



**PBMA 6317  
GLOBAL STRATEGY, POLICY, & REGULATION  
COURSE SYLLABUS & OUTLINE  
SPRING II 2016  
UIW ONLINE**

**Instructor Information:**

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**Catalog Description:**

This course starts by providing students an overview of the gains from trade, exchange rates, international trade policy, and business policy as applied to the nation state. Special emphasis is placed on monetary, fiscal, social, and industrial policies as they relate to global strategic decision-making. Students will also be introduced to antitrust law for the purpose of managing the risks associated with pricing decisions, vertical agreements, and horizontal acquisition. The importance of instilling a vision, adhering to a well-articulated value system, and aligning human resources, intangible assets, and boundaries for multiple lines of business to obtain a global competitive advantage will be covered. Students will also explore the benefits to stakeholders of using a balanced scorecard to assess organizational performance. Finally, the strategic implications of cross-national models of corporate governance, market structures, and industry characteristics will be studied.

**Required Text:**

Peng, M. (2014). Global strategy (3<sup>rd</sup> ed.). Mason, OH: South-Western Cengage Learning. ISBN: 9781133964612.

**Learning Outcomes/Assessment:**

At the conclusion of this course, students will be able to:

1. Manage the risks related to antitrust regulations, public law, and social and economic policies
2. Choose boundaries for lines of business, identify and manage organizational capabilities, and assess firm performance using a balanced scorecard
3. Align an organization's international business ventures with its vision, values, and strategic initiatives with a focus on long-term value creation

These objectives will be assessed by presentation (verbal, written, and/or PPT), examination, quiz, discussion, homework assignment, essay, class exercise, and/or case study analysis.

**Academic Integrity Statement:**

The University of the Incarnate Word is strongly committed to the nurturing of academic excellence. The University expects its students to pursue and maintain truth, honesty and personal integrity in their academic work. Students must always submit work that represents their original words or ideas. If any words or ideas are used that do not represent the student's original words or ideas, the student must cite all relevant sources. The student should also make clear the extent to which such sources were used. Submissions to any public meeting or private mailbox/forum fall within the scope of words and ideas that require citations if used by someone other than the original author.

**Syllabus Statement:**

This syllabus does not serve as a contract and is subject to change. The Instructor may adjust the syllabus as necessary.

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**Teaching Philosophy:**

The pedagogical/andragogical tools that we will rely on include extensive readings, case studies, organizational illustrations, and application exercises. PowerPoint slides are available for each topic that we will cover and they should be reviewed after you have read the accompanying chapter(s) in the text. As always, one gets as much out of a course as one puts in. Therefore, your active involvement in this class is essential for the most positive experience. My role is to facilitate your exploration and learning as you are introduced to the course material. To ensure your success in this course, I suggest that you consider these recommendations: You are expected to read the appropriate chapters and PPTs prior to participation in each week's discussion forum; be an active learner; manage your time effectively; and use the course materials as your guide for studying. I expect you to contact me with any problems or difficulties you may experience. My mission is to assist you as you explore and discover the world of Global Strategy. However, as with any course, what you learn will be predicated on the time you put into the course. Remember, I cannot read your mind, so, it is imperative that you participate and communicate with me frequently. If a problem or concern arises, let me know as soon as possible. My commitment to you is to be as flexible as I can be while maintaining equity in the classroom. Also, I encourage your feedback early and often.

**Grading Activities Criteria and Grading Guidelines:**

The following grading system applies to this course: A: 93 - 100; A-: 90 - 92; B+: 87 - 89; B: 83 - 86; B-: 80 - 82; C: 70 - 79; F: < 70

**Brief Case Studies (25%):**

Students are required to complete and submit responses to the Case Discussion Questions at the end of the following case studies: Ryanair beginning on page 418, Emerging Markets: Emerging Acquirers from China and India beginning on page 288, Whole Foods' John Mackey on Conscious Capitalism beginning on page 385, Bank of America's Corporate Social Responsibility and the Occupy Wall Street Movement beginning on page 471, and The Antitrust Case on the AT&T-Mobile Merger beginning on page 456. Although there is no formal minimum or maximum length required, the average submission that meets my expectations is typically around 1,000 words. However, I am much more concerned about quality than quantity. You are required to incorporate at least two external sources in your responses to the questions and you should consider including any additional comments or suggestions that you deem beneficial (5 points per case).

**SWOT & VRIO Analysis Journal Club Participation (13%):**

After reading Chapters One through Three in our text, visit <https://managementmania.com/en/swot-analysis> and <https://managementmania.com/en/vrio-analysis>. Then, develop a detailed and comprehensive SWOT Analysis that reflects UIW's current place in the market. Next, complete question one under "Topics For Expanded Projects" on page 84 of our text also using UIW.

**Final Case Study (30%):**

Students are required to complete and submit responses to the Instructor provided assignment questions responding to the "The CEMEX Way." Although there is no formal minimum or maximum length required, the average submission that meets my expectations is typically around 3,000 words. However, I am much more concerned about quality than quantity. This "Final" is worth 30% of your final course grade, so invest the time necessary to study the case in detail and provide a thoughtful response that adequately covers the unique depth and breadth of the case. You are required to incorporate at least five external sources in your responses to the questions and you should consider including any additional comments or suggestions that you deem beneficial.

**Journal Club Participation (32%):**

The primary group interactions will occur in our weekly discussion forums. Each week, we will consider practical topics that warrant detailed exploration as the discussion forum component of our class. Proactive, meaningful class participation is essential to maximizing course potential and to enable the Instructor to fully evaluate your comprehension of course content. Further, it enhances the interest level as specific, real-world examples are discussed. Although there is no formal minimum or maximum length required, please know that I am much more interested in quality than quantity. Your posts should include some type of citation (a website that you found especially helpful, an article, maybe a YouTube video that relates to a topic we are discussing). My expectation is that you participate in each forum discussion on a minimum of four days each week. Our weeks will run from Monday - Sunday. Participation for a specific week must

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occur in that week. You are expected to conduct yourself in a professional and courteous manner at all times. In evaluating class participation, consider the following recommendations:

- Students are expected to be prepared to actively participate in classroom discussions by responding to instructor questions and by offering specific examples/alternatives appropriate to the discussion at hand.
- The quality of participation posts should clearly demonstrate full understanding of the subject matter at an appropriate depth and breadth. You are expected to examine issues from multiple perspectives and integrate materials from sources outside of the formal course resources.
- Participation posts should include adequate support via specific evidence for assertions and should clearly demonstrate your ability to apply the subject matter in the marketplace.
- Participation posts may often affirm others' opinions. But please know that I'm not simply looking for "I agree" messages. Look for opportunities to not only support what someone else says, but also to provide justifications and propose alternative approaches/theories.

The following expectations-based rubric will be used to determine your participation grade:

Criteria	Satisfactory	Needs Improvement	Unsatisfactory
Content Knowledge	Posts well-developed responses to DQs. Demonstrates full understanding and addresses the application of all aspects of the topic. Critically analyzes topics and results. Often adds relevant personal experiences and proposes alternative perspectives.	Responses indicate an understanding of and/or application of the topic, but the response is not complete or lacks more in-depth information. Provides a minimal level of critical evaluation. May add relevant personal experiences or propose alternative perspective.	Responses lack depth and/or do not demonstrate understanding of the topic. Responses are superficial and lack critical analysis. Does not add relevant personal experiences or propose alternative perspectives.
Engagement with Others	Responses are thoughtful and articulate. Poses good questions for consideration. Comments add depth and insight. High level of visibility in classroom.	Does respond to others but responses lack depth, insightfulness, or thoughtfulness. Poses questions infrequently. Does not always respond when others pose questions. Moderate level of visibility in course room.	Does not or only rarely responds to others. Does not pose questions. Low level of visibility in course room.
Timeliness	All DQ responses are submitted on time and to the correct place in the online classroom.	Most DQ responses are submitted on time and to the correct place in the online classroom.	Few or none of the DQ responses are submitted on time or responses are not submitted to correct place in online classroom.
Mechanics	Responses are always well-written and articulate. Spelling and grammar are very good. Easy to read and follow.	Responses are generally well-written but some grammar problems exist. Some spelling errors. May be somewhat difficult to read and follow.	Responses are poorly prepared. Numerous spelling, grammar, and general writing problems.

As a Program capstone course, we will all contribute to a weekly journal club discussion forum. We will review and discuss a variety of peer-reviewed articles, interactive modules, and video cases on global strategy, policy, regulation, and strategic management. Potential articles that the instructor may assign include:

- Collins, J. C., & Porras, J. (1996, September/October). Building your company's vision. *Harvard Business Review*, 74(5), 65-77.
- Ghemawat, P. (2007, March). Managing differences: The central challenge of global strategy. *Harvard Business Review*, 85(3), 58-68.
- Ghemawat, P. (2001, September). Distance still matters: The hard reality of global expansion. *Harvard Business*

*Review*, 79(8), 137-147.

Goleman, D. (2000, March/April). Leadership that gets results. *Harvard Business Review*, 78(2), 78-90).

Hamel, G., & Valikangas, L. (2003, September). The quest for resilience. *Harvard Business Review*, 81(9), 52-63.

Hamel, G. (1997, May/June). The why, what, and how of management innovation. *Harvard Business Review* 75(3), 97-106.

Hamel, G. (1996, July/August). Strategy as revolution. *Harvard Business Review* 74(4). 69-82.

Hamel, G., & Prahalad, C. K. (1994, July/August). Competing for the future. *Harvard Business Review*, 72(4), 122-128.

Hamel, G., & Prahalad, C. K. (1989). Strategic intent. *Harvard Business Review*, 67(3), 63-78.

Hansen, M.T., Nohria, N., & Tierney, T. (1999). What's your strategy for managing knowledge? *Harvard Business Review*, 77(2), 106.

Kaplan, R. S., & Norton, D. P. (2007, July/August). Using the balanced scorecard as a strategic management system. *Harvard Business Review*, 85(7/8), 150-161.

Kaplan, R. S., & Norton, D. P. (2006, March). How to implement a new strategy without disrupting your organization. *Harvard Business Review*, 84(3), 100-109.

Kim, W. C., & Mauborgne, R. (2009, September). How strategy shapes structure. *Harvard Business Review*, 87(9), 72-80.

Kim, W. C., & Mauborgne, R. (2004, October). Blue ocean strategy. *Harvard Business Review*, 82(10), 76-84.

Kotter, J. P. (2007, January). Leading change. *Harvard Business Review*, 85(1), 96-103.

Markides, C. C. (1997, November/December). To diversify or not to diversify. *Harvard Business Review*, 75(6), 93-99.

Martin, R. L. (2002, March). The virtue matrix: Calculating the returns on corporate responsibility. *Harvard Business Review*, 80(3), 68-75.

Mintzberg, H. (1987, July/August). Crafting strategy. *Harvard Business Review*, 65(4), 66-75.

Montgomery, C. (2008, January). Putting leadership back into strategy. *Harvard Business Review*, 86(1), 54-61.

Palmisano, S. J. (2006, May/June). The globally integrated enterprise. *Foreign Affairs*, 85(3), 127-136.

Porter, M. E., & Kramer, M. (2011, January/February). Creating shared value. *Harvard Business Review*, 89(1, 2), 62-77.

Porter, M. (2006, December). Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78-92.

Porter, M. (1996, November/December). What is strategy? *Harvard Business Review*, 74(6), 61-78.

Porter, M. E. (1979, March/April). How competitive forces shape strategy. *Harvard Business Review*, 57(2), 137-145.

Prahalad, C. K., & Hamel, G. (1990, May/June). The core competence of the corporation. *Harvard Business Review*, 68(3), 79-91.

Raynor, M., & Ahmed, M. (2013, April). Three rules for making a company truly great. *Harvard Business Review* 91(4). 108-117.

Stalk, G., Jr., Evans, P., & Shulman, L. E. (1992, March/April). Competing on capabilities: The new rules of corporate strategy. *Harvard Business Review*, 70(2), 54-66.

Stalk, G., Jr., & Lachenauer, R. (2004, April). Five killer strategies for trouncing the competition. *Harvard Business Review*, 82(4), 62-71.

Stewart, T. A. (2006, June). Growth as a process. *Harvard Business Review*, 84(5), 60-70.

Stewart, T. A., & O'Brien, L. (2005, March). Execution without excuses. *Harvard Business Review*, 83(3), 102-111.

Ulrich, D., & Smallwood, N. (2004, June). Capitalizing on capabilities. *Harvard Business Review*, 82(6), 119-127.

Potential interactive modules that the instructor may assign include:

Doing Business in Africa: The Africa module introduces students to the region by focusing predominantly on Sub-Saharan African nations. This module does not address Northern African nations as these nations are technically part of the greater Middle East and are discussed in another module. After reading this module, one should have a general understanding of the following: General issues in Africa that affect business prospects; business conduct in Senegal and Senegalese attempts to liberalize the economy; the emerging business climate in Rwanda and the role of women in the economy; a general understanding of the economic implications from the recent violence in Kenya; how to conduct

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business in South Africa; and a general understanding of how AIDS affects economic growth in Africa. A case study on AIDS in Africa is included in this module.

Doing Business in Brazil: The module on Brazil provides one with information on: the enormous potential for doing business here; cultural practices; tips, tools, and information about typical practices in daily business; the state of logistics and transportation; current political and social issues facing the country; and important business factors that directly affect costs of doing business, including the labor force and taxes. Included is also a case study on the Amazon rainforest.

Doing Business in China: The China module should provide one with a general understanding of the following: China's market potential and hot industries; its culture and people; common situations that arise when conducting business in China; current obstacles and opportunities in logistics; the historical and current problems faced by the economy; and economic and political factors that affect the costs of doing business in China. A case study focusing on China's rural dilemma is incorporated into this module.

Doing Business in India: This module provides a basic understanding and analysis of the basics of doing business in India. It includes information on understanding the Indian culture and business environment, business etiquette and practices, business negotiations, and the current investment climate in India. Additionally, the module offers a case study on entrepreneurship and new ventures in India.

Doing Business in Japan: The Japan module should provide one with an understanding of: Japanese social and business cultures; market potential and hot industries; how to deal with business customs and common business situations; and the current characteristics of the Japanese marketing and supply chain industries. A case study on the Japanese economic recovery is provided in this module.

Doing Business in Latin America: The Latin America module provides one with an understanding of: the enormous potential for doing business in Latin America, as well as the barriers to conducting business there; the history and importance of Mercosur to business in this region; the cultural environment; steps taken to improve the economic well-being of this region; techniques, tactics, and tips to help when negotiating in Latin America; and sale or purchase expectations when making a business trip. Also included is a case study on Central America and the Caribbean islands.

Doing Business in Russia: Doing Business in Russia offers a general overview of the conditions for doing business in Russia today. It includes sections covering Russian social and business cultures, marketing distribution and sales channels in Russia, and supply chain management, as well as information on the costs of doing business in Russia and issues currently facing the country. This module also includes a case study on Russia's Information and Communication Technology Infrastructure.

Doing Business in Southeast Asia: The Southeast Asia module provides one with insight into: the benefits of doing business here and the region's hot industries; the functions of the Association of Southeast Asian Nations (ASEAN) and its impact on international business; the diversity of Southeast Asian cultures and the impact of foreign civilizations on their development; common business practices; the basic logistics environment, including the characteristics of local distribution; and the obstacles for these countries to achieve economic integration and grow their economies. A case study on the economic integration challenges ASEAN has faced is also incorporated into this module.

Doing Business in South Korea: The module on South Korea provides a general overview on the following: Why do business in South Korea; culture in South Korea; business culture; growth industries; and issues facing South Korea. This

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module will help already established exporters as well as fledgling exporters better understand the culture and business culture in this region. This module also includes a case study on the business practice Total Quality Management.

Doing Business in the European Union: The European Union module allows one to gain insight into the reasons for doing business in the European Union as well as doing business in several EU countries: France, the United Kingdom, Greece and Romania. The module also contains a case study that looks at the differences between Old Europe and New Europe.

Doing Business in the Middle East: The Middle East module provides one with a general understanding of the following: hot industries and business opportunities in the Middle East; its business culture (including issues such as punctuality and gift giving); doing business specifically in Egypt, Israel, and Turkey (including major trends, hot industries, proper business conduct, and current business opportunities); and the major political risks of doing business in the Middle East, which could be potential costs. A case study on the economic diversification of the Organization of Arab Petroleum Exporting Countries (OAPEC) is also included.

Culture: The Culture module offers one a general understanding of the following: what is meant by culture, why it is important to learn about other cultures, and the different levels of culture in society; various dimensions of and approaches to understanding culture; the implications of cultural differences in conducting international business; the impact of culture on business negotiations and how to conduct business successfully in a foreign culture.

Ethics: The Ethics module gives one insight into the following areas: the definition of ethics; the importance of ethics in business; how religion relates to ethics in the marketplace; the main tenets of, and ethical behavior in, the world's religions; the ideals and obstacles of ethical behavior in different market settings; broad ethical themes governing how people should behave in the marketplace; the definition and qualities of an ethical manager. A case study on ethics and downsizing is also provided.

International Negotiations: The International Negotiations module offers one general insight into the following: the importance of negotiations; the basics of international negotiations; cultural influences on negotiations; culture-specific strategies and tactics used in the negotiation process; and qualities that an international negotiator must possess.

World Religions: The World Religions module informs one of the following religious insights: the basic history and ideas of religion; the relationship between religion and ethics; the major ideas of Christianity and the economic implications of that religion; the main tenets of Islam, Buddhism, Hinduism, and Confucianism and the economic implications of doing business in an Islamic, Buddhist, or Hindu country; and the economic implications of the Confucian way of life.

The World is Open for Business: This module was created in cooperation with the U.S. Commercial Service and is the first chapter of the book A Basic Guide to Exporting. In this module, we will cover: Why you should sell globally; agencies that specialize in helping small to medium-sized businesses export successfully; old assumptions about exporting that may not be accurate; and how to transform yourself and your business through exporting. A case study on the company Domes International is also included.

Developing An Export Strategy: This module was created in cooperation with the U.S. Commercial Service and is the second chapter of the book A Basic Guide to Exporting. In this module, we will cover: How to assess if and when your company is ready to export; how exporting will affect your company; questions to ask before exporting; and how to create an export plan. A case study on the company Mykytyn Enterprises Incorporated is also included.

Developing a Marketing Plan: This module was created in cooperation with the U.S. Commercial Service and is the third chapter of the book A Basic Guide to Exporting. In this module, we will cover: How to formulate a marketing strategy; researching foreign markets; researching the market through government agencies; researching the market through

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development agencies; and researching the market by region. A case study on the company Vellus Products is also included.

Export Advice: This module was created in cooperation with the U.S. Commercial Service and is the fourth chapter of the book A Basic Guide to Exporting. In this module, we will cover the following topics: U.S. Commercial Service assistance; other government agency assistance; and assistance from chambers of commerce.

Methods and Channels: This module was created in cooperation with the U.S. Commercial Service and is the fifth chapter of the book A Basic Guide to Exporting. In this module, we will cover: Finding the best approach to exporting your company; different techniques when exporting; separating international from domestic business; finding overseas partners, agents and distributors. A case study on the business LightStream Technologies is also included.

Finding Qualified Buyers: This module was created in cooperation with the U.S. Commercial Service and is the sixth chapter of the book A Basic Guide to Exporting. In this module, we will cover: U.S. Commercial Service programs to help you find buyers; Department of Commerce agencies to assist you with your exporting needs; state and local government assistance. A case study on the business SCIFIT Systems Incorporated is also included.

Using Technology Licensing and Joint Ventures: This module was created in cooperation with the U.S. Commercial Service and is the seventh chapter of the book A Basic Guide to Exporting. In this module, we will cover: Methods of obtaining foreign trade income; advantages and disadvantages of technology licensing and joint ventures. A case study on the company Spancrete Machinery Corporation is also included.

Preparing Your Product for Export: This module was created in cooperation with the U.S. Commercial Service and is the eighth chapter of the book A Basic Guide to Exporting. In this module, we will cover: Adapting your product to meet government regulations, country conditions, or preferences; modifying your product, labeling and packaging. A case study on the company Falcon Waterfree Technologies is also included.

Exporting Services: This module was created in cooperation with the U.S. Commercial Service and is the ninth chapter of the book A Basic Guide to Exporting. In this module, we will cover: Role of the service sector in the U.S. and in world economies; places where services exporters can find assistance. A case study on the company Two Men and a Truck is also included.

International Legal Considerations: This module was created in cooperation with the U.S. Commercial Service and is the tenth chapter of the book A Basic Guide to Exporting. In this module, we will cover: Regulations you must follow to comply with U.S. law; programs and tax procedures opening new markets and financial benefits; intellectual property considerations. A case study on the company Tierra Dynamics is also included.

Going Online: E-Exporting Tools for Small Businesses: This module was created in cooperation with the U.S. Commercial Service and is the eleventh chapter of the book A Basic Guide to Exporting. In this module, we will cover: E-commerce defined; your company's readiness to export on-line; steps to going online. A case study on the company Evertex Computer Corporation is also included.

Shipping Your Product: This module was created in cooperation with the U.S. Commercial Service and is the twelfth chapter of the book A Basic Guide to Exporting. In this module, we will cover: How international freight forwarders can help you; how your product should be packaged and labeled; what documentation and insurance you may need; international shipping companies and offered services. A case study on the company Certified Worldwide LLC is also included.

Pricing, Quotations, and Terms: This module was created in cooperation with the U.S. Commercial Service and is the thirteenth chapter of the book A Basic Guide to Exporting. In this module, we will cover: Determining the best price for

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your product internationally; handling requests for quotations and the pro forma invoice; defining the terms of sale. A case study on the company Home Instead Senior Care is also included.

Methods of Payment: This module was created in cooperation with the U.S. Commercial Service and is the fourteenth chapter of the book A Basic Guide to Exporting. In this module, we will cover: Different ways to receive payment when selling internationally; selection of payment method; currency issues and payment problems. A case study on the company Lulu's Dessert is also included.

Financing Export Transactions: This module was created in cooperation with the U.S. Commercial Service and is the fifteenth chapter of the book A Basic Guide to Exporting. In this module, we will cover: Factors to consider in making financial decisions; private sources of financing; government sources of financing. A case study on the company JQ American is also included.

Business Travel Abroad: This module was created in cooperation with the U.S. Commercial Service and is the sixteenth chapter of the book A Basic Guide to Exporting. In this module, we will cover: Necessary international documents and travel tips; cultural factors to take into account. A case study on the company Candy Bouquet International is also included.

Selling Overseas and After-Sales Service: This module was created in cooperation with the U.S. Commercial Service and is the seventeenth chapter of the book A Basic Guide to Exporting. In this module, we will cover: establishing a policy to deal with international inquiries; researching an international company before conducting business; building and maintaining a working relationship with an overseas customer; and reviewing options for service delivery to foreign buyers.

Analyzing a Company's Ability to Export: The Analyzing a Company's Ability to Export introduces one to the following concepts: how the CORE software helps to understand a company's ability to export; competitive capability in the domestic market; how to ensure defensive competitiveness; how motivation can influence a company's ability to export; how important the commitment of top management in a company can be for the firm's ability to export; how organizational readiness is important to a company's ability to export; and how product readiness can influence a firm's ability to export. Also included is a case study on Advanced Biomedical Devices, Inc.'s readiness to export.

Global Market Opportunity Assessment: The Global Market Opportunity Assessment module informs one on the following issues: why it is important to assess global market opportunities; how companies conduct market opportunity assessment; what makes market research effective; practical approaches to identifying foreign market opportunities. A sample global market opportunity assessment questionnaire and a case study on Thailand's growing importance in the global export market are also included in the module.

Internationalization Process of the Firm: The Internationalization Process of the Firm informs on the following issues: the internationalization process of companies that want to conduct international business; the different frameworks and theories regarding how companies handle the internationalization process; the role of company size on a company's ability to efficiently achieve its internationalization goals; the factors that dictate the choice of a particular foreign market entry mode; and why gradual entry used to be the method of choice, but is becoming obsolete.

Key Industry Drivers of Globalization: The Key Industry Drivers of Globalization module offers one a general understanding of issues including: the historical circumstances and the forces that currently drive globalization; the

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implication of globalization on business in the U.S.; the key drivers for a successful global strategy; and the four basic forces that drive globalization.

**Multinational Logistics:** The Multinational Logistics module informs one of the circumstances dealing with the following: what logistics and supply chain are and how they differ domestically and internationally; the types of issues that are involved with international transportation; international inventory matters; warehousing and product storage topics and how international logistics augments these; and the management issues that multinational logistics creates.

**Global Marketing:** The Global Marketing module, formerly the Multinational Marketing module, provides one with information on topics including: an introduction to international marketing; issues that face international marketers; some factors that determine whether or not a company should attempt a global strategy; and the issues related to product, placement, promotion, and pricing decisions in a global environment. A case study on Gillette's use of international marketing strategies when it launched the Mach 3 razor is also included.

**Multinational Sourcing:** The Multinational Sourcing module contains information pertaining to the following issues: what international sourcing is and why companies chose this option; the international sourcing process, including the steps of progression from domestic to full international sourcing; countertrade, the different types of countertrade, and the issues to consider when conducting countertrade. A case study on multinational purchasing at Paradyne is also provided.

**Organizational Structure of Multinational Corporations:** The Organizational Structure of MNCs module provides information on the following: the organizational structures of multinational companies (MNCs); and how MNCs try to find the right combination of organizational structure and strategy. A case study on Proctor and Gamble's structural reorganization is also provided.

**Legal Framework of International Business:** The Legal Framework of International Business module can help one better understand the laws of governance of the sea and air, and how such rules and regulations can impact international business as well as advertising laws throughout much of the world. This module will be able to help those looking to launch their products and services internationally by laying out some of the political and legal aspects of doing business in multinational markets. A case study on the U.S. Passenger Services Act is also available.

**Tariffs, Quotas, and Non-Tariff Barriers:** The Tariffs, Quotas, and Non-tariff Barriers module outlines the following components: the basics behind tariffs and quotas, including under what circumstances the WTO/GATT prohibits tariffs and quotas; the various types of non-tariff barriers that countries use to restrict imports; how the GATT has impacted the creation of non-tariff barriers; different types of subsidies; countervailing duties; the purpose and importance of the Harmonized Tariff Schedule; the basics of U.S. customs law; and the methods used by customs to determine an imported good's value when assessing tariffs. Also included is a case study on the recent disagreement between the U.S. and the EU over bananas.

**International Monetary Systems:** The International Monetary Systems module provides one with information concerning: the history of the International Monetary System; the importance of the International Monetary Fund and World Bank, including their basic purposes and functions; what money markets and international money markets are; what international capital markets are and their function in both developing and high-income countries; international security markets; and the basics of the European Monetary System. A case study on Argentina's recent economic crisis is available.

**Regionalization and Trading Blocs:** The Regionalization and Trading Blocs module provides one with information on: what globalization means, its impact on business, and the forces that are driving it; the advantages and disadvantages of globalization, as well as who is in favor of globalization and who opposes the movement; what the World Trade Organization (WTO) and the General Agreement on Tariffs and Trade (GATT) are, how they work, and what their history

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is; the history and purpose of some of the world's largest and most influential Regional Agreements: NAFTA, MERCOSUR, ASEAN, and the EU; and the basic premises of the Free Trade Area of the Americas (FTAA) that is currently under negotiation in North, South, and Latin America. A case study on Quebec's language laws is also provided.

The North American Free Trade Agreement (NAFTA): The North American Free Trade Agreement (NAFTA) module provides information pertaining to: The historical origins of NAFTA; facts of NAFTA and member states; Canada's role in NAFTA; Mexico's role in NAFTA; future developments towards regional integration. This module provides in depth information on the economic effects of NAFTA and the future possibilities that NAFTA holds. A case study on the U.S.-Canadian software lumber dispute is also included.

An Introduction to Microfinance: An Introduction to Microfinance discusses the basics and beginnings of the microfinance industry and provides those looking to invest in microfinance with some basic information for commencing such endeavors. The module will address: The beginnings of micro-credit; investing in microfinance; the ideal client and money practices of the poor; microfinance worldwide: agents of social change; and a case study on the microfinance institution, BRAC, is also included.

Microfinance Institutions and Recent Debates: Microfinance Institutions and Recent Debates looks at four microfinance institutions (MFIs), their lending practices, programs, clients, and overall organizational profile. This module will also address some of the recent debates surrounding the commercialization of microfinance institutions. In this module, we will cover: FINCA International; The Grameen Foundation; FONDEP Micro-Credit; Controversy at Compartamos; and a case study on the transition from non-profit, to for profit MFIs by Paulette Stenzel.

International Entrepreneurship: The module on international entrepreneurship is helpful for understanding the forces that make it possible for entrepreneurs to rapidly internationalize. This module will discuss the drivers of international new venture creation, the technology associated with new venture creation, as well as the barriers and incentives.

Identifying and Measuring Drivers of Global Entrepreneurship: This module on identifying and measuring drivers of global entrepreneurship is helpful in understanding some of the emerging trends in practices and business models of international new ventures.

Potential video cases that the instructor may assign include may come from:

<http://www.bbc.co.uk/programmes/p002vsyy/episodes/player>  
<http://globaledge.msu.edu/global-resources/global-best-buying-practices-video-library>  
<http://www.globalization101.org/expert-video/>  
<http://www.pbs.org/newshour/videos/>  
<http://www.prendismo.com>  
<http://videos.uschamber.com>

### **Course Schedule:**

The table below includes the topics, readings, and assignments for each week of the session (subject to change with notification). Our weeks will run from Monday - Sunday. Participation for a specific week must occur in that week. All assignments for each week are due by the end of the week (Sunday midnight Central Time). At the end of each assignment, you will see a number inside the parenthesis. This is the Alternative Learning Equivalencies for this course. It is an expectation for the minimum amount of time (hours) you will spend on each topic each week. Its primary purpose is for accreditation standards we must maintain in each courses.

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Week	Topics	Weekly Activities
1	Course Introductions	Introduce yourself by posting a brief biography within the first few days of class. Tell us a bit about your background and your educational and professional goals. Feel free to share any unique interest or accomplishments. As other students post their bios, please welcome each other to the class and make comments relative to the bio submissions.
	Course Resources and Literature Review	Under “Course Links” section of our classroom I have posted a number of outstanding resources that will broaden your understanding of the topics at hand and, coupled with your study of our text, will enable you to make significant contributions in the discussion forums (3).
	Global Strategy	Read Chapter One.
	Competition	Read Chapter Two.
	Brief Case Study	Submit responses to the Ryanair case study (2).
	Class Discussion	Participate in online journal club (3).
2	Resources & Capabilities	Read Chapter Three.
	Culture & Ethics	Read Chapter Four.
	SWOT & VRIO Analysis	After reading Chapters One through Three in our text, visit <a href="https://managementmania.com/en/swot-analysis">https://managementmania.com/en/swot-analysis</a> and <a href="https://managementmania.com/en/vrio-analysis">https://managementmania.com/en/vrio-analysis</a> . Then, develop a detailed and comprehensive SWOT Analysis that reflects UIW’s current place in the market. Next, complete question one under “Topics For Expanded Projects” on page 84 of our text also using UIW.
	Class Discussion	Participate in online journal club (3).
3	Internationalization & Entrepreneurism	Read Chapter Five.
	Foreign Market Entry	Read Chapter Six.
	Brief Case Study	Submit responses to the Bank of America case study (2).
	Class Discussion	Participate in online journal club (3).
4	Strategic Alliances	Read Chapter Seven.
	Global Dynamics	Read Chapter Eight.
	Brief Case Study	Submit responses to the AT&T-T-Mobile Merger case study (2).
	Class Discussion	Participate in online journal club (3).
5	Diversifying	Read Chapter Nine.
	Global Strategizing, Structuring, & Learning	Read Chapter Ten.
	Brief Case Study	Submit responses to the Emerging Acquirers from China and India case study (2).

	Class Discussion	Participate in online journal club (3).
6	Governance	Read Chapter Eleven.
	CSR	Read Chapter Twelve.
	Brief Case Study	Submit responses to the Whole Foods case study (2).
	Class Discussion	Participate in online journal club (3).
7	Final Case Study	Begin the preparation of your responses to the CEMEX case study (4).
	Class Discussion	Participate in online journal club (3).
8	Final Case Study	Submit responses to the CEMEX case study (6).
	Class Discussion	Participate in online journal club (3).

### **Class Absences for Religious Observances:**

The University of the Incarnate Word welcomes persons of diverse backgrounds and is therefore committed to providing reasonable accommodations for students wanting to attend religious observances and who will miss class. Students must inform instructors at least two weeks prior to attending a religious observance. Students use the form found in the UIW Student Handbook & Student Code of Conduct to request accommodations from the instructor.

### **Disability Accommodations:**

The University of the Incarnate Word is committed to providing a supportive, challenging, diverse and integrated environment for all students. In accordance with Section 504 of the Rehabilitation Act – Subpart E and Title III of the Americans with Disabilities Act (ADA), the University ensures accessibility to its programs, services and activities for qualified students with documented disabilities. For more information, contact: Student Disability Services, Administration Building, Suite 105. Ph. (210) 829-3997. Fax (210) 829-6078. Website: <http://www.uiw.edu/ada/>.

### **Drop Course Information:**

It is the student's responsibility to drop their course within the 100% refund period to avoid assessment of tuition and fees. There will not be a University-initiated drop for non-participation. If you do not plan to attend, you must drop your courses by Friday at 5pm of the first week of the term to be within the 100% refund period. Please submit your drop to <http://online.uiw.edu/course-drop-form>. A \$50 administrative fee is applied for all drops from courses offered through the Virtual University. ARMY Students must drop their course(s) through GoArmyEd. Active duty military students are not charged a drop fee.

### **Late Work:**

Aside from extreme circumstances which have been discussed with the instructor, all work is to be turned in when due. Regardless of the circumstances, late work will be subject to a ten percent grade deduction for each week that it is late.