



Boston University Study Abroad London

Boston University Study Abroad London International Management Environment QST IM 345 (Core Course) Spring 2018

Instructor Information

A. Name	Dr Andrey Jichev
B. Day and Times:	Wednesdays and Thursdays 9.00 am- 1.00 pm Commencing 18 January
D. BU Telephone	
E. Email	
F. Office hours	By appointment

Course Objectives

This course has been designed to appeal to students who wish to gain an international perspective on the environment faced by business organizations. In today's business environment, with the pressures of the evolving global economy, managers must consider many ways in which differences are apparent when compared to domestic scene. It is essential to look beyond the traditional domestic concepts and the current political narrative to be able to compete effectively in the global environment. Managers must adapt their approaches to take account of the strong international competition. They also need to be informed as to how firm strategies may be developed. Whatever your major maybe, it is a must for business students to learn the international dimensions of business activities in order to be successful in today's business world. That is why this course is one of the core requirements for business students.

On completion of this course participants should be able to:

- Appreciate the dimensions of international business activities
- Discuss the significance of the international environment
- Exhibit familiarity with a range of international business concepts and theories
- Explain how external and internal cultures influence activities
- Apply skills relevant to managers of both multinational corporations and SMEs.
- Maintain an awareness of global dimensions and how organizations develop their policies

Assessment

The delivery of Course Objectives is a continuous process throughout the course and thus depends upon strict attendance at lectures and seminars. Furthermore, the willing participation of students in pre-class reading class discussions, visits etc., is an essential requirement

The delivery of Learning Objectives and Outcomes will be done *via* four distinct components of the course for which credit is given, each case carrying weights as follows:

1. **Quiz.** This will be your initial assessment and take place midway through the course. It will comprise a set of 20 questions some of which will be multi-choice.

The quiz forms 10% of the course grade.

- 2. Group projects and presentations.** Students will work in groups of 3/4 on a topic to be set by the instructor and which will have a strong international flavour.

Projects are likely to have the following requirements:

- Analysis of a country's environment
- Critique of the dynamics faced by international organisations
- Suggestions as to an appropriate strategy
- Recommendations for strategy implementation.

This group project forms 20% of class assessment and will include peer assessment.

Presentation of the Group projects: Thursday, February 15

- 3. Term paper** Students are required to submit an essay format paper of 2000 words on the following topic:

What would be the impact of Brexit on international businesses operating in the UK? What strategies should companies operating in the UK adopt to cope with the potential impact of Brexit?

This term paper forms 30% of the final assessment.

Deadline: Wednesday, February 14

- 4. Final Exam** This will count for 40% of your final grade.

Exam date: Monday, February 19.

Attendance

Classes

All Boston University London Programme students are expected to attend each and every class session, seminar, and field trip in order to fulfil the required course contact hours and receive course credit. Any student that has been absent from two class sessions (whether authorised or unauthorised) will need to meet with the Directors to discuss their continued participation on the programme.

Authorised Absence:

Students who expect to be absent from any class should notify a member of Academic Affairs and complete an Authorized Absence Approval Form 10 working days in advance of the class date (except in the case of absence due to illness for more than one day. In this situation students should submit the Authorised Absence Approval Form with the required doctor's note as soon as possible). The Authorised Absence Approval Request Form is available from:

<http://www.bu.edu/london/current-semester/>

Please note: Submitting an Authorised Absence Approval Form does not guarantee an authorised absence

Students may apply for an authorised absence only under the following circumstances:

- **Illness (first day of sickness):** If a student is too ill to attend class, the student must phone the BU London Student Affairs Office (who will in turn contact the student's lecturer).
- **Illness (multiple days):** If a student is missing more than one class day due to illness, the student must call into to the BU London Student Affairs Office each day the student is ill. Students must also provide the Student Affairs office with a completed Authorised Absence Approval Form and a sick note from a local doctor excusing their absence from

- class.
- Important placement event that clashes with a class (verified by internship supervisor)
 - Special circumstances which have been approved by the Directors (see note below).

The Directors will only in the most extreme cases allow students to leave the programme early or for a significant break.

Unauthorised Absence:

Any student to miss a class due to an unauthorised absence will receive a **4% grade penalty** to their final grade for the course whose class was missed.

This grade penalty will be applied by the Academic Affairs office to the final grade at the end of the course. As stated above, any student that has missed two classes will need to meet with the Directors to discuss their participation on the programme as excessive absences may result in a 'Fail' in the class and therefore expulsion from the programme.

Religious Holidays

Boston University's Office of the University Registrar states:

'The University, in scheduling classes on religious holidays and observances, intends that students observing those traditions be given ample opportunity to make up work. Faculty members who wish to observe religious holidays will arrange for another faculty member to meet their classes or for cancelled classes to be rescheduled.'

Special Accommodations

Each student will need to contact the Office of Disability Services to request accommodations for the semester they are abroad. Students are advised by BU-ODS not to expect the same accommodations as they receive on campus.

BU London can only uphold special accommodations if we have received the appropriate documentation from the BU-ODS. We cannot accept letters from other universities/centres.

All disabilities need to be known to the ODS in Boston if they are to be used as a reason for requiring a change in conditions, i.e. reduced internship hours or special accommodations for the internship schedule.

Lateness

Students arriving more than 15 minutes after the posted class start time will be marked as late. Any student with irregular class attendance (more than two late arrivals to class) will be required to meet with the Associate Director for Academic Affairs and if the lateness continues, may have his/her final grade penalised.

Grading

Please refer to the Academic Handbook for detailed grading criteria and policies on plagiarism: <http://www.bu.edu/london/current-semester>

** Final Grades are subject to deductions by the Academic Affairs Office due to unauthorised absences.*

COURSE CHRONOLOGY

ONE

Thursday, January 18

Lecture: Introduction, Overview and Globalisation: Hill, Chapter 1

Discussion topic: An US corporation wants to open one or two facilities in Europe to take advantage of the European Single Market. Discuss the types of investigation required and some of the risks involved.

Case study: Euro Disneyland

Beyond Tokyo: Disney's expansion in Asia

Video: Impact of globalization

TWO

Wednesday, January 24

Lecture: The Cultural Environment: Deresky, Chapters, 3, 4 &5

Case study: IKEA in India

Case study: Coca Cola in India

THREE

Thursday, January 25

Visiting speaker: Roy McLarty

Lecture: Scanning the International Environment

Hill. Chapters 4 & 5

Tutorial: In the international Spotlight: China

Case study: HSBC in China

Case study: Danone's wrangle with Wahaha

Case study: Foreign companies in China under attack

Discussion topic: "Identify and discuss three situations where significant changes have taken place in the international business environment and which have affected firms". Pay attention to the causes and suggest how the firms accommodated the impact.

FOUR

Wednesday, January 31

Lecture: The Political and Legal Environment, Hill. Chapters 2,3 & 7

Tutorials: IKEA's Global Renovations

Case study: IKEA in Russia

Case study: Carrefour in Russia

Case study: Will Western Sanctions Hurt Putin's Russia?

Case study: Advertising or free speech? The case of Nike and Human rights

FIVE

Thursday, February 1

Visit to Lloyds of London

SIX

Wednesday, February 7

Lecture: Financial and Legal Foundations, Hill Chapters 2, 10, 11 & 20 4 & 5

Tutorials: World Bank's Doing Business reports 2017/2018

Transparency International: World Investment Report

Assessment quiz (essential assessment)

Distribution of exam case studies

SEVEN

Thursday, February 8

Lecture: Foreign Direct Investment, Hill. Chapters 8

Technology environment

Tutorials: Wal-Mart's Global Strategies

Case study:

Wal-Mart in Africa

Can Wal-Mart crack the retail code in India?

Contingency class date: Friday, February 9. Students are obliged to keep this date free to attend class should any class dates need to be rescheduled/

EIGHT

Wednesday, February 14

Lecture: International Human Resource Management, Deresky, chapters 3, 4 & 5

Case study: Staffing Policy in Astra Zenecca

Case study: Hailing a New Era: Haier in Japan

Case study: Foreign investments in Chinese Banking sector: HR challenges

NINE

Thursday, February 15

Lecture: Global and International marketing strategies, Hill, Chapter 18

Case study: Coca Cola: Using advertising and PR to respond to a changing world

Case study: Starbucks expands abroad

Case study: Jaguar's Passage to India

Case study: Alibaba vs Tencent

Submission of term papers

TEN

Thursday, February 15 13.30 – 17.30

Lecture: Strategic perspectives

Case study: Wal-Mart expansion in Africa

Case study: Tesla Motors strategy

Case study: Google in China Protecting Property and Rights

Case studies: Carlos Ghosn and the future of the automotive industry

EXAM Monday, February 19

Exam times and locations will be posted on the BU London Programmes Blackboard course page and will be emailed to students, a week before the final exam.

Readings:

Text for course

- Hill, Charles (2017) *International Business* (10e), McGraw-Hill

Additional readings:

- Beamish P (2013) *Transnational Management* (7e), McGraw-Hill
- Collinson Simon; Narula, Rajneesh; Rugman, Alan, *International Business*, (2016) Pearson,
- Deresky H, (2016) *International Management* (9e), Prentice Hall
- Hamilton, Leslie, Webster, Philip *The International Business Environment*, (2015) OUP Oxford
- Keegan, Warren, Green Mark (2017) *Global Marketing*, (9e), Pearson
- Luthans, Fred; Doh, Jonathan (2017) *International Management Culture, Strategy and Behaviour*, (10 e) McGraw Hill

The following books would be useful for better understanding the challenges and the opportunities on a dynamic international environment:

- Katz, Lothar *The Global Business Culture Guide: Hints and Caveats for Doing Business in 50 Countries around the World* Paperback – 20 Jan 2014
- Lewis, Richard *When Teams Collide: Managing the International Team Successfully* Paperback – 26 Apr 2012
- Renee Mauborgne, W. Chan Kim *Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth* Hardcover – 21 Sep 2017
- Paul J.J. Welfens *An Accidental Brexit: New EU and Transatlantic Economic Perspectives* Paperback – 14 Sep 2017
- Philip B. Whyman (Author), Alina I. Petrescu (Contributor) *The Economics of Brexit: A Cost-Benefit Analysis of the UK's Economic Relationship with the EU* Paperback – 6 Sep 2017

- Liam Halligan , Gerard Lyons *Clean Brexit: Why leaving the EU still makes sense - Building a post - Brexit economy for all* Hardcover – 19 Sep 2017
- Brad Stone *The Upstarts: How Uber, Airbnb and the Killer Companies of the New Silicon Valley are Changing the World* Hardcover – 2 Feb 2017

Lecture slides will be made available before each class.

Students are encouraged to read on a regular basis the Financial Times and the Economist magazine- both available in the library. Consider also the following books in the library:

Collinson and Morgan *Images of the Multinational Firm*, (Wiley)

Tayeb, *The Global Business Environment*, (Sage)

Dicken, *Global Shift* (Paul Chapman)

Molinsky, *Global Dexterity*, (HBR Press)

Rapaille *The Global Code* (St Martin's Press)

Useful websites:

EU

<http://www.europa.eu.int>

IMF

<http://www.imf.org/external/index.htm>

OECD

<http://www.oecd.org/>

EBRD

<http://www.ebrd.com>

UK government portal:

www.direct.gov.uk

US department of commerce

<http://www.commerce.gov/>

Wall Street Journal

<http://uk.wsj.com/home-page>

Transparency International

<https://www.transparency.org>

The World Bank Group

<http://www.worldbank.org>

The Royal Institute for international affairs

<http://chathamhouse.org>