GPS, UC San Diego

Syllabus

International Business
GPIM470
Tuesdays & Thursdays 9:30 – 10:50 am

Elizabeth Lyons
lizlyons@ucsd.edu

1. Administrative Information

Email: lizlyons@ucsd.edu

Office hours: Wednesdays 9:30-11:30 am in RBC 1307

- Please sign-up for office hours here if you want a meeting slot
- Please indicate whether you will attend in person or on Zoom
- A Zoom link for office hours is provided on Canvas and here

If for some reason you are unable to come to my office during these times, please send me an email to schedule a meeting.

Course Materials:

- HBS Coursepack available at https://hbsp.harvard.edu/import/1126478 (includes cases)
- HBS team simulation available at https://hbsp.harvard.edu/import/1126481
- Additional readings and cases available through Google, Google Scholar, & UCSD Library

TA:

- Divyamsi Kunapareddy, Divyamsi.Kunapareddy@rady.ucsd.edu

2. Course Scope and Mission

Developments in communication and transportation technologies and improved capital mobility have contributed to rapid increases in the extent of globalization over the past 70 years. Despite the considerable technological improvements facilitating this increase, many forces continue to work against its expansion. These include differences in labor, consumer, and managerial norms and preferences across countries, and domestic and foreign economic and security concerns. Understanding how to navigate international markets and competition in the face of these forces is critical for managers across all industries and sectors. This course is designed to motivate the importance of high-quality management in all sectors and countries and to expose you to challenges and opportunities associated with doing business internationally.

Topics we will cover include foreign market entry strategies, multinational organizational structures, emerging market multinationals, managing diverse and dispersed workforces, and labor and human rights in the international context. We will study international business by applying findings from microeconomic theory and large-scale empirical analyses to evaluations of examples provided by case studies. In addition, you will attend a TA-led tutorial on Tableau and use Tableau for your data visualizations in your final projects. This course is designed to allow you to take broad lessons from these cases to rigorously apply them to global organizations and international exchanges encountered in your careers.

By the end of this course, students should be able to:

- Provide thoughtful and thorough assessments of the attractiveness of foreign markets.
- Understand the sources of benefits from foreign market expansion and some of the circumstances under which they can and cannot be realized.
- Understand that the risks of foreign market expansion are significant, and be able to assess these risks across industries, firms, and countries.
- Identify strategies and managerial tools for mitigating foreign expansion risks.
- Understand some of the differences in how foreign expansion is managed in high-income, emerging, and frontier markets and firms.
- Identify different methods of expanding to foreign markets and understand the circumstances under which different entry modes are more or less beneficial for firms.
- Develop useful data visualizations in Tableau.
- Thoughtfully discuss the unique ethical concerns multinational managers face.

3. Course Guidelines and Policies

<u>General Class Rules and Expectations:</u>

Though attendance is not graded, I strongly encourage students who are able to attend class to do so.

As in all classes I expect everyone to treat everyone else with respect. This includes classmates, guest speakers, and me. Name-calling, threats, discriminatory language (e.g., racist, sexist, or homophobic), and any kind of harassment will not be tolerated. It is critical for successful learning in this class that everyone be open-minded and tolerant of other people's points of view. Please come and speak to me or student services if you experience or observe a disrespectful encounter.

For short and easy-to-answer questions not answerable by the syllabus, please email me. I will not respond to emails that ask for information that is available in the syllabus. I will do my best to reply to emails within 48 hours. For questions and comments that require lengthy answers or discussion, please attend my office hours or schedule a meeting with me.

Office Hours

If you have signed up for an office hour slot, please arrive on time. Please attend via the mode you indicated on the sign-up sheet (in-person or over Zoom). If you signed up for an office hour slot but can no longer attend, please email me as soon as possible so that I can open the slot for someone else.

I will not be able to stay after class for questions, so please ask any questions during class time or office hours, or scheduled meetings.

Accommodations

Students requesting accommodations for this course due to a disability must have a current Authorization for Accommodation (AFA) letter issued by the Office for Students with Disabilities (OSD: http://disabilities.ucsd.edu), which is now located on the 3rd Floor of Pepper Canyon Hall. AFA letters are now provided to Faculty electronically by OSD, per student request. Accommodation requests must be made at least two weeks in advance of the exam. Contact Nancy Gilson (ngilson@ucsd.edu) for further information.

4. Academic Integrity

As a student in this course, you are agreeing to uphold academic integrity. This includes committing to do the work assigned to you without the use of unauthorized aids and to report any suspected abuses of this principle by any of your peers. Discussion about course topics and assignments among peers is strongly encouraged. However, permission and proper documentation are required if you are referencing other people’s ideas and research in your assignments. Other people’s ideas and research include class slides, any other material you receive from me or other professors, and your peers’ work. You may not submit work of your own that has been submitted to another course for a grade without explicit approval from both me and the professor of that class. Proper citation of references requires both quotation marks when words are used verbatim, and exact citations to the text and page number. The ability to analyze the work of others demonstrates your understanding of the topic being addressed. Discussion or sharing of ideas of any kind during the in-class written assignment is not permitted.

The goal of this course is to ensure that you learn and that you contribute to the education of others in the course. Academic misconduct undermines these goals and will be taken very seriously.

All written assignments will be submitted through Turnitin. **If any of your assignments have one complete sentence or more copied from someone else's work and are not properly cited, I will report this to the University administration as academic misconduct.** If you are not sure how to reference outside sources, please come and speak to me before your first assignment is due. Enrollment in this course signals your willingness to submit your work to Turnitin.

5. Course Assignments and Evaluation

Your course grade is based on class participation (20%), one case analysis (20%), a group paper and presentation (35%), and an open book timed written assignment during the final exam period (25%). **To facilitate a fast turnaround of grades and feedback, please submit all assignments both through Turnitin and by email to me.**

Assignments turned in within 5 hours following the deadline will be docked 15% of the grade you receive on the assignment. No assignments will be accepted more than 5 hours after the due date without an approved and documented excuse.

There will be no make-up examinations without an approved and documented excuse.

Acceptable excuses for late assignment submissions or make-up examinations include illness, which must be documented by the UCSD health service or your physician, or a death or serious illness in the immediate family. I will accept no other excuses aside from those recognized by standing University policy. Please notify me in writing of your need for an extension or make-up exam and I will put you in contact with Nancy Gilson as she has responsibility for the collection of documentation.

Technological difficulties and not understanding or reading instructions are *not* valid excuses for missing deadlines. If you are unsure of what the deadline is or how to submit your assignments, please speak to me about this before your first assignment is due.

Enrollment in this course signals your willingness to comply with these assignment submission procedures.

<u>Class participation (20%):</u> Active class participation is critical for you to benefit from this course. There are three ways to receive participation points in the course.

1. **Speaking during class discussions:** Participation points will be given to students who ask questions, contribute to class discussions, and provide suggestions or answers to questions asked by others during class time. Comments and questions should relate to the course content and should contribute to the relevant discussions. Your participation will be graded on both the quantity and quality of your contributions. Quality is measured based on how well your comments and questions move the class discussion forward, how

accurately you reference class readings, how novel your comments and questions are, and how logical your reasoning is. Attendance on its own will not contribute to your participation grade, nor will questions asked during office hours.

2. **Short presentations - Case summaries:** You can volunteer to open our case discussions each week by providing a summary of our weekly case study(ies). This summary will be informal but should provide useful and succinct information about the topic the case covers and the question(s) it leaves open. You can present these live during class time, or, if you are unable to attend class, you can submit a video of your presentation that can be shared with your colleagues during class time. **These videos must be submitted at least an hour before the start of the class they are to be shown in.** Each case discussion opening can earn you up to three percentage points toward your participation grade.
3. **Reflection Notes:** You can receive three percentage points towards participation for writing one-page maximum reflection notes on the non-case readings assigned for a given week. The deadline for these notes is **9 am on Tuesday of the week we will be discussing the readings** about which you have written. For instance, if you choose to write a reflection on Week 3 readings, the deadline for your reflection note is Tuesday, January 23 at 9 am. You can choose to write about what you learned from the readings, what you did not like about them, or what questions or puzzles they brought to mind and why. These notes should not be simple summaries of the readings, they need to include some actual reflection. They should be no more than a page but can be less. You can write about one particular reading or a combination of more than one. A grading guide on these notes can be found here and on Canvas. **Please email me your reflection note by the deadline.**

Case Analysis (20%): You will prepare one four-page maximum report based on one of the cases covered in class. These reports should provide an in-depth analysis of **one** of the problems or questions raised by the case. Most cases discuss more than one problem so you should choose whichever most interests you. The analysis should provide a recommended action in response to the problem, which should be backed by logical and researched arguments. You are encouraged to supplement your arguments with evidence or research gathered outside of the case you are analyzing.

Please choose your case in the first week of classes and email me with your choices by **midnight on Friday, January 19. If you do not inform me which case you will perform your analysis by this time, your case analysis will be docked 15% of the grade you receive on it. In addition, you cannot submit a case analysis unless you have already informed me which case you intend to analyze. Reports are due at 6 pm the Monday of the week when your case is being discussed in class**. **Please submit them to me both by email in pdf or word format and on Turnitin by the deadline.**

Aside from the page limit, there are no formatting requirements for your analysis. For instance, you may submit a double or single-spaced report. Your grade will be based on the case analysis rubric can be found here, and on our Canvas course page.

Group Paper and Presentation (35%): You will prepare a 6-page maximum report, and an in-class presentation on a case selected by your group.[1] You will be assigned to a group of three students for this assignment. Your group will act as consultants for the multinational organization your case focuses on, and you will provide a recommendation(s) for how the organization should proceed. You may choose a Harvard Business School case not covered in our classes, or a case you've read about in the news or elsewhere. The case you choose should have some relationship to a topic covered in class but cannot be a case covered in class. Your group must meet with me during office hours or during a scheduled appointment once you have selected a case. Only one group can work on a given topic. To secure your chosen case and to ensure you are on the right track, please meet with me as early as possible. Presentations will take place during the last week of classes. **Your group must submit one report in word or pdf format to me by email and on Turnitin by 10 pm on Monday, March 11. In addition, you must submit one slide deck in power point or pdf format to me by email the evening before your presentation by 6 pm**.

Your report must contain at least two data visualizations performed in Tableau. This requirement is to provide you with an incentive to learn how to use Tableau's software, which is widely used in the private and non-profit sectors.

An outline of how you will be graded on this assignment is available here and on our canvas page.

> Notes on Group Work: Being able to work effectively in a group setting is critical in almost every profession. My intention for this assignment is to provide you with the opportunity to apply what you have learned in the course to a case you are interested in, and with the opportunity to develop your team work skills. So as to not contribute to competitive environments within groups, I will not ask for individual evaluations of group members. However, in an effort to reduce incentives to free ride, I maintain the right to reduce a group member's grade if all other group members report and provide reasonable evidence that he or she is not sufficiently contributing. If it is determined that a group member has not contributed at all, he or she will receive a grade of "0" on the assignment.
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> Notes on your presentation: Please make sure you rehearse your presentation and you can easily complete it within your allocated time. It is unlikely that you will have time in your

[1] Note that the length of presentations is subject to change depending on the number of students in the class by the end of the quarter. Please verify the length of presentations in class slides or by speaking to me.

presentation to cover everything you cover in your report. Please focus on what you think is most important and interesting about your report. The presentation is intended to be a pitch of your recommendations as a consultant. By submitting your slides to me the night before your presentation, you will have a window of time during which your slides cannot be edited. Your time should instead be spent on practicing what you will say. Clarity, conciseness, thoughtful responses to audience questions, and interest from your audience will contribute to your grade.

Open Book, Timed Written Assignment (25%): You will have an open book assignment during the exam period on **March 19 at 8 am**. The objective of the assignment is to allow me to evaluate your understanding of the course material. It will ask you to answer short and long essay questions related to course content. Classes held during week 9 of the quarter be devoted to course review to help prepare you for the assignment. Your assignment will be completed electronically and submitted to Turnitin. Every assignment needs to be completed individually such that no collaboration or sharing of answers is permitted. Shared answers will be flagged by Turnitin.

6. Class Schedule

Readings for the course are included in this table. Please ensure that you have read the required readings before Tuesday's class each week. We will begin the course with an overview of international business, and, in particular, why a good understanding of it is central for the success of organizations. The remaining weeks will include one to two case readings and at least one non-case reading. The non-case readings are intended to provide background for the week's cases. We will also have two in-class group activities, and one simulation available through your HBS coursepack during the Quarter.

Class Dates	**Topic**	**Readings**
January 9 & 11	Foundations of International Business	"The Retreat of the Global Company." *The Economist,* 2017. Katsos & Miklian, "A New Crisis Playbook for an Uncertain World." Harvard Business Review, 2021. Altman & Bastian, "Trade Regionalization: More Hype than Reality?" Harvard Business Review, 2022. Bloom, Nicholas & Van Reenen, John. "Why do Management Practices Differ across Firms & Countries?" *Journal of Economic Perspectives*. Winter, 2010. Alviarez, Vanessa, Cravino, Javier, and Ramondo, Natalia. "Firm-Embedded Productivity and Cross-Country

		Income Differences." *NBER Working Paper*. October, 2020. • Introduction and Conclusion only Optional: Hitt, Michael A., Tihanyi, Laszlo, Miller, Toyah & Connelly, Brian. "International Diversification: Antecedents, Outcomes & Moderators" *Journal of Management*, 2006 • A good reference for finding research on more specific topics within International Business. Chipman, John. "Why Your Company Needs a Foreign Policy." *Harvard Business Review*, September 2016. • More literature on how national security-related concerns should affect firm decisions.
January 16 & 18	The Choice to go Global	Kerr, William. "Harnessing the Best of Globalization." *MIT Sloan Management Review*. Fall 2016. Ghemawat, Pankaj. "Distance Still Matters: The Hard Reality of Global Expansion." *Harvard Business Review*, September 2001. • Focus less on the technicalities of the framework presented and more on the broad message of the article and the elements of distance the author considers. Corstjens, Marcel & Lal, Rajiv. "Retail Doesn't Cross Borders: Here's Why and What to do About it." *Harvard Business Review*, April, 2012. Case: "Target Corporation: The Canadian Decision." July, 2015.
January 23 & 25	Evaluating Foreign Markets	Johansson, J. K. "Country Attractiveness", Chapter 4 in *Global Marketing: Foreign Entry, Local Marketing & Global Management*. 5th Edition, 2009. Musacchio, Aldo & Werker, Eric. "Mapping Frontier Economies." *Harvard Business Review,* 2016. "African companies are expanding across the continent" *The Economist.* June, 2019.

		“How to navigate corporate risk.” *Economist Intelligence Unit,* 2019. <u>In-Class Group Discussion:</u> Evaluation of foreign market opportunity for specific firm: Preliminary Screening • Requires you to have read Johansson (2009) • Groups will be randomly assigned <u>Case:</u> “Ethiopia: An Emerging Market Opportunity?” June, 2015. <u>Optional:</u> Henisz, Witold J. & Macher, Jeffrey T. “Firm- and Country-Level Trade-Offs and Contingencies in the Evaluation of Foreign Investment: The Semi-Conductor Industry, 1994-2002.” *Organization Science*, 2004. • Sections 1 & 2 only. Chironga, Mutsa et al. “Cracking the Next Growth Market: Africa.” *Harvard Business Review*, 2011. Leke, Acha, Jacobson, Paul & Lund, Susan. “These 6 Sectors of Africa’s Economy are Poised for Growth.” *Harvard Business Review*, 2016.
January 30	Tableau Tutorial	Download Tableau in advance of class, make sure it works on your computer No class on February 1
February 6 & 8	Foreign Market Entry Mode & Strategies	Johansson, J. K. “Export Expansion” and “Licensing, Strategic Alliances, FDI”, Chapters 5 & 6 in *Global Marketing: Foreign Entry, Local Marketing & Global Management*. 5th Edition, 2009. Beamish, P. “Note on the Design and Management of International Joint Ventures.” *Harvard Business Review*, 2017. Ghemawat, Pankaj. “Managing Differences: The Central Challenge of Global Strategy.” *Harvard Business Review*, Mar, 2007. <u>Cases:</u>

		"Volkswagen & Tata Motors: A Strategic Alliance in India." 2017
February 13 & 15	Multinational Organizational Structures	Bernstein, Ethan & Nohria, Nitin. "Note on Organizational Structure." *Background Note*, 2016. Blonigen, Bruce et al. "Evidence for the Effect of Monitoring Costs on Foreign Direct Investment. *NBER Working Paper*, 2019. • Intro and Conclusion only Aghina et al. "The Past and Future of Global Organizations." *McKinsey Quarterly*, 2014. Kumar, Normalya & Puranam, Phanish. "Have you Restructured for Global Success?" *Harvard Business Review*, October 2011. Wladawsky-Berger, Irvin. "The Rise of the T-Shaped Organization." *Wall Street Journal*, December 2015. <u>In-Class Group Discussion:</u> Re-Organizing before Expansion: How do firm goals affect organizational structure decisions? • Requires reading of Bernstein et al, and Kumar & Puranam. • Groups will be randomly assigned. <u>Case:</u> "Arla Foods - Matching Structure With Strategy." 2013. <u>Optional:</u> Guadalupe, Maria, Hongyi Li, and Julie Wulf. "Who lives in the C-suite? Organizational structure and the division of labor in top management." Management Science 60.4 (2013): 824-844. Bloom, N. et al. "The Organization of Firms Across Countries." *Quarterly Journal of Economics*, 2012.
February 20 & 22	Managing Cross-Country Team Work	Neeley, T. "Global Teams that Work." *Harvard Business Review*, 2015. Molinsky, Andy & Robin Moriarty. "Adapting Your Organizational Processes to a New Culture." *Harvard Business Review Web Article*, 2016.

		Thomas, David A. “Diversity as Strategy.” *Harvard Business Review*, September 2004. Obradovich, Nick et al. “Expanding the Measurement of Culture with a Sample of Two Billion Humans.” *NBER Working Paper*. September, 2020. • Focus on pages 1 & 2, and Figures in main text. Brynjlfsson, Liu, and Hui. “Does Machine Translation Affect International Trade? Evidence from a Large Digital Platform.” *NBER Working Paper*, 2018 • Introduction and Conclusion only Simulation: “Global Collaboration Simulation: Tip of the Iceberg.” *Harvard Business Publishing*, 2017. • Purchase simulation before class (https://hbsp.harvard.edu/import/1000537) Case: “Managing a Global Team: Greg James at Sun Microsystems, Inc. (A). 2008. Optional: Hofstede, Geert. “The Business of International Business is Culture.” *International Business Review*, 1994.
February 27 & 29	Lower Income Country Domestic Firms & Multinationals	“Key Corporate Trends in Developing Markets.” *The Economist Intelligence Unit*, 2018. Luo, Yadong, & Tung, Roaslie L. “International expansion of emerging market enterprises: A springboard perspective.” *Journal of International Business Studies*, 2007. • Focus on how emerging market MNEs expand rather than on their typologies • Skip “Overview of the focused issue” section Parente et al. “Lessons Learned from Brazilian Multinationals' Internationalization Strategies.” *Harvard Business Review*, 2013. Case: “OYO: A New Global Chain of Hotels Emerges.” 2020.

		Optional: "Emerging-Market Multinationals: The Challengers." *The Economist*, January 10, 2008. Parente, Ronaldo C., Cyrino, Alvaro B., Sphor Nicole, & Carvalho de Vasconcelos, Flavio. "Lessons Learned from Brazilian Multinationals' Internalization Strategies." *Business Horizons*, 2013.
March 5 & 7	Human Rights & Ethics in Multinationals	Muchlinski, Peter T. "Human Rights and Multinationals: Is There a Problem?" *International Affairs*, 2001. "What companies are for – Big business, shareholders, and society." *The Economist*, August, 2019. "Making funding flows fair: Must ESG be bad news for emerging markets?" *The Financial Times*, October, 2022. Fos et al (2022). "The Political Polarization of Corporate America." *NBER Working Paper*, 2022. Cases: "Ikea's Global Sourcing Challenge: Indian Rugs and Child Labor (A)." November, 2006. "Building a "Backdoor" to the iPhone: An Ethical Dilemma." 2016
March 12 & 14	Group Presentations	Final reports due March 11 at 10 pm Email and Turnitin