Developing Country Formal Institutions (Employment-related)**

Pick a developing country that might provide resources and/or new markets for an organization with which you are or have been associated. Provide a profile of the country's demographics, economic growth rates, and environmental threats. Next, provide an institutional profile of the country's formal institutions. Thus, describe the country's political system, legal system, and financial systems. Given the country's profiles, does this country have good potential for entry by the target organization? Include a rationale for your analysis.

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.
- Include a title page, section headers, introduction, conclusion, and references page.

## **Module 4**

## Readings

- Chapters 2 & 3 in *Global Strategy*
- Arline, K. (2015, February 18). Porter's five forces: Analyzing the competition. *Business News Daily*. Retrieved from <http://www.businessnewsdaily.com/5446-porters-five-forces.html>
- Management Mania (2016, November 28). VRIO analysis. Retrieved from <https://managementmania.com/en/vrio-analysis>
- Post, J. (2017, June 22). What is a PEST analysis? *Business News Daily*. Retrieved from <https://www.businessnewsdaily.com/5512-pest-analysis-definition-examples-templates.html>

## Discussion (25 points)

### Critical Thinking (80 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### Option # 1: Developing Country Analysis (General)

Pick a developing country that interests you. Provide a historical profile of the country. Conduct an expanded PEST analysis (an analysis of political, economic, socio-cultural, technological, natural environment, global, and demographic forces). What opportunities and threats are present? Given the country's analysis results, does this country have a strong potential for economic growth and development? Why or why not?

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.
- Include a title page, section headers, introduction, conclusion, and references page.

#### Option # 2: Developing Country Analysis (Employment-related)

Pick a developing country that might provide resources and/or new markets for an organization with which you are or have been associated. Provide a historical profile of the country. Conduct an expanded PEST analysis (an analysis of political, economic, socio-cultural, technological, natural environment, global, and demographic forces). What opportunities and threats are present? Given the country's analysis results, does this country have a strong potential for entry by the target organization? Why or why not?

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.
- Include a title page, section headers, introduction, conclusion, and references page.

#### Portfolio Project Milestone (25 points)

Choose one of the following two options to complete this week as a milestone to the final Portfolio Project. Do not do both assignments. Identify your assignment choice in the title of your submission.

### **Option # 1: The Target Industry and the Target Company (General)**

This is the perfect point in the course to identify the target industry and the target company that *might* be appropriate for the preparation for the final portfolio project. Please review both options of the final Portfolio Project prompt in Module 8 – Option 1 is a general option and Option 2 is an employment-related option. Select the option you will complete for your final assignment. Then complete the milestone that is due for the option you selected.

For this milestone, define and describe the target company and the industry in which the company operates. The submission should:

- Introduce the company and the full legal name and if the company is publicly traded.
- Provide a description of the company.
- Define and introduce the industry in which the company operates.
- Provide a description of the industry.
- Provide four scholarly articles that you might consider using for your final Portfolio Project. Give a short reason why each would be pertinent to your project.
  - This is not expected to be a final list. The goal here is to motivate you to begin examining research that might help you in your final Portfolio Project.
  - Add a reference section for your research sources.
- Your narrative should be 1-2 pages in length (not including title and reference pages) and be formatted according to the CSU-Global Guide to Writing and APA.

### **Option # 2: The Target Industry and the Target Company (Employment-related)**

This is the perfect point in the course to identify the target industry and the target company that *might* be appropriate for the preparation for the final portfolio project. Please review both options of the final Portfolio Project prompt in Module 8 – Option 1 is a general option and Option 2 is an employment-related option. Select the option you will complete for your final assignment. Then complete the milestone that is due for the option you selected.

For this milestone, define and describe the target company and the industry in which the company operates. The submission should:

- Introduce the company and the full legal name and if the company is publicly traded.
- Provide a description of the company.
- Define and introduce the industry in which the company operates.
- Provide a description of the industry.
- Provide four scholarly articles that you might consider using for your final Portfolio Project. Give a short reason why each would be pertinent to your project.
  - This is not expected to be a final list. The goal here is to motivate you to begin examining research that might help you in your final Portfolio Project.
  - Add a reference section for your research sources.
- Your narrative should be 1-2 pages in length (not including title and reference pages) and be formatted according to the CSU-Global Guide to Writing and APA.

## **Module 5**

### **Readings**

- Chapter 5 in *Global Strategy*

- Kauffman FastTrac. (2017). How to define your business strategy. Retrieved from <https://fasttrac.org/blog/how-to-define-your-business-strategy/>
- PBS. (n.d.). Q & A with Muhammad Yunis. *Enterprising ideas: Social entrepreneurs at work*. Retrieved from <http://www.pbs.org/now/enterprisingideas/Muhammad-Yunus.html>
- World Bank Group. (2016, January). *Informal enterprises in Kenya*. Retrieved from <https://www.enterprisesurveys.org/~media/GIAWB/EnterpriseSurveys/Documents/ResearchPapers/Informal-Enterprises-in-Kenya-2016.pdf>

### **Discussion (25 points)**

#### **Critical Thinking (80 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option # 1: Informal Enterprises in a Developing Country (General)**

Pick a developing country that interests you. Describe the scope of that country's informal economy. For the informal entrepreneurs, what are the costs and benefits of operating informally? For the country's economic well-being, what are the costs and benefits provided by the informal economy? Given the analysis results, do you think that this country has strong potential for economic growth and development?

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.
- Include a title page, section headers, introduction, conclusion, and references page.

#### **Option # 2: Informal Enterprises in a Developing Country (Employment-related)**

Pick a developing country that might provide resources and/or new markets for an organization with which you are or have been associated. Describe the scope of that country's informal economy. For the informal entrepreneurs, what are the costs and benefits of operating informally? For the country's economic well-being, what are the costs and benefits provided by the informal economy? Given the analysis results, do you think that this country has strong potential for entry by the target organization?

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.
- Include a title page, section headers, introduction, conclusion, and references page.

## **Module 6**

### **Readings**

- Chapters 6 in *Global Strategy*

- International Trade Administration. (n.d.). Country commercial guides. Retrieved from <https://www.export.gov/ccg>
- MarketingTeacher.com. (n.d.). Modes of entry into international markets. Retrieved from <http://www.marketingteacher.com/modes-of-entry-into-international-markets-place/>

### **Discussion (25 points)**

#### **Critical Thinking (80points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option # 1: International Entry Mode (General)**

Using the selected company and industry for your final Portfolio Project and an appropriate developing country, complete the following:

- Describe the product/service and the selected country.
- Analyze the industry and competitive environment in the target country.
- Evaluate challenges to entry that the country market represents.
- Propose a mode of entry and appraise whether alliances will be used.

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.
- Include a title page, section headers, introduction, conclusion, and references page.

#### **Option # 2: Informal Enterprises in a Developing Country (Employment-related)**

Using the selected company and industry for your final Portfolio Project and an appropriate developing country, complete the following:

- Describe the product/service and the selected country.
- Analyze the industry and competitive environment in the target country.
- Evaluate challenges to entry that the country market represents.
- Propose a mode of entry and appraise whether alliances will be used.

Your well-written paper should meet the following requirements:

- Be four to six pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Include at least five scholarly or peer-reviewed articles. The CSU-Global Library is a good place to find these resources.
- Include a title page, section headers, introduction, conclusion, and references page.

## **Module 7**

### **Readings**

- Chapters 7 & 8 in *Global Strategy*
- Edwards, C. (2018, July 13). Blue ocean strategy: Creating your own market. *Business News Daily*. Retrieved from <https://www.businessnewsdaily.com/5647-blue-ocean-strategy.html>

- Gray, C. (n.d.) What are strategic alliances. *Chron*. Retrieved from <https://smallbusiness.chron.com/strategic-alliances-23997.html>

### Discussion (25 points)

#### Career Development Criteria Assignment (50 points)

For this assignment, research your next steps in progressing in your career. What actions do you need to take to advance in your career? Identify internships, volunteer opportunities, and certifications in your chosen degree field. Develop a well-written paper that includes the following:

- Description of your desired future career goals and steps to achieve those goals.
- Two [internship positions](#) in your chosen degree field: Include a link to the descriptions for each internship and provide a summary of how these positions relate to your degree field. Include the steps you would need to take to apply for an internship position, or alternatively, the steps your organization would need to take to offer an internship position.
- Two [volunteer opportunities](#) in your chosen degree field: Include a link to the descriptions for each volunteer opportunity and provide a summary of how these opportunities relate to your degree field. Include how you could benefit or advance your career by participating in a volunteer position.
- At least one certification within your chosen degree field: Include a link to the description of this certification and summarize the qualifications required to obtain it, as well as the value provided by the certification.
- Summarize what you learned about yourself by completing a [Personal and Career Evaluation](#) available through CSU-Global's [Career Center](#).

Your paper should meet the following requirements:

- Be 4-6 pages in length
- Conform to the CSU-Global Guide to Writing and APA.

## Module 8

### Readings

- Chapter 12 in *Global Strategy*
- Global Affairs Canada. (2015). Corporate social responsibility? Government of Canada. Retrieved from <http://www.international.gc.ca/trade-agreements-accords-commerciaux/topics-domaines/other-autre/csr-rse.aspx?lang=eng>
- Hopkinson, P., Zils, M., Hawkins, P., & Roper, S. (2018). Managing a complex global circular economy business model: Opportunities and challenges. *California Management Review*, 60(3), 71-94.
- Kunz, N. Mayers, K., & Wassenhove, L. N. (2018). Stakeholder views on extended producer responsibility and the circular economy. *California Management Review*, 60(3), 45-70.
- Matthews, J. A., Tan, H., & Hu, M. (2018). Moving to a circular economy in China: Transforming industrial parks into eco-industrial parks. *California Management Review*, 60(3), 157-181.

### Discussion (25 points)

#### Portfolio Project (325 points)

Choose one of the following two projects to complete for the final project in this course. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### Option #1: Foreign Entry Analysis – Developing Country (General)

You are the international business management adviser to the Chief Executive Officer (CEO) of a successful corporation. The company desires continued market growth. In addition to financial success,

the company and its CEO are interested in maintaining the highest of ethical standards and being a force for the betterment of humanity and the planet.

Your job is to use all the resources provided in the modules from this course and your independent research to create a market entry strategy to tap an appropriate developing country market. The project should contain the following points.

- Identification, and description of the company.
- Identification and justification of the target developing country market, given its risks. The justification should be based on formal and informal institutional factors, economic factors, and demographic factors.
- Discussion of the industry and competition in the targeted country.
- Assessment of environmental opportunities and threats.
- Discussion of appropriate entry mode and if an alliance will be used. Thus, describe the pros and cons of the mode and, if used, the type and purpose of the alliance.
- Include whether the United States has bi-lateral trade/investment treaties with the country and why such a treaty is useful.
- Discussion of how the company should combine social responsibility with business decisions in the target country.

Final Portfolio Project Instructions:

- Your paper must be 11-14 pages in length, not including the title and reference pages.
- Your paper must cite and reference at least seven outside sources not associated with the textbook, course readings, or course assignments. The CSU-Global Library is a great place to find sources.
- Your paper must comply with the requirements defined in the CSU-Global Guide to Writing and APA.
- Refer to the Portfolio Project Rubric for specific grading criteria.

### **Option #2: Foreign Entry Analysis – Developing Country (Employment-related)**

You are the international business management adviser to the Chief Executive Officer (CEO) of an organization with which you are or have been associated. The company desires continued market growth. In addition to financial success, the company and its CEO are interested in maintaining the highest of ethical standards and being a force for the betterment of humanity and the planet.

Your job is to use all the resources provided in the modules from this course and your independent research to create a market entry strategy to tap an appropriate developing country market. The project should contain the following points.

- Identification, and description of the company.
- Identification and justification of the target developing country market, given its risks. The justification should be based on formal and informal institutional factors, economic factors, and demographic factors.
- Discussion of the industry and competition in the targeted country.
- Assessment of environmental opportunities and threats.
- Discussion of appropriate entry mode and if an alliance will be used. Thus, describe the pros and cons of the mode and, if used, the type and purpose of the alliance.
- Include whether the United States has bi-lateral trade/investment treaties with the country and why such a treaty is useful.
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the target country.

Final Portfolio Project Instructions:

- Your paper must be 11-14 pages in length, not including the title and reference pages.
- Your paper must cite and reference at least seven outside sources not associated with the textbook, course readings, or course assignments. The CSU-Global Library is a great place to find sources.
- Your paper must comply with the requirements defined in the CSU-Global Guide to Writing and APA.
- Refer to the Portfolio Project Rubric for specific grading criteria.

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## COURSE POLICIES

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Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

### Course Grading

20% Discussion Participation  
45% Critical Thinking Assignments  
35% Final Portfolio Project

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## IN-CLASSROOM POLICIES

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For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

### **Academic Integrity**

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

### **Citing Sources with APA Style**

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

### **Disability Services Statement**

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email [ada@CSUGlobal.edu](mailto:ada@CSUGlobal.edu) for additional information to coordinate reasonable accommodations for students with documented disabilities.

### **Netiquette**

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.