



AUFE **18IT0170** International Business Management

SYLLABUS FALL 2020

Lee, Jung Wan Ph.D.

**Bengbu East Campus – Classroom and Online
School of International Economics and Trade
Anhui University of Finance and Economics**

1. Course Overview

1.1 Description from Course Catalog

AUFE 18IT0170 International Business Management

This course focuses on the international dimensions of business and management, and provides the understandings of global business environment, the cultural context of global management, formulating and implementing strategy for global operations, and global functional management. (2 credits).

1.2 Introduction

This course introduces international business management. By “integrated” is meant that you will learn all of the fundamental aspects of modern international business management, both theoretical and practical. Finally, in discussions you will learn about and how to apply the skills required of an international business manager.

1.3 Prerequisites

a) Courses: None

b) Student Competencies: [Independent Research \(APA Paper Format\)](#)

2. Basic Information

2.1 Schedule and Classroom

Classroom: MengDe Building 107 (明德楼 DJMD1-107)

Date and Time: Wednesdays 4:10pm – 5:50pm (星期三第7-8节)

The course will be taught as about 2 hour class each week, divided by one 10 minute break into 2 roughly equal sessions.

2.2 Delivery Mode

Classroom face-to-face mode

2.3 Instructor:

LEE, JUNG WAN Ph.D.

Professor Lee holds a Ph.D. in Business Administration (Marketing) and advanced degrees in International Logistics (MBA), International Finance (MA), and Electronic Commerce (MS) with solid applied backgrounds in international business and management. He has many years of research and teaching experience in international business and economics, international business management, international logistics, and international marketing in Korea for 3 years, in Kazakhstan for 5 years, and in United States (Boston University) for 10 years. He also has substantial industry experience of international business and trade, international logistics and transportation in Korea, Japan, China, and Russia.



He teaches AD655 International Business and Economics in graduate programs, and MG520 International Business Management in undergraduate programs at School of International Economics and Trade, Anhui University of Finance and Economics, Bengbu, China. For further information, see: <http://www.supermanlee.com>.

Research

He has published over fifty research papers and four books on entrepreneurship, small business, and venture business management, and has served as the editor-in-chief for the *Journal of Asian Finance, Economics and Business (JAFEB)*, the *Journal of Distribution Science (JDS)*, and the *Journal of Administrative Sciences and Technology (JAST)*.

He was awarded the Distinguished Research Award by Allied Academies in 2008 and 2009, Highly Commended Paper Award by the Emerald Literati Network in 2013, Best Paper Award by the International Business Academics Consortium (iBAC) in 2013, Best Reviewer Award by the International Business Academics Consortium in 2014, and Citations of Excellence Award 2016 by Emerald Group Publishing, United Kingdom.

He has published in journals such as *Energy Policy*, *International Journal of Sustainable Development & World Ecology*, *Global Economic Review*, *Asian Economic Journal*, *Tourism Management*, *Journal of Business Ethics*, *The Internet and Higher Education*, *International Journal of Management in Education*, *Cross Cultural Management*, *Academy of Marketing Studies Journal*, *Journal of Transnational Management*, *International Journal of Entrepreneurship*, *International Journal of Trade and Global Markets*, and *International Journal of Emerging Markets*. For further information, see:

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Clarivate Analytics Publons: <https://publons.com/researcher/1651430/jung-wan-lee/>

SCOPUS Author Link: <https://www.scopus.com/authid/detail.uri?authorId=27170463900>

MENDELEY Author Link: <https://www.mendeley.com/profiles/jung-wan-lee/?viewAsOther=true>

ResearchGate Link: https://www.researchgate.net/profile/Jung_Wan_Lee

SSRN Author Link: https://papers.ssrn.com/sol3/cf_dev/AbsByAuth.cfm?per_id=1904784

Google Scholars Link: <https://scholar.google.com/citations?user=OdDd964AAAAJ&hl=en&oi=ao>

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3. Text & Materials

3.1 Required Text (any edition of the following☺)

	
<p><i>International Business: The Challenge of Global Competition, 12th ed.</i> Donald Ball, Michael Geringer, Michael S Minor, Jeanne M. McNett ISBN-13 9780077318833 Publisher: McGraw-Hill Copyright©2010</p>	<p><i>International Business: The Challenge of Global Competition, 13th ed.</i> Donald Ball, Michael Geringer, Michael S Minor, Jeanne M. McNett ISBN 9780078112638 Publisher: McGraw-Hill Copyright©2013</p>

3.2 Other Reading Materials

Read international business and economics related news and articles from The World Economic Forum <http://www.weforum.org/en/index.htm>; The Wall Street Journal <http://online.wsj.com/home-page>; Financial Times <http://www.ft.com/>; World Trade organization <http://www.wto.org/>; UNCTAD <http://www.unctad.org/>; OECD <http://www.oecd.org/>; in order to better understand to current international business and management practices.

4. Course Learning Objectives and Outcomes

4.1 Course Learning Goals

To have achieved department mission goals, this course contributes substantially to the following mission goals of “Critical and Innovative Thinking”, “International Perspective”, “Communication Skills”, “Professional Ethics and Standards”, and “Research Skills and Scholarship” and contributes somewhat of “Decision Making” and “Technical Tools and Techniques”.

This course focuses specially on the department mission goal of “Globalization”. Globalization represents worldwide movement toward economic, financial, trade, and communications integration. Globalization implies opening out beyond local and nationalistic perspectives to a broader outlook of an interconnected and inter-dependent world with free transfer of capital, goods, and services across national frontiers.

The evaluation criteria of the learning goal of “Globalization” are as follow: C1: Conception of Globalization; C2: Perspectives on Globalization; C3: Developing an overview of Globalization issues; C4: Performing an analysis of Globalization.

4.2 Course Learning Objectives and Outcomes

After you have completed this course, you should be able to:

- Have obtained the skills of critical and creative thinking with practicing critical and innovative thinking activities that tackle complex global business challenges, like corporate social responsibility, corporate environmental responsibility, and corporate economic sustainability at global, regional, and national levels.
- Have developed an international perspective (“global citizenship”) of working together with international students that bring diversity and different perspectives of doing their business practices, rooted from the different cultures and traditions, economic conditions, business environment, and political and legal systems of any nation, region, or society beyond the United States.
- Have developed cross-cultural and intercultural communication skills with working together with international students that reflect cultural diversity in communication activities, like use of body language, oral, nonverbal, or group communication.
- Have developed professional ethics and standards of doing international business with understanding of a broader range of business and economic activities at global, regional, and national levels.
- Have enhanced the knowledge and skills necessary to employ the technical tools and techniques necessary for the decision making of the complexity of international business and economic activities, including the global production and distribution, global organizational design, global supply chains, global human resource management, and global marketing.
- Have developed the research skills and scholarship necessary to conduct market research to assess the consumer needs and market opportunities as well as the ability of the firm to meet those needs in diverse international markets.

4.3 Course Expectations and Delivery Mode

The course will be conducted by means of a sequence of lectures and some classroom discussions. There will be one lecture each week. In each week will cover one or more core international business, economics and cultures concepts.

Each week students will be assigned a research topic, which will be the focus of an in class discussion. Every student will be expected to contribute every week. There is a major Final Project. Students will be required to demonstrate their understanding of the key features of the course, as well as the practical application of skills.

4.4 Schedule

a) Class Schedule and Reading Assignment

AUFE 18IT0170 Class Schedule and Reading Assignment

AUFE 18IT0170 International Business Management (2 credits)			
Class Date	Topics	Reading: Text Book	

<p>Week 1 (Sep.2)</p>	<p>Course Introduction Topic 1: The rapid change of international business In this week, we look at the basic concepts of international business, then an exploration of why businesses enter foreign markets, then the trends and driving forces of international business and globalization, and international institutions. In particular, you will be able to:</p> <ul style="list-style-type: none"> • understand what international business is and why it is important. • comprehend why and how international business differs from domestic business. • understand the five key drivers, all based on change, that are leading firms to internationalize their operations. • explain the reasons for entering foreign markets. • identify the direction of trade, or who trades with whom, and trends in such trade. 	<p>Chapter 1</p>
<p>Week 2 (Sep. 9)</p>	<p>Topic 2: International institutions from international business perspective In this week, we look at the basic concepts of international business, then an exploration of why businesses enter foreign markets, then the trends and driving forces of international business and globalization, and international institutions. In particular, you will be able to:</p> <ul style="list-style-type: none"> • describe the types of global and regional international institutions • describe the purposes of the two global monetary institutions, the IMF and the World Bank • discuss the World Trade Organization, its purpose and its challenges • identify the levels of economic integration agreements and the effectiveness of the major ones • discuss the impact of the EU and its future challenges 	<p>Chapter 3</p>
<p>Week 3 (Sep. 16)</p>	<p>Topic 3: International trade and foreign direct investment In this week, we take a look at four major concerns, the state of international trade, that of foreign investment, some of the theories of international trade, and some of the theories of foreign direct investment. In particular, you will be able to understand:</p> <ul style="list-style-type: none"> • The direction of trade, or who trades with whom, and trends in such trade. • The theories that explain why certain goods are traded internationally, in particular: <ul style="list-style-type: none"> • Mercantilism • Adam Smith’s theory of absolute advantage • David Ricardo’s theory of competitive advantage • Heckscher and Ohlin’s theory of factor endowments • Ray Vernon’s international product life cycle • Michael Porter’s theory of national competitiveness • Linder’s theory of overlapping demand • Some explanations for the direction of trade 	<p>Chapter 2</p>

<p>Week 4 (Sep. 23)</p>	<p>Topic 3: International trade and foreign direct investment In this week, we take a look at four major concerns, the state of international trade, that of foreign investment, some of the theories of international trade, and some of the theories of foreign direct investment. In particular, you will be able to understand:</p> <ul style="list-style-type: none"> • The size, growth, and direction of FDI • Several theories of foreign direct investment: <ul style="list-style-type: none"> • Conventional economic theory • Stephen Hymer’s monopolistic advantage theory • Oligopolistic advantage theory • Richard Caves' market imperfections theory • Internalization theory • Dynamic capabilities theory • John Dunning’s eclectic theory • Some explanations for the direction of FDI • Some important issues of FDI and trade 	<p>Chapter 2</p>
<p>Week 5 (Sep. 30)</p>	<p>Quiz test</p>	
<p>Week 6 (Oct. 7)</p>	<p>Topic 4: Economic, Socioeconomic, and Sociocultural Forces In this week, we look at part of the external forces of international business, in particular, economic and socioeconomic forces, culture and sociocultural forces, natural resources and environmental sustainability issues. In particular, you will be able to:</p> <ul style="list-style-type: none"> • identify different categories based on levels of national economic development and the common characteristics of developing nations • recognize the economic and socioeconomic dimensions of the economy and different indicators used • explain the degree to which labor costs can vary from country to country • discuss the significance for businesspeople of the large foreign debts of some nations • explain the significance of culture for international business • identify the sociocultural components of culture • discuss the pervasiveness of the information technology • explain Hofstede’s cultural value dimensions 	<p>Chapter 4</p>
<p>Week 7 (Oct. 14)</p>	<p>Topic 5: National Resources and Environmental Sustainability In this week, we look at part of the external forces of international business, in particular, economic and socioeconomic forces, culture and sociocultural forces, natural resources and environmental sustainability issues. In particular, you will be able to:</p> <ul style="list-style-type: none"> • describe the role of location, climate, and natural resources as factor conditions • explain how surface features contribute to economic, cultural, political, and social differences among nations and among regions 	<p>Chapter 5</p>

	<p>of a single country</p> <ul style="list-style-type: none"> • outline the options available for nonrenewable and renewable energy sources and their broad business implications • describe environmental sustainability and its characteristics • Explain the use of stakeholder theory as a framework for environmental sustainability 		
Week 8 (Oct. 21)	<p>Topic 6: Political Forces In this week, we look at the impact of political forces, intellectual property rights and legal forces on international business. In particular, you will be able to:</p> <ul style="list-style-type: none"> • Understand political risks in international business • Evaluate the importance to business of government stability and policy continuity • Explain country risk assessment by international business • Discuss the arguments for imposing trade restrictions • Explain the two basic kinds of import restrictions: tariff and nontariff trade barriers 	Chapter 6	
Week 9 (Oct. 28)	<p>Topic 7: Intellectual Property and Legal Forces In this week, we look at the impact of political forces, intellectual property rights and legal forces on international business. In particular, you will be able to:</p> <ul style="list-style-type: none"> • Explain intellectual property rights and industrial property rights • Explain possibilities for international dispute settlement • Recognize the need and methods to protect your intellectual property • Explain the risk of product liability legal actions • Discuss some of the U.S. laws that affect international business operations 	Chapter 7	
Week 10 (Nov. 5)	<p>Topic 8: International monetary system and financial forces In this week, we take a look at the state of international monetary and financial environments for international business, in particular, two major concerns: 1) the international monetary system and financial forces, and 2) international accounting and financial management. In particular, you will be able to:</p> <ul style="list-style-type: none"> • describe the evolution of monetary arrangements of the international monetary system • explain the impact of fluctuating currency values • describe currency exchange controls • discuss the influence of financial forces such as taxes, inflation, and balance of payments effects on the firm • explain the role of the balance of payments (BOP) 	Chapter 8	
Week 11 (Nov. 11)	Study Week for Assignment		
Week 12 (Nov. 18)	<p>Chapters Review Please read through the textbook and prepare answers for the following questions.</p> <p>Discussion Question One: Case analysis (Toyota)</p>		

	<p>Q1: What are strengths and weaknesses of Toyota in doing international business (Internal resources)?</p> <p>Q2: What are opportunities and threats facing Toyota in doing international business (external environment)?</p> <p>Q3: What are Toyota’s critical competitive advantages for doing international business?</p> <p>Q4: What is your assessment of Toyota’s competitors and their ability to imitate Toyota’s competitive advantages? What would be sustainable competitive advantages for continuing success of Toyota in the global market? What are Toyota’s strategic options?</p> <p>Discussion Question Two: FDI scenario analysis Traditionally Foreign Direct Investments (FDI) has followed foreign trade since foreign trade is typically less costly and risky than making a direct investment into foreign markets. Entering a market via FDI allows management to enter the market in small increments controlling their investment. Globalization of markets is challenging this traditional market entry strategy.</p> <p>Discuss how the new international business environment is causing this path to market expansion to change. Illustrate and reinforce your answer with any theory (from international trade and investment theory) referred to and with practical examples.</p>		
<p>Week 13 (Nov. 25)</p>	<p>Topic 9: International accounting and financial management In this week, we take a look at the state of international monetary and financial environments for international business, in particular, two major concerns: 1) the international monetary system and financial forces, and 2) international accounting and financial management. In particular, you will be able to:</p> <ul style="list-style-type: none"> • describe the international accounting standards’ convergence process and its importance • describe the process of cash flow management in the international firm • describe foreign exchange risks of transaction exposure, translation exposure, and economic exposure • describe the basic idea of a swap transaction and its various applications • describe sales without money and their benefits • discuss the impacts of taxes as a concern in financial management 	<p>Chapter 18</p>	
<p>Week 14 (Dec. 2)</p>	<p>Topic 12: Labor Forces, Human Resources Management In this week, we look at global labor forces and international human resource management in international business. In particular, you will be able to:</p> <ul style="list-style-type: none"> • identify forces beyond management control that affect the quantity and quality of labor in a nation • explain the reasons people leave their home countries to work 	<p>Chapter 12</p>	

	<p>abroad</p> <ul style="list-style-type: none"> • explain factors associated with employment policies, including social roles, gender, race, and minorities • discuss differences and trends in labor unions from country to country and worldwide • discuss the importance of creating a company “global mind-set” • explain international HRM approaches (ethnocentric, polycentric, regiocentric, and global) • compare home country, host country, and third country nationals as IC executives • explain what an expatriate is and some of the challenges and opportunities of an expat position • discuss the increasing importance of accommodating the trailing spouse of an expatriate executive • explain the difficulties of finding qualified executives for international companies (ICs) and the importance of foreign language knowledge • identify some of the complications of compensation packages for expatriate executives 		
<p>Week 15 (Dec. 9)</p>	<p>Topic 13: Organizational Design and Control, Global Leadership Issues and Practices</p> <p>In this week, we look at global organization's structures, control process, leadership issues in international business.</p> <p>In particular, you will be able to:</p> <ul style="list-style-type: none"> • Explain why the design of organizational structure is important to international companies. • Discuss the organizational dimensions that must be considered when selecting organizational structures. • Discuss the various organizational forms available for structuring international companies. • Explain why decisions are made where they are among parent and subsidiary units of an international company. • Discuss how an international company can maintain control of a joint venture or of a company in which the IC owns less than 50 percent of the voting stock. • List the types of information an IC needs to have reported to it by its units around the world. • Discuss the importance of creating a company “global mindset.” • Describe what distinguishes the practice of global leadership from its domestic counterpart. • Identify the competencies required for effective global leadership. • Discuss approaches for selecting and developing effective global leaders. • Explain what skills a manager needs in order to effectively lead global teams. • Identify some of the challenges of leading global change. 	<p>Chapter 10 & 11</p>	

<p>Week 16 (Dec. 16)</p>	<p>Topic 14: International Competitive Strategy** In this week, we look at ‘a big picture’ of developing international competitive strategy. In this week, our attention shifts to the business itself, including the functional areas and the actions international managers can take to help their companies compete more effectively. We also look at a screening process to assist in the analysis and assessment of foreign markets based on the environmental forces impacting international business. In particular, you will be able to:</p> <ul style="list-style-type: none"> • Explain international strategy, competencies, and international competitive advantage. • Describe the steps in the global strategic planning process. • Explain the purpose of mission statements, vision statements, values statements, objectives, quantified goals, and strategies. • Explain home replication, multidomestic, global, and transnational strategies and when to use them. • Describe the methods of and new directions in strategic planning. • Discuss environmental analysis and two types of market screening. • Explain market indicators and market factors. • Describe some statistical techniques for estimating market demand and grouping similar markets. • Discuss the value to businesspeople of trade missions and trade fairs. • Discuss some of the problems market researchers encounter in foreign markets. • Discuss some of the options for conducting survey-based research. • Explain the difference between country screening and segment screening. <p>Topic 16: Foreign Market Entry Strategies*** In this week, we take a look at international business, and foreign market entry strategies. In particular, you will be able to:</p> <ul style="list-style-type: none"> • Explain the pros and cons of entering markets as a “market pioneer” versus being a “fast follower.” • Explain the international market entry methods. • Identify why firms export and the options available for indirect and direct exporting. • Explain the potential benefits and disadvantages of joint ventures and how a company might exercise control over a joint venture, even as a minority shareholder. 	<p>Chapter 9 & 12 & 13</p>	
<p>Week 17 (Dec. 23)</p>	<p>Chapters review: Term paper presentation</p> <p><i>Guidelines for presentation:</i> Groups should prepare a 10 to 12 slide PowerPoint presentation for abstracting their term papers. The PowerPoint slides should be developed and organized in a</p>	<p>Oral Presentati on</p>	

	professional manner. Groups should demonstrate their presentation in class.		
Week 18 (Dec. 30)	Final Exam at the class room		
<p>* Case Study will be prepared and presented by the instructor for case study discussion in class.</p> <p>** Up to this week, we have introduced the broad environmental context in which international businesses compete. This discussion has included the theoretical framework for international trade and investment, the international monetary and other organizations that influence international business, and the financial, economic, physical, social, political, legal, and other external, uncontrollable forces found in the IB environment.</p> <p>In this week, our attention shifts to the business itself, including the functional areas and the actions international managers can take to help their companies compete more effectively. In the global marketplace, a company must be able to quickly identify and exploit opportunities wherever they may occur. To do this effectively, managers must fully understand why, how, and where they intend to do business, now and over time. Managers need to have a clear understanding of their company's mission and vision and an understanding of how they plan to compete with other companies. In order to meet these challenges, managers need to understand their company's strengths and weaknesses along with their competitors'. They must also be able to identify opportunities and threats. Strategic planning provides valuable tools for helping managers address these global challenges.</p> <p>International strategy is concerned with the way firms make fundamental choices about developing and deploying scarce resources internationally. International strategy involves decisions that deal with all of the various functions and activities of a company, not merely a single area such as marketing or production. To be effective, a company's international strategy needs to be consistent among the various functions, products, and regional units of the company as well as with the demands of the international competitive environment.</p> <p>The goal of international strategy is to achieve and maintain a unique and valuable competitive position, both in a nation as well as globally, a position that has been termed "competitive advantage." This suggests that the international company either must perform different activities than its competitors, or else perform the same activities but in different ways. To create a competitive advantage which is sustainable over time, the international company should try to develop skills, or competencies, that (1) create value for customers, and for which customers are willing to pay, (2) are rare, since competencies shared among many competitors cannot be a basis for competitive advantage, (3) are difficult to imitate or substitute for, and (4) the firm must be organized to allow it to exploit fully the competitive potential of these valuable, rare, and difficult to imitate competencies. In attempting to develop competitive advantage, a company's managers are forced to make choices regarding what to do, and what <i>not</i> to do, now and over time. Different companies make different choices, and these choices have implications for each company's ability to meet the needs of customers and to create a defensible competitive position internationally.</p> <p>Global strategic planning provides a formal structure in which managers analyze the firm's external environments, analyze the firm's internal environments, define the company's business and mission, set objectives, quantify goals, and formulate strategies and tactics to achieve them.</p> <p>*** This chapter explores foreign market entry strategies available to management when considering international business. The reasons a firm goes abroad are linked to the desire to increase profit and sales or for other competitive reasons, such as to attack a competitor in the</p>			

competitor's home market or to protect existing markets. Some companies begin their foreign entry by first exporting, then setting up foreign sales companies and finally, when sales volume warrants, establishing foreign manufacturing. This incremental approach is proactive yet cautious, requiring additional resources as the firm increases its level of commitment.

4.5 Assignments

Assignment Schedule and Important Dates

№	Assignments	Class week																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1.	<i>Class attendance and participation*</i>	@	@	@	@	@	@	@	@	@	@		@	@	@	@	@	@	@
2.	<i>Quiz</i>					@													
3.	<i>Article review and essay(assignment 1)</i>												@						
4.	<i>Term paper (assignment 2)</i>																@		
5.	<i>Term paper presentation</i>																	@	
6.	<i>Final Exam</i>																		@

4.6 Course Grading

a) Assessment Policy

Your final grade for this course will be derived from four types of assessment:

- Weekly attendance and participation
- Quiz: 1 quiz per semester
- Two assignments: one individual and one team assignment (take-home)
- Final examination: during the final examination period

b) Assessment Percentage

The value of each of these assessment measures, expressed as a percentage, is tabulated below.

1 st Attestation 30%	Quiz	10 %
	Article review and essay (assignment 1: Individual)	20 %
2 nd Attestation 30%	Term paper writing (assignment 3: Team)	20 %
	Term paper presentation (Team)	10 %
Final Attestation 40%	Final-exam (multiple choice, open-ended, essay writing)	30 %
	Class attendance and participation	10 %

Total 100%		100%
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c) Grading Metrics:

Grade	Grade Point	%	Traditional grade
A	4.0	96-100	EXCELLENT
A-	3.67	91-95	
B+	3.33	86-90	GOOD
B	3.0	81-85	
B-	2.67	76-80	
C+	2.33	71-75	SATISFACTORY
C	2.0	66-70	
C-	1.67	61-65	
D+	1.33	56-60	
D	1.0	51-55	
F	0	=< 50	UNSATISFACTORY

While there is no fixed absolute number of grades in any one level, it is important to note that high grades reflect an excellence in the understanding of class materials and organization of thoughts as well as the complete works of course assignments. In addition, an important aspect of my class is the complete attendance at each class and active participation at each discussion; grades will also reflect an individual's contributions to the class.

As such, a maximum 5 percent of the class, **ONLY** who has/have achieved completely every learning goal of the course, would earn an A grade and approximately 15 percent would earn an A- grade. As grades are earned and not awarded, the College does give grades C+/C/C-/D+/D or F for work that is below average/standards.

Grading, attendance and examination policies and procedures will be applied to the course in accordance with Anhui University of Finance and Economics rules of "Code of Academic Conduct."

4.7 Homework, Exams and Discussions

a) Quiz: (individual, 10% of total grade)

A quiz will be conducted on the class day of Week 5 (September 30, 2020).

Quiz will cover conceptual material from chapters; questions relating to lecture / discussion material from class; and readings. No make-up exam will be given.

b) Assignment 1: Article review and essay writing (individual, 20% of total grade)

Guidelines for essay writing

1. The student should select an essay topic they are interested in from the following list, or they may explore/develop any topic they are interested in. **Students should get approval from the instructor if they choose a topic outside of the list:**

- | | |
|-------------------------------------|---|
| 1. Comparative advantage theory | 11. Green finance |
| 2. National competitiveness theory | 12. Green economics |
| 3. Dynamic capabilities | 13. Sustainable development |
| 4. Institutional theory | 14. Energy economics |
| 5. Factor endowment theory | 15. Spatial economics |
| 6. Internalization theory | 16. Resource economics |
| 7. Ownership advantage theory | 17. Regional economics |
| 8. Eclectic theory | 18. Environmental economics |
| 9. Resource-based theory | 19. Climate change |
| 10. Strategic choice theory | 20. Corporate social responsibility |
| 11. Technological innovation theory | 21. International business and sustainability |
| 12. Transaction cost theory | |
| 13. Upper echelon theory | |

2. **Each essay will be 8 pages** in length, **about 1800 – 2000 words**, including a title page and references. It should be typed in 12-point font, Times New Roman, and double-spaced.
3. Avoid verbosity and do not plagiarize the work of others. You must cite your sources. Provide adequate citations and use the **APA style** ([see APA style guide here](#)) for the bibliography.
4. **The essay MUST include FIVE peer-reviewed research articles for citations in text and references (published after 2008 + research articles + peer-reviewed ONLY).** You can find a good source from the AUFU Library's electronic resources.
5. Students should analyze and synthesize the information from the articles to form a cohesive essay (**i.e. 1800 ~ 2000 words**). The paper should be short and concise.
6. **Submission: 1) One set of printed copy should be submitted, and 2) an MS-Word file by an email attachment should be sent not later than the class day of Week 12 (November 18, 2020) to jungwan.lee@aufe.edu.cn**

Grading Criteria (in total 20 points)

1. Timeliness: Submitted by the due date – maximum 4 points
2. Content and context: Well organized according to the guidelines: maximum 8 points
3. Citation and reference – Appropriately cited in the body text and bibliography, according to the citation guidelines: maximum 8 points

c) Assignment 2: Term-Paper writing and Presentation (Team project, 30% of total grade)

Instructions for a term paper:

A term paper on *international business management* will be written by a group of students (**a team consists of normally three (3) students. Students may volunteer themselves to form/choose their team members**). As the semester progresses, various components of the paper should be worked. At the end of the semester, all sections will be integrated into one final paper.

1. Students should select a term paper topic they are interested in from the following list, or students may explore/develop any topic they are interested in. **Students should get approval from the instructor if they choose a topic outside of the list:**

1. Comparative advantage theory	16. Green finance
2. National competitiveness theory	17. ESG investments
3. Dynamic capabilities	18. Green economy
4. Institutional theory	19. Inclusive economy
5. Factor endowment theory	20. Circular economy
6. Internalization theory	21. Sustainable development
7. Ownership advantage theory	22. Energy economics
8. Eclectic theory	23. Spatial economics
9. Resource-based theory	24. Resource economics
10. Strategic choice theory	25. Regional economics
11. Technological innovation theory	26. Environmental economics
12. Transaction cost theory	27. Climate change
13. Upper echelon theory	28. Corporate social responsibility
14. Stakeholder theory	29. International business and sustainability
15. TBL accounting	30. International economics and sustainability

2. Each term paper will be **about 25 pages** in length, **about 6500 - 7000 words**, including a title page and references. It should be typed in 12 point font, Times New Roman, and double-spaced.
3. Avoid verbosity and do not plagiarize work of others. You must cite your sources. Provide adequate citations and use the **APA style** ([see APA style guide here](#)) for bibliography.
4. You may use any article from websites, newspapers, company reports, and other forms of information.
5. Students should analyze and synthesize the information from the reading materials to form a cohesive paper (i.e. **6500 ~ 7000 words**). The paper should be concise.
6. Do not simply summarize materials of companies and/or cases. The written paper should focus on analyzing the material, evaluating the strategy employed by companies, and making appropriate recommendations. Use the information from the materials to support your conclusions and recommendations.
7. The written paper should focus on analyzing the materials in cases, evaluating the strategy employed by companies/products/brands, and making appropriate recommendations.
8. **Submission: 1) Two sets of printed copies** should be submitted, and **2) an MS-Word file** by an email attachment should be sent **not later than the class day of Week 16 (December 16, 2020) to jungwan.lee@aufe.edu.cn**

Grading Criteria (maximum 30 points)

The project will count for 30% (written report 20 points, presentation 10 points) of the total grade. **Each member of a team will receive the same grade from their project.**

1. **Timeliness:** Whether it is completed on time - Maximum 4 points
2. **Content and context** (conceptual skills): Whether its content has flourished by extended research, relating to the case - maximum 8 points

3. **Analytical Skills:** Whether the work focus on key points to marketing decision-making issues - Maximum 8 points
4. **Presentation:** Maximum 10 points*

****Guidelines for presentation:***

Presentation of team project will take place on the class day of Week 17 (December 23, 2020).

Groups should prepare a 10 to 12 slide PowerPoint presentation for abstracting their term papers. The presentation of PowerPoint slides should be developed and organized in a professional manner like a seminar (“Your use of hyperlinks, layouts, and contents are the elements of your own creativity. Audio narration can definitely add to your presentation, but is not required. If you choose to narrate your presentation, please limit the audio length to no more than 10 minutes (i.e. 1 minute per slide).

d) Final Exam: (Individual, 30% of total grade)

The final exam will be administered on the class day of Week 18 at the class room (December 30, 2020)

The final exam is proctored. The exam will cover information from textbook, lectures, cases, and readings. The exam is closed book/closed notes/closed materials. The final exam will be structured to promote and reward learning, thinking, and understanding of the course materials. This will require some memorization, as well as the ability to understand concepts of international business, economics and cultures.

The test will contain four types of questioning methods: true/false, multiple choice, fill-in-the-blank, and open-end questions.

Attention!

- **“0” will be marked, if students are late on the final examination;**
- **“F” will be marked, if students use a crib (on a paper or electronic base) during the final examination.**

Biweekly Discussion Questions

Discussion One

Topic 1. Case Study - "Foreign Direct Investment and Entry Modes"

Traditionally Foreign Direct Investments (FDI) has followed foreign trade since foreign trade is typically less costly and risky than making a direct investment into foreign markets. Entering a market via FDI allows management to enter the market in small increments controlling their investment. However, globalization of markets is challenging this traditional market entry strategy.

For example, you have probably noticed that currency risk and fluctuations, such as weaker dollar, higher euro - and sovereign financial debt and austerity measures in countries and ECB actions have been on the forefront of economic discussions for a number of years. In the midst, some time ago there was discussion in Washington on the Chinese purchase of

Smithfield (read further information at Reuters.com, 9/5/2013). InBev, the Belgian-Brazilian beer company, led the way in 2008 by acquiring Anheuser-Busch (read further information at MarketWatch.com). On the contrary, in Europe, Germany blocks China deal to buy Machine Tool Manufacturer (Industryweek.com August 2018). For US and Europe as well need businesses from the BRIC (Brazil, Russia, India, and China) and businesses from all over the world to take a new look at their markets globally. Investments by foreign firms are vital to fund growth and expansion of the companies.

Discuss how the new international business environment is causing this path to market expansion to change. How would you analyze this development and purchase of American/European companies by businesses from emerging economies? Support your comments with information from this week's lecture, readings and your research. Illustrate and reinforce your answer with any theories from international trade and FDI theories.

Discussion Two

Topic 2. Video Case – "Environmental Sustainability and International Business"

Watch the animation video by clicking the following link, "[Climate Change, Greenhouse Gases, Emission Trading Scheme?](#)"

There has been discussion about the pros and cons of climate treaties like [the Kyoto Protocol](#) and [the Copenhagen Accord](#) and [The Paris Agreement](#). There has been discussion about the advantages of firms and specific business opportunities that might be generated by going green. Let us also consider the other side and play devil's advocate on what may be any negatives? In addition, do you think regulation can ensure safe operations, or does business need to engage in activities like renewable energy production in order to learn to how to do it right, and safely?

How can we curb emissions without, at least less, hurting our economy? How can we get other countries to curb their emissions as much as we do? What about developing countries that have horrid air quality, but can't afford to do much about it?

Special remarks: I know in the past that students have appreciated exploring this issue from both sides of the political and scientific debate. I hope that you enjoy this academic freedom in making this a lively discussion since the topic this week can be passionate. Nevertheless, it is important to remember this is an academic class and NOT a political forum. Opinions are O.K. – if and when backed up by quality sources and research. Also, keep in mind this is a discussion that should also be focused from the perspective of international business and economics, not individual interests.

Discussion Three

Topic 3. Case Study - "International Institutions and Global Competiveness Rankings"

[The World Economic Forum](#) publishes an annual Global Competitiveness Index that ranks the national competitiveness for leading countries. Suppose that you are working for a company that plans to expand abroad. Examine the [Global Competitiveness Index](#) for the

most recent 5 years. The "how" this information can be used and a practical examination of the facts related to business decisions for expansion into other countries is important.

How and why you think the WEF actually obtains the rankings of "global competitiveness"? Also let us know how practical you think the nature of the index is in the market and what type of business opportunities can be created with this information? Do you see value of this information as a business manager and if so, how could these factors be converted into a business opportunity? Support your comments with information from this week's lecture, readings and your research. Illustrate and reinforce your answer with practical examples.

Discussion Four

Topic 4. Video Case – "Intellectual Property Rights and Legal Forces"

Watch/Read the following two Videos/News, "[BMW Goes to War Against Chinese Carmaker?](#)" and "[The 2nd Amendment to China's Patent Law](#)".

The primary types of intellectual property include patents, trademarks, trade names, copyrights, and trade secrets. Intellectual property often is a key factor in enabling companies to differentiate themselves and their products or services from those of their competitors, and therefore they can be a key factor underlying a firm's competitive advantage within and across nations. Protecting these intellectual properties is an important objective, legally and strategically.

What are the various forms of dispute resolution available to BMW? What are the advantages and disadvantages of each for BMW? Would your analysis be any different if the customer was from China and other developing countries (i.e. BRICs, ASEAN, etc.)? What if the customer was from the G-7 countries such as the United Kingdom and the United States? What should be the company's strategies in these situations? Support your comments with information from this week's lecture, readings and your research. Illustrate and reinforce your answer with practical examples.

Special remarks: I know in the past that students have appreciated exploring this issue from both sides of the political and legal debate. I hope that you enjoy this academic freedom in making this a lively discussion since the topic this week can be passionate. Nevertheless, it is important to remember this is an academic class and NOT a political forum. Opinions are O.K. – if and when backed up by quality sources and research. Also, keep in mind this is a discussion that should also be focused from the perspective of international business and economics, not individual interests.

Discussion Five

Topic 5. Case Study - "Cultural Considerations in International Management"

Suppose you are an executive director of the top management team of a Chinese multinational. As an executive with AUF International Inc., suppose that you are recently promoted to the CEO of the EU region. This region encompasses the most important production facilities and supply chains for AUF International with seven production facilities one each country and over 100,000 employees in total.

Many of you have probably found these sites, but in case you haven't and are interested you may want to check the following site regarding [the Hofstede national culture dimensions](#). On the left side you can get scores of each country, plus you can read more about the background of the national cultural dimensions. Also, on this page you can do some nifty side-by-side [comparison of any two countries](#). Given the research, you would think the awareness of the cultural differences and adapting to them should be of paramount concern.

In managing human resources, how should you alter your management style based on Hofstede's four value dimensions? Do you think the company's business culture and management style allows for flexibility in today's current environment? Can you share any additional specific examples on success and failure of firms relating to this concept? Can you think of any positive and negative results that come from a culture first mentality? Support your comments with information from this week's lecture, readings and your research. Illustrate and reinforce your answer with practical examples.

Discussion Six

Topic 6. Video Case – "Cirque du Soleil" – International Competitive Advantages

Read/Watch the News/Video by clicking the following link, ["Cirque du Soleil, a truly global workforce."](#) As many have pointed out, Cirque du Soleil incorporates ideas from various different cultures into each of its shows. This is achieved by obtaining input for shows from the employees of Cirque. Cirque is a diverse organization with members from over 40 different countries. Incorporating ideas from many cultures into the show creates a product that is multicultural and has appeal across cultures.

What are Cirque du Soleil's most critical competitive advantages for doing international business? How did Cirque du Soleil develop their competitive advantages? What do you think are reasons Cirque du Soleil can achieve consistency in the quality of their shows and casts in different locations? What are other drivers of globalization that influence Cirque du Soleil? Support your comments with information from this week's lecture, readings and your research.

Class Participation and Discussion

Class Participation and Discussion (Individual, 30% of total grade)

Requirements of the biweekly discussion participation

- You are expected to keep up on a biweekly basis.
- All discussion postings should be made as listed in each discussion topic in the Discussion area.
- **At least one main posting should be uploaded** in to the Discussion area no later than 11:59 p.m. ET on Every Class Day **(by every Wednesday for this semester)**.
- **At least four corresponding postings** to other students should be posted in to the Discussion area before 11:59 p.m. ET of the class day.

Principle One of the biweekly discussion:

- Keep in mind this is an academic discussion that should be focused from the perspective of international business and economics and NOT personal feelings.
- I and your facilitator are apolitical and will review your messages and comments without any specific bias.
- Opinions are O.K. – if and when backed up by quality sources and research and NOT one person's subjective opinion or experience. Your postings will not be scored on your personal opinions, but will be scored on the quality of the discussion and outside research and facts that support posted positions.
- Remember ALWAYS to keep the discussion professional and respect other student's posts and research. This is an academic discussion, so relate your posts to the course title as how the topic and issue affects international business strategies.

Principle Two of the biweekly discussion:

- Get your postings in on time, and post frequently. In every week, there's a minimum effort required to get a decent grade.
- You also must answer and respond to your classmates' main postings. You don't have to respond to every post your classmates ever make, however, you should try and remark on at least several of them.
- Reply always to what people say on your post.
- There will always be people who do a few more posts than you do, or who you think are doing "better" posts than you. Don't be intimidated by the "great achievers", please do what you know you should, to the best of your ability.

Principles of when you are writing

- Stay polite and positive in your communications. You can and should disagree and participate in discussions with vigor; however, when able, be constructive with your comments.
- Proofread your comments before you post them. Remember that your comments are permanent.
- Pay attention to your tone. Without the benefit of facial expressions and body language your intended tone or the meaning of the message can be misconstrued.
- Be thoughtful and remember that classmates' experience levels may vary. You may want to include background information that is not obvious to all readers.
- Stay on message. When adding to existing messages, try to maintain the theme of the comments previously posted. If you want to change the topic, simply start another thread rather than disrupt the current conversation.
- When appropriate, cite sources. When referencing the work or opinions of others, make sure to use correct citations.

Expectations for the weekly discussion participation

- Please remember that online discussion topics are an ongoing process. You should not consider yourself having participated in the discussions by merely posting one comment.
- You should be reading many of the postings and responding appropriately, much like a face-to-face discussion.
- Each student should be prepared to discuss the assigned topic in class.
- While assignments are due on specific dates, you should plan to contribute to discussions early and continue to monitor them.

My recommendations for the biweekly discussion participation

- Posts and responses should be substantial, meaningful and relevant – quality of posts/responses is more important than quantity.
- Also, always remember to back your posts/responses by using proper sources to add credibility to your writing.
- This means (1) citing credible sources that support your points and are relevant to the topic and (2) using APA format for citations and references.
- The more you actively participate in discussions the higher your grade will be.

What is the APA style guide?

- [American Psychological Association or APA style](#) is widely accepted in the social sciences research.
- It guides citing references in text. Throughout the body of your paper, briefly note the author and date of research that you mention.
- Full information is needed to identify the correct source in the References list at the end of your paper.
- For more information consult the 6th edition of the Publication Manual of the American Psychological Association

5. Requirements, Policies and Standards

5.1 Attendance

Attendance at all classes is mandatory. Attendance will be taken early on in the class. In accordance with the department policy, any student missing more than 2 classes will be considered to have withdrawn. Students arriving late will be considered to have missed the class.

5.2 Homework

5.2.1 Timely Presentation of Materials Due

All assignments (papers, homework, etc.) have due dates. These are the LAST DATES that stated material is due. I maintain the right to refuse, or downgrade, any materials presented after due dates. This is not a subject for discussion.

Student should organize their time and work so as to turn in the assignment before the due date. To be absolutely clear, this means that the work will be accepted anytime up to that date but not after. Students should develop a schedule so that the work is built around their personal needs and obligations. Students should allow for contingencies and plan to hand in their work well before the last minute. That way, should some unforeseen problem arise, the timely presentation of work is not in jeopardy.

5.2.2 Paper Requirements

You are to complete any research papers using the [APA writing style](#) and in particular, for citations and references. You can download the student style guide from the [American Psychological Association](#) web site or you can purchase the APA style guide from

the book store, the purchase of the guide is not essential. However, in all of your papers and assignments you need to understand how to lay out a paper, as well as how to cite and reference correctly *This is essential*.

Papers are to be **RESEARCH PAPERS**. Remember that work that you use from other authors **MUST** be referenced. Since it is assumed that you know little about the topic that you are writing on, it is expected that your papers contain information from many different sources. These must be attributed to the author using the American Psychological Association citation and reference format. This is *your* paper and not the cut and paste of someone else's work.

The internet has led to a false sense of what research is all about. Those new to research tend to think that it means spending an afternoon surfing the internet and then cutting and pasting from material available. Keep in mind the internet is:

1. Not quality oriented.
2. The internet has both good stuff and bad stuff, but does not know the difference.
3. I expect to see materials from a wide variety of sources, and academic sources.

5.2.3 Requests for Extensions

The General position is that make up extensions are not given. There is no guarantee that a make up will be permitted, and any request needs to be in writing and a written verification of the incident will be expected. Sometimes, unfortunate situations occur that make fulfilling requirements impossible and, as such, requests for extensions will be evaluated on a case-by-case basis.

This is not to penalize any individual student but to attempt to assure that there is a level playing field and the total class feels confident that no one has a unique advantage. If, for any reason, you are unable to meet any assignment deadline, a student should contact the instructor immediately, and preferably in advance. All assignments must be completed.

6. Academic Conduct Policy

6.1 A Definition of Plagiarism

"The academic counterpart of the bank embezzler and of the manufacturer who mislabels products is the plagiarist: the student or scholar who leads readers to believe that what they are reading is the original work of the writer when it is not. If it could be assumed that the distinction between plagiarism and honest use of sources is perfectly clear in everyone's mind, there would be no need for the explanation that follows; merely the warning with which this definition concludes would be enough. But it is apparent that sometimes people of goodwill draw the suspicion of guilt upon themselves (and, indeed, are guilty) simply because they are not aware of the illegitimacy of certain kinds of "borrowing" and of the procedures for correct identification of materials other than those gained through independent research and reflection."

"The spectrum is a wide one. At one end there is a word-for-word copying of another's writing without enclosing the copied passage in quotation marks and identifying it in a footnote, both of which are necessary. (This includes, of course, the copying of all or any part of another student's paper.) It hardly seems possible that anyone of college age or more could do that without clear intent to deceive. At the other end there is the almost casual

slipping in of a particularly apt term which one has come across in reading and which so aptly expresses one's opinion that one is tempted to make it personal property.”

“Between these poles there are degrees and degrees, but they may be roughly placed in two groups. Close to outright and blatant deceit-but more the result, perhaps, of laziness than of bad intent-is the patching together of random jottings made in the course of reading, generally without careful identification of their source, and then woven into the text, so that the result is a mosaic of other people's ideas and words, the writer's sole contribution being the cement to hold the pieces together. Indicative of more effort and, for that reason, somewhat closer to honest, though still dishonest, is the paraphrase, and abbreviated (and often skillfully prepared) restatement of someone else's analysis or conclusion, without acknowledgment that another person's text has been the basis for the recapitulation.”

[The above paragraphs are from H. Martin and R. Ohmann, *The Logic and Rhetoric of Exposition*, Revised Edition. Copyright 1963, Holt, Rinehart & Winston].

6.2 Academic Conduct Code

I. Philosophy of Discipline

The objective of Anhui University of Finance and Economics (AUFE) in enforcing academic rules is to promote the kind of community atmosphere in which learning can best take place. This atmosphere can be maintained only so long as every student believes that his or her academic competence is being judged fairly and that he or she will not be put at a disadvantage because of the dishonesty of someone else. Penalties imposed should be carefully determined so as to be no more or no less than required to maintain the desired atmosphere. In defining violation of this code the intent is to protect the integrity of the educational process.

II. Academic Misconduct

Academic misconduct is conduct by which a student misrepresents his or her academic accomplishments or impedes other students' chances of being judged fairly for their academic work. Knowingly allowing others to represent your work as theirs is as serious an offense as submitting another's work as your own.

III. Violations of this Code

Violations of this code are acts that constitute an attempt to be dishonest or deceptive in the performance of academic work in or out of the classroom. To alter academic records, or to collaborate with another student or students in an act of academic misconduct. Violations include but are not limited to:

- A. Cheating on examinations. Any attempt by a student to alter his or her performance on an examination in violation of that examination's stated or commonly understood ground rules.
- B. Plagiarism. Any attempt by a student to represent the work of another as his or her own. Plagiarism includes each of the following: copying the answers of another student on an examination, copying or substantially restating the work of another person or persons in any oral or written work without citing the appropriate source,

and collaboration with someone else in an academic endeavor without acknowledging his or her contribution (see below for a more detailed definition of plagiarism).

- C. Misrepresentation or falsification of data presented for surveys, experiments, etc.
- D. Theft of an examination. Stealing or otherwise discovering and/or making known to others the contents of an examination that has not yet been administered.
- E. Unauthorized conversation is not allowed during examinations. Any unauthorized conversation may be considered prima facie evidence of cheating.
- F. Knowingly allowing another student to represent your work as his or her own.
- G. Forgery, alteration, or knowing misuse of graded examinations, grade lists, or official University records or documents, including but not limited to transcripts, letters of recommendation, degree certificates, alteration of examinations or other work after submission.
- H. Theft or destruction of examinations or papers after submission including purposefully altering possible poor performance.
- I. Submitting the same work in more than one course without the consent of the instructors involved.
- J. Altering or destroying another student's work or records, altering records of any kind, removing materials from libraries or offices without consent, or in any way interfering with the work of others so as to impede their academic performance.
- K. Failure to comply with the sanctions imposed under the authority of this code.