

**BUS 346: INTERNATIONAL BUSINESS**  
*Fall 2008 – Section 01*

**Instructor:** Dr. Davina Vora  
**Class Time:** Monday and Thursday 9:25-10:40am  
**Class Location:** VH 112  
**Office:** VH 313  
**Office Hours:** Mondays 10:45am-12pm, 1:30-2pm  
Wednesdays 5:15-6:15pm  
Thursdays 10:45am-12pm, or by appointment  
**Phone:** 845-257-2672  
**Email:** vorad@newpaltz.edu

**Prerequisites:** BUS 250 with minimum grade of C-  
ECO 206 with minimum grade of C-  
ECO 207 with minimum grade of C-

**Required Reading:** Hill, C. (2008). *Global Business Today*. 5th edition. Boston, MA: McGraw-Hill Higher Education.

**Recommended Reading:** Francesco, A. & Gold, B. (2005). Culture and organizational behavior. (pp. 17-45). *International Organizational Behavior*. 2<sup>nd</sup> edition. Upper Saddle River, NJ: Pearson Education Inc.

**Course Description**

Discussion of international business concepts. Topics include country differences, cross-border trade, and strategic and managerial issues facing international firms.

**Student Learning Objectives**

After finishing this course, students should have gained an understanding of the global business environment at various levels.

- At the national level, students will be able to: describe different political, economic, and legal environments, recognize the determinants of culture and distinguish between national cultural dimensions, and identify ethical issues in international business as well as develop recommendations for handling such issues.
- At the cross-border level, students will be able to: recognize factors influencing the foreign exchange market and currency systems, differentiate between different types of regional integration, and describe how governments influence the trade environment.
- At the firm level, students will be able to: describe each component of the strategic decision-making process of firms considering internationalization, explain different entry modes as well as their advantages and disadvantages, and discuss key international human resource management issues facing multinational enterprises and their employees.

## Grading

Your grade in this course is determined as follows:

### *Individual Assignments:*

Exam 1:	25%
Exam 2:	25%
Quizzes:	10%
Class Participation & Other Assignments:	10%

### *Group Assignments:*

Country Project Report (including peer evaluations):	20%
Country Project Presentation:	10%

## Exams

All exams are non-comprehensive and include assigned readings as well as material covered in class. They may consist of multiple choice, short answer, and essay questions. Requests for rescheduling an exam will be considered only with timely notification to the instructor and appropriate documentation such as a written medical excuse. It is your responsibility to inform the instructor *in advance* of the exam. Approval for rescheduling is at the discretion of the instructor.

## Quizzes

Unannounced pop quizzes will periodically be given at the beginning of class. They will cover assigned readings for that day and/or material covered in the previous class. This is an opportunity to show that you have read the assigned readings. Students who arrive after the quiz has been returned or do not attend class that day may not make up the quiz and receive a zero (0) for that quiz. However, the lowest quiz grade will be dropped.

## Participation and Other Assignments

**Participation:** It is expected that you regularly attend class, arrive punctually to class, and remain up-to-date on assigned readings. Note that you are expected to read the assigned readings before each class. This will facilitate meaningful discourse about the material. You are strongly encouraged to ask questions and make comments on the material. You are also required to attend all group project presentations.

Your participation grade will reflect the degree to which you contribute to class, rather than simply whether you are physically present. *Excellent* class participation is characterized by consistently attending class, arriving on time, contributing to discussions, being well-prepared for the current event assignment, and demonstrating superior understanding and insight on the material. *Good* class participation is characterized by consistently attending class, arriving punctually, contributing to class discussions, and being reasonably prepared for the current event assignment, but only occasionally demonstrating superior understanding and insights on the material. *Average* participation is characterized by consistently attending class and being punctual, but only occasionally contributing to discussions and demonstrating superior understanding and insights on the material. *Poor* class participation is characterized by tardiness, inconsistently attending class and contributing to class discussion, demonstrating a lack of preparation for the current event assignment, and rarely demonstrating superior understanding and insights.

**Current Events:** You are expected to be aware of international current events. Starting the sixth week of class, members of a particular group (to be assigned September 15) will be responsible for researching the past week's world events, covering most regions of the world (i.e. East Asia, Europe, Mexico/Latin America, North Africa/Middle East, South Asia/Southeast Asia/Australia, and Sub-Saharan Africa) and presenting this to the class. Given that each group is responsible for covering the entire world, groups will decide which group member will present the news about which region. In other words, each group member has a separate event from a separate region of the world to *individually* research and present to the class so that as a whole, the group covers events from each region. In class, each student will point to the country or region in which an event occurred on a map provided by the instructor, give a brief summary of an event that occurred somewhere in the region, mention how this event affects international business, and answer any questions the class may have about this event. A copy of the page or printout from which the news was taken should be given to the instructor with the student's name on it after presenting to the class. Students who are not present for their turn or do not complete the assignment will receive a zero grade for this assignment. The date on which members of a group are responsible for covering current events are listed in the syllabus, based on their randomly selected group number.

**International Strategy Assignment:** Each group will be assigned a firm to research to determine its international strategic pattern. In a 1-2 minute oral presentation to the class, groups will explain and justify their reasoning.

**Information Sheet:** You are requested to complete and submit the student information sheet at the end of the syllabus by Thursday, September 18th. This will help me learn about your backgrounds, as well as link names to faces.

**BAFA BAFA:** We will conduct a cultural simulation called BAFA BAFA on **Wednesday, September 17** in **VH 106**. There are two sessions: 10am-12:15pm and 12:30-2:30pm. You must sign up for one of these two sessions. A sign-up sheet will be on my office door beginning September 8 and you may sign up for a specific time on a first-come, first-served basis. As there are limits to the number of students who can participate in any one session, I recommend you sign up early if you have a strong preference for or can only attend one of these sessions.

You are required to attend this exercise unless you have provided me *in advance* with a formal, written excuse from an employer or instructor that states you are required to work or attend another class at this time. A formal letter from a medical doctor stating you were in the hospital at this time is also acceptable. Students in this situation whose excuse I have approved will be given a homework assignment to be due at the beginning of class on September 25. Those who do not attend or (where applicable) do not complete the homework will receive a failing grade for this exercise.

**Other:** I may periodically assign additional assignments not listed on the syllabus. You are expected to complete these assignments on time.

## Country Project Report

Groups will be formed no later than the third week of class. Each group will be randomly assigned a particular region of the world. Within this region, you may select one country to research. A written note with your group's **selected country** in this region along with a second choice must be given to me no later than the beginning of class on **September 22**, as I need to approve your country choice. For that country, your group will survey the political, economic, legal, cultural, trade, and monetary environment. In addition, each group is expected to outline the challenges and opportunities of conducting business in the country and provide relevant guidelines for successful international business ventures in the country based on their research about the country as well as international business.

I recommend you approach this paper as a consulting firm or government agency providing information about this country to businesspeople around the world. This report should be able to be used by a firm located anywhere in the world that may be interested in doing business with your selected country. Thus, you should take a business perspective with regard to these topics and not take a US-centric perspective.

A possible outline that includes major topics for your report is:

1. Introduction
2. Political Environment (political system, structure, political parties, political risk)
3. Legal environment (legal system, legal issues in international business, legal risk)
4. Economic environment (economic system, main products and services, economic risk)
5. Monetary environment (currency system, currency risk)
6. Trade environment (major exports/imports, main trading partners, regional economic integration, tariff and trade barriers, government incentives for conducting business there)
7. Cultural analysis (cultural determinants, cultural dimensions, norms)
8. Outline of challenges and opportunities of doing business in the country (i.e. analysis and integration of information from other parts of the paper and other country data)
9. Guidelines for success when doing business in the selected country (i.e. not in general)

The written report should be 15-20 pages in length (single-sided, typed, double-spaced, and error free in 11-12 point font), *excluding* the cover page, table of contents, list of references, and appendices. In addition to the main content, all written reports must include a cover page, a table of contents, page numbers, a list of current references (minimum of 10), and an appendix of key figures, charts, and the like. References should be written in American Psychological Association (APA) or Modern Language Association (MLA) format. If you are not familiar with these formats, consult manuals in the library. Current references should come from a variety of sources such as journals, websites, and books. Do *not* use the internet and textbook as your sole resources. You are encouraged to use headers and sub-headers to label different sections of the paper. Since points will be deducted for spelling and grammar mistakes, I strongly recommend that each group have its report proofread by a writing tutor prior to submission.

**A detailed outline** of the country project report is due on **October 23**. The outline should list the main points that will be made for different sections of the report. As I will provide written feedback on your detailed outline, this is your opportunity to determine whether you are on the right track in terms of content and format, and you are encouraged to have already thoroughly researched the different portions of the paper and have decided on a general organizational structure for the paper. Groups are encouraged to meet with me during office hours to discuss my comments.

**A hard copy of the final report is due at the beginning of class on December 1. Each group is also required to attach a soft copy of the final report to the "assignment" section of blackboard under turnitin.com prior to class on December 1 for a plagiarism check.** Please name this file "[Country Name]-Final Version" An e-copy does not replace a hard copy. Both a hard and e-copy are required to receive a grade for the project.

Plagiarism is a serious, punishable offense. As discussed more in depth in the “Scholastic Dishonesty” section of the syllabus, plagiarism refers claiming others’ work as your own, either intentionally or unintentionally. If a paper is found to contain plagiarism, ALL group members will be penalized, typically by receiving a failing grade for the course for an initial offense and being expelled for a second offense. For details, see the “Scholastic Dishonesty” section of the syllabus. You should know how to properly cite material, by not only referring to the authors, but also using quotes or indentations for direct quotes. If you have questions about how to properly reference, please see me.

To enable you to check each other’s work for plagiarism and avoid this disgraceful offense, I am permitting you to check your report for plagiarism before the final deadline by using turnitin.com through blackboard. If you choose to check your report for plagiarism prior to submitting your final version, I strongly suggest you submit only one finalized version at least one week prior to the due date to enable you to check the report and edit as necessary. To submit the paper, go to “assignments” in blackboard, click on the appropriate assignment, and enter the relevant information. To check for plagiarism, wait a day for the system to check your paper, then go to “tools” and “login to turnitin.com.” A new screen will pop up, allowing you to click on the “inbox” and then “report” to see what has been copied directly from a source (it will be in color). You can then edit the paper appropriately before submitting the final version. Note that only ONE copy of the report should be submitted, as submitting multiple versions will lead turnitin.com to believe you plagiarized yourselves (i.e. previously submitted versions of the entire paper or sections of the paper are considered sources of information, and therefore sources of plagiarism for later versions). Also note that plagiarism reports can only be accessed by the person who submitted the paper to turnitin.com.

Group projects will be graded as follows:

1) Content – 80%

This is the most important part of the report. This shows a group’s ability to find, sift through, and compile information pertinent to this assignment. It also shows your analytical ability in terms of determining the challenges and opportunities of doing business in a country, and providing guidelines for successful ventures into this country. Thoroughness, accuracy, and keen analysis should come through in this portion of the paper.

2) Process – 20%

This refers to readability, flow, logic, organization, professional look, and writing mechanics of the report. Reports should be clear, concise, structured in a logical fashion and easily readable, with a logical flow of thoughts and ideas as well as transitions between paragraphs. The report should be devoid of spelling and grammatical errors. It should also look neat and professional, adhering to paper specifications noted above.

Note that I will not re-assign individuals to a different group after the initial assignment has been made. It is the group’s responsibility to work together. Students desiring guidance on working with group members are welcome to ask me for advice. If group members are unable to work together, they have the right to fire themselves or another group member(s) from their group. In this case, the fired individual(s) must complete a different country project report individually, with the same specifications described above. Fired individual(s) should email me about being fired so that I can provide them with a different country to research.

### Country Project Presentation

Each group will present a brief summary of its findings, including all group members in the presentation. Group presentations should be 15-17 minutes in length and should cover key points. It is not necessary to present everything in your papers: you should focus on a sub-sample of the most interesting and relevant points of each section of the paper and include major challenges and opportunities as well as recommendations for successful business ventures in the country. Note that I will stop you once your allotted maximum time of 17 minutes has passed.

Creativity is encouraged in all presentations. You may wish to consider using role plays, mock business meetings, interview formats, or other devices to maintain interest. You should inform me two weeks prior to your presentation if you need any audio-visual equipment in addition to a podium, access to a computer, DVD player, document camera, or whiteboard. **Groups requiring use of a computer should email me the necessary, virus-free materials one day prior to the presentation** so that my memory stick can be used for uploading everyone's presentation. This will reduce set-up time in class. If the file is too large to send via email, please use a memory stick to save the information and arrange to meet with me prior to class so I can save the files on my memory stick. Thus, I should have a copy of your materials on my computer. If you are using non-computer based materials, please give me a copy of these materials during the day of your presentation.

The country project presentation will be graded as follows:

1) Content – 60%

This aspect corresponds to what was written above about the group country project report. Evidence of thoroughness, accuracy, and a quality analysis should come through in the presentation.

2) Presentation – 20%

This area refers to general presentation skills. Students should be audible, have good eye contact, come across as confident and knowledgeable, clearly state their points, and finish within the time limit. Practicing in advance is important and helpful.

3) Creativity – 20%

Be creative and have fun when giving presentations. Let your creative juices flow. Do not simply read the paper aloud, but engage yourselves and the class in an active, interesting, fun presentation. You may want to do a skit, have a mock business meeting, produce a game show, or engage in other innovative presentation formats.

### Peer Evaluations

Teamwork is important in the workplace and in this class. Since the quality of group output is dependent upon each individual's quality contribution, it is vital that each group member work as part of the team. Because I cannot assess the degree to which group members are performing their fair share of work, group members will anonymously evaluate the performance of each member. Members will assess each other (as well as themselves) on their contribution to the country project report and presentation, attendance at meetings, timely contribution to individually assigned tasks, and overall performance. Group members will multiply the number of people in their group by 100 points and assign their total points among the members. All members must receive between 80 and 120 points from each evaluator (i.e. you can not give someone a zero score). Each individual's average score will be the basis for his/her peer evaluation score, which is multiplied by the overall group's country project report score to obtain the final country project report score for that individual. For example, an individual who was a member of a six-person group that earned 80 points out of 100 on the country project report and who was given the peer evaluations shown in the table below would receive the overall group case analysis project grade as listed in the "individual project grade" column below. Thus, student E whose group received a country project report score of 80 and whose average peer evaluation score was 510/600, or 0.85, would obtain an individual country project report grade of 68. Note that I maintain the right to disregard self-ratings that are substantially higher than peer ratings.

Student	Ratings From A	Ratings From B	Ratings From C	Ratings From D	Ratings from E	Ratings from F	Total Score	Individual Project Grade
A	100	100	100	100	110	100	610	$80 \times 1.02 = 81.3$
B	80	85	95	85	80	100	525	$80 \times 0.875 = 70$
C	108	100	110	100	120	100	638	$80 \times 1.063 = 85.06$
D	120	120	115	120	100	100	675	$80 \times 1.125 = 90$
E	80	80	80	80	90	100	510	$80 \times 0.85 = 68$
F	112	115	100	115	100	100	642	$80 \times 1.07 = 85.6$
<b>Total:</b>	600	600	600	600	600	600		

### Blackboard

Class slides, the syllabus, and other relevant course-related materials will be posted on blackboard. You may download this material from the website. In addition, you are advised to check blackboard daily. This will be my main way of disseminating any messages or instructions relating to the course. Groups will also have a work area on blackboard. Note that exam, quiz, overall group country project report (i.e. without peer evaluation), and country project presentation grades will be posted on blackboard. This is also where you submit your group project to turnitin.com.

## **Expectations and Responsibilities of Students**

The School of Business has a number of expectations of students, which can be found at [http://www.newpaltz.edu/schoolofbusiness/students\\_expectations\\_responsibilities.pdf](http://www.newpaltz.edu/schoolofbusiness/students_expectations_responsibilities.pdf). These are listed below.

Note that for this course, the use of laptops during class is prohibited, as it is distracting to fellow students.

### **Professional Values and Integrity**

Both inside and out of the classroom, students are expected to:

- Know the SUNY New Paltz School of Business Ethics/Integrity Policy and behave ethically, honestly and with integrity.
- Treat others with respect and fairness, and with an appreciation for cultural diversity.
- Adopt a professional attitude in speech, and actions.
- Respect the property of the college and others.
- Practice good citizenship as a member of the college and broader community.
- Learn to manage time effectively.

### **Classroom Conduct**

In addition to the above, students are expected to:

- Attend class regularly, be punctual, and remain in the classroom for the entire period. Not exit and reenter the classroom except in an emergency situation.
- Maintain focus on the class material and not disrupt the class by holding private conversations or eating.
- Notify the instructor in advance of class if they will be absent, or must unavoidably arrive late or leave early.
- Turn off cell phones and pagers; use laptops only with the approval of the instructor.

### **Class Preparations and Assignments**

Students are expected to:

- Prepare for class by doing assigned reading and homework.
- Seek assistance at an early point in the semester when academic difficulties arise.
- On team assignments, be an active participant and provide input to classmates on a timely basis.
- On individual assignments, do their own work.
- Be aware of what constitutes plagiarism, cheating, and forgery, and take steps to prevent it.

## **Scholastic Dishonesty**

School of Business students are expected to maintain the highest standards of honesty in their college work. Cheating, forgery, and plagiarism are serious offenses, and students that engage in any form of academic dishonesty will be subject to disciplinary action. While we prefer to adhere to a code of honor in the School of Business, due to national trends in cheating, forgery, and plagiarism, we are instituting this policy within the school. Any student found cheating, committing forgery, or plagiarizing may suffer serious consequences ranging from failing a specific piece of work to failing the course. In some cases, a student may be expelled from the School of Business and the college.

Your business education includes learning ethics and values. We trust that you have the basic foundation upon which we can build. You will be judged by your character as well as by your knowledge and skills since the business world increasingly demands ethical behavior of its employees. Honesty remains an admirable quality.

**Cheating** is defined as giving or obtaining information by improper means in meeting any academic requirements or in other aspects of your professional conducts. The use for academic credit of the same work in more than one course without knowledge or consent of the instructor(s) is a form of cheating and is a serious violation of academic integrity.

**Forgery** is defined as the alteration of forms, documents, or records, or the signing of such forms or documents by someone other than the proper designee.

**Plagiarism** is the representation, intentional or unintentional, of another's words or ideas as one's own. When using another person's words in a paper, students must place them within quotation marks or clearly set them off in the text with appropriate citation. When students use another's ideas, they must clearly identify the source of the ideas. Plagiarism is a violation of the rights of the plagiarized author and of the implied assurance by the students that when they submit academic work it is their own work product. If students have any issues with respect to the definition of plagiarism, it is their responsibility to clarify the matter by conferring with the instructor.

Cases requiring disciplinary and/or grade appeal action will be adjudicated in accordance with Procedures for Resolving Academic Integrity Cases, a copy of which is available in the office of the Vice President for Students Affairs, the office of the Provost for Academic Affairs, and in the academic Deans' offices.

We, the members of the SUNY New Paltz School of Business community, are committed to practicing the highest standards of ethical behavior and demonstrating integrity in all we do. We practice these standards and expect them to be demonstrated by others not only in our business dealings, but in all our relationships. Ours is a culture of integrity. For us, ethical behavior means adhering to certain standards in both public and private.

### **Penalties:**

- The involved students may request an appeal through Academic Appeal Committee (undergraduate) or Graduate Council (graduate students).
- First time offenders receive a failing grade for the course, which can only be changed based on a favorable outcome of the appeals process, if applicable. The dean's office keeps a list of first time offenders. The offenders are also required to recertify their understanding of our ethics, honesty and integrity standards.
- A second time undergraduate offender will be referred for possible dismissal to the Office of Student Affairs. A second time graduate student offender will be dismissed from the Master's degree program in which he or she is matriculated, subject to review by the Graduate Council.

### Tentative Course Schedule

You are responsible for having read the chapters in accordance with the dates below. Read the material BEFORE coming to class on the day it is to be discussed. Other reading materials may be assigned in addition to those in the schedule below, but these will be mentioned at least one class period in advance.

Date	Topic	Chapter	Assignments Due
Aug. 25	Course Overview		
Aug. 28	Globalization	Ch. 1	Print map from blackboard
Sept. 1	<b>No Class – Labor Day</b>		
Sept. 4	Globalization Debate		<b>List of references of 2 advantages and 2 disadvantages of globalization</b>
Sept. 8	National Differences in Political Economy	Ch. 2	
Sept. 11	National Differences in Political Economy (con't)	Ch. 2	
Sept 15	Differences in Culture	Ch. 3	Groups formed
<b>Wednesday, Sept. 17 in VH 106 from 10am-12:15 OR 12:30-2:45pm</b>	<b>BAFA BAFA Cultural Simulation</b>		<b>Note: Attendance is required</b> unless the instructor excused you <i>in advance</i> , in which case a makeup assignment is due in class on September 25.  Students should sign up in advance for one of the two sessions on my office door on a first-come, first served basis.
Sept. 18	Differences in Culture (con't)	Ch. 3	<b>Student Information Sheets Due</b>
Sept. 22	Differences in Culture (con't) Ethics in International Business	Ch. 3 Ch. 4	<b>Country Selection for Country Project Report Due</b>
Sept. 25	Ethics in International Business (con't)	Ch. 4	
Sept. 29	<b>No Class – Rosh Hashanah</b>		
Oct. 2	Ethics in International Business (con't)	Ch. 4	<i>Group 1: Current Events</i>
Oct. 6	Ethics in International Business (con't) The Political Economy of International Trade	Ch. 4 Ch. 6	<i>Group 2: Current Events</i>
Oct. 9	<b>No Class – Yom Kippur</b>		
Oct. 13	<b>Exam 1</b>		

Oct. 16	The Political Economy of International Trade (con't)	Ch. 6	<i>Group 3: Current events</i>
Oct. 20	Regional Economic Integration	Ch. 8	<i>Group 4: Current events</i>
Oct. 23	The Foreign Exchange Market	Ch. 9	<b>Detailed Outline of Country Project Report Due</b>
Oct. 27	The Foreign Exchange Market (con't)	Ch. 9	<i>Group 5: Current events</i>
Oct. 30	The Foreign Exchange Market (con't) The Strategy of International Business	Ch. 9 Ch. 11	<i>Group 6: Current events</i> International strategy assignment given
Nov. 3	The Strategy of International Business (con't)	Ch. 11	<i>Group 7: Current events</i>
Nov. 4	<b>Last Day for Course Withdrawal</b>		
Nov. 6	The Strategy of International Business (con't)	Ch. 11	<b>International Strategy Assignment Due</b>
Nov. 10	Entering Foreign Markets	Ch. 12	<i>Group 8: Current events</i>
Nov. 13	Entering Foreign Markets (con't)	Ch. 12	<i>Group 9: Current events</i>
Nov 17	Foreign Direct Investment	Ch. 7	<i>Group 10: Current events</i>
Nov. 18	<b>Note: Class Meets on Tuesday</b> Foreign Direct Investment (con't)	Ch. 7	<i>Group 11: Current events</i>
Nov. 20	Global Human Resource Management	Ch. 16	<i>Group 12: Current events</i>
Nov. 24	Global Human Resource Management (con't)	Ch. 16	
Nov. 27	<b>No Class - Thanksgiving</b>		
Dec. 1	<b>Country Project Presentations</b>		<b>Country Project Report Due</b> <b>Country Project Presentations</b>
Dec. 4	<b>Country Project Presentations</b>		<b>Country Project Presentations</b>
Dec. 8	<b>Country Project Presentations</b>		<b>Country Project Presentations</b>
Dec. 15, 10:15- 12:15	<b>Exam 2</b>		

**Student Information Sheet**  
**BUS 346 Section 01: International Business – Fall 2008**

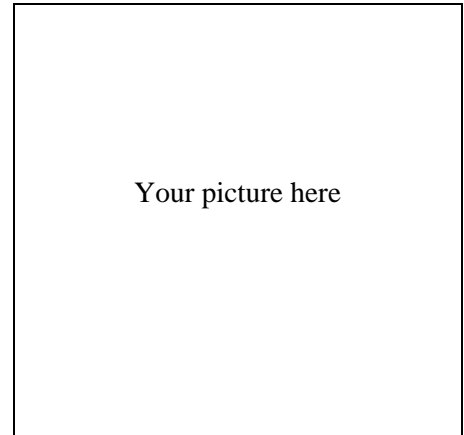
**General Information**

Name: \_\_\_\_\_

Phone # \_\_\_\_\_

Email: \_\_\_\_\_

Hometown: \_\_\_\_\_



**Year of undergraduate program and focal area(s) of study:**

**Work experience:**

**International experience (study abroad, travel, work, etc.) – include length of time and country(ies)**

**Personal goals:**

1. What do you hope to learn from this course?
  
  
  
  
  
  
  
  
  
  
2. What are your professional and/or academic goals?
  
  
  
  
  
  
  
  
  
  
3. Is there anything else you would like to share?