



**MARTIN TUCHMAN SCHOOL OF MANAGEMENT**

**International Business**

**09/3/2024 - 12/21/2024**

**MGMT 391**

**Class meet on Tuesdays**

**Tue 18:00-20:50**

**CULM LECT 3**

**Dr. Chanaz Gargouri**

**COURSE SYLLABUS**

Dr. Chanaz Gargouri  
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**Email: [cg496@NJIT.edu](mailto:cg496@NJIT.edu)**



Office Hours: 5PM to 6PM  
By Appointment at the School of Management

**COURSE DESCRIPTION**

International Business is the study of business operations that cross national boundaries. It includes transactions such as international trade in tangible and intangible goods and commodities, marketing and international service transactions, and the analysis of direct and portfolio investments made outside the domestic market. International Business studies are interdisciplinary in nature and are frequently combined with functional business studies. Particular emphasis is placed on the challenges presented by different socio-cultural, political and economic environments. Today, International Business specialists are increasingly attractive to many firms and most entry-level positions are in the functional business areas. International business specialists are also employed by the Department of Commerce; the U.S. Import Export Bank; and other federal, state, local and international agencies specializing in the areas of trade and economic development.

This course provides an introduction to international business. Topics include:

- the effects on international business decisions of cultural, political, legal, and economic forces;
- a presentation of international business basics such as trade, tariffs, exchange rate regimes, capital markets;
- a study of the comparative theoretical frameworks for establishing international business
- Enterprises, including trade and investment theory;

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- effects of government intervention and aid. The role of social and economic aid organizations such as the UN, EU, IMF and World Bank will also be discussed

The course is divided into the following 3 parts:

1. Assessing the International Business Environment
2. International Strategy
3. Investments and Development

## LEARNING OUTCOMES

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

**SLO1:** Examine the importance of the globalization of markets and interdependency of countries. (Measured through case studies)

**SLO2:** Use major perspectives and theories of IB (Measured by chapters' quizzes)

**SLO3:** Inspect the various international business opportunities. (Measured through a consultancy project)

**SLO4:** Analyze and identify risks, best practices, and the impact of major IB dimensions when operating overseas. (Measured by the consultancy project)

**SLO 5:** Convey ideas very clearly when writing or speaking about International Business (reinforcement, Team project Pitch).

**SLO 6:** Understands how ethical International Businesses practices impact organizational success and societal wellbeing (reinforcement, Group project).

## TEACHING APPROACH

This course is in-person and participation is required if a student wants to do well in class. All required readings are available on CANVAS and all submissions are to be accomplished via CANVAS (no assignments sent via email or text or any other form is accepted). It is highly recommended to stay on top of deadlines for all assignments and actively participate in class discussions.

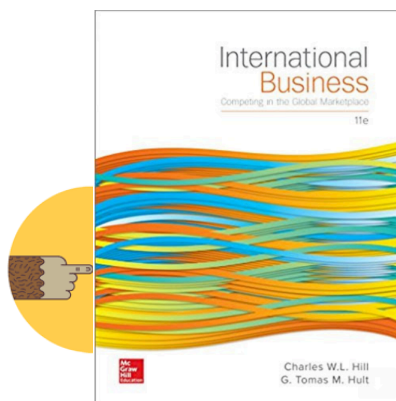
## REQUIRED TEXTBOOK

International Business: Competing in the Global Marketplace 11th Edition. Any edition is fine; I will give you the updates.

by Charles W. L. Hill Dr (Author), G. Tomas M. Hult (Author)

ISBN-13: 978-1259578113

ISBN-10: 1259578119



**Copy and Paste the link in your browser, the rent is only \$ 15.99**


<https://www.chegg.com/textbooks/international-business-competing-in-the-global-marketplace-11th-edition-9781259578113-1259578119?trackid=d0ac41afce2e&strackid=d3fddaf246b0>

## Fall 2024 Academic Calendar

Sept	2	Labor Day. University Closed
Sept	3	First Day of Classes
Sept	9	Last Day to Add/Drop a Class
Sept	9	Last Day for 100% Refund, Full or Partial Withdrawal
Sept	10	W Grades Posted for Course Withdrawals
Sept	16	Last Day for 90% Refund, Full or Partial Withdrawal - No Refund for Partial Withdrawal after this date
Sept	30	Last Day for 50% Refund, Full Withdrawal
Oct	21	Last Day for 25% Refund, Full Withdrawal
Nov	11	Last Day to Withdraw from Classes
Nov	26	Thursday Classes Meet
Nov	27	Friday Classes Meet
Nov	28	Thanksgiving Recess Begins. No Classes
Dec	1	Thanksgiving Recess Ends
Dec	11	Last Day of Classes
Dec	12	Reading Day 1
Dec	13	Reading Day 2
Dec	14	Saturday Classes Meet
Dec	15	Final Exams Begin

Dec	21	Final Exams End
Dec	23	Final Grades Due

**COURSE OUTLINE OF TOPICS & CHAPTERS** *(subject to modification if needed)*

<p><b>Week 1 September 2 to September 8</b></p> <p>Introductions, Syllabus, and assignments</p> <ul style="list-style-type: none"> <li>Read the syllabus and Check all links</li> <li>Complete your Identity map (sample on CANVAS under Module Week 1) and Present it the first week of class. Don't forget to submit it on CANVAS, under Modules. Last draft submission due by latest <b>Sunday</b> 11:59PM.</li> </ul>	
<p><b>Week 2 September 9 to September 15</b></p> <ul style="list-style-type: none"> <li>Read Chapter 1: Globalization / International Business</li> <li>Complete Chapter 1 Clash. Due by latest <b>Sunday</b>, 11:59PM. You have 2 attempts for this clash.</li> <li>Complete Discussion 1. Initial post is due by <b>Friday</b> 11:59PM and replies to at least two of your fellow class mates are due by latest <b>Sunday</b>, 11:59PM</li> <li><b>Project Part 1:</b> More details are provided on CANVAS. Due by latest <b>Sunday</b>, 11:30PM.</li> </ul>	
<p><b>Week 3 September 16 to September 22</b></p> <ul style="list-style-type: none"> <li>Read Chapter 2: National differences in Political and legal systems</li> <li>Complete Chapter 2 Clash. Due by latest <b>Sunday</b>, 11:59PM. You have 2 attempts for this clash.</li> <li>Complete Project Part 2: More details are provided on CANVAS. Due by latest <b>Sunday</b>, 11:59PM.</li> <li><b>Reflection 1</b></li> </ul>	
<p><b>Week 4 September 23 to September 29</b></p> <ul style="list-style-type: none"> <li>Read Chapter 3: National differences in Economic Systems.</li> <li>Complete Chapter 3 Clash. Due by latest <b>Sunday</b>, 11:59PM. You have 2 attempts for this clash.</li> <li>Complete Project Part 3: More details are provided on CANVAS. Due by latest <b>Sunday</b>, 11:59PM.</li> <li><b>Project Part 2:</b> More details are provided on CANVAS. Due by latest <b>Sunday</b>, 11:59PM.</li> </ul>	
<p><b>Week 5 September 30 to October 6</b></p> <ul style="list-style-type: none"> <li>Read Chapter 4: Differences in Culture.</li> <li>Complete Discussion 2. Initial post is due by <b>Friday</b> 11:59PM and replies to at least two of your fellow class mates are due by latest <b>Sunday</b>, 11:59PM</li> <li>Complete Chapter 4 Clash. Due by latest <b>Sunday</b>, 11:59PM. You have 2 attempts for this clash.</li> <li>Complete Project Part 4: More details are provided on CANVAS. Due by latest <b>Sunday</b>, 11:59PM.</li> <li><b>Reflection 2</b></li> </ul>	
<p><b>Week 6 October 7 to October 13</b></p> <ul style="list-style-type: none"> <li>Read Chapter 5: Ethics, corporate social responsibility, and sustainability</li> <li>Complete Chapter 5 Clash. Due by latest <b>Sunday</b>, 11:59PM. You have 2 attempts for this clash.</li> <li>Complete Project Part 5: More details are provided on CANVAS. Due by latest <b>Sunday</b>, 11:59PM.</li> <li><b>Project Part 3:</b> More details are provided on CANVAS. Due by latest <b>Sunday</b>, 11:30PM.</li> </ul>	

**Week 7 October 14 to October 20**

**MIDTERM EXAMINATION**

- **Reflection 3**



**Week 8 October 21 to October 27**

- Read Chapter 13 Modes of entry strategies.
- Complete Discussion 3. Initial post is due by **Friday 11:59PM** and replies to at least two of your fellow class mates are due by latest **Sunday, 11:59PM**
- Complete Chapter 7 Clash. Due by latest **Sunday, 11:59PM**. You have 2 attempts for this clash.
- Complete Project Part 6: More details are provided on CANVAS. Due by latest **Sunday, 11:59PM**.
- **Project Part 4:** More details are provided on CANVAS. Due by latest **Sunday, 11:30PM**.

**Week 9 October 28 to November 3**

- Read Chapter 8 Foreign Direct Investment.
- Complete Chapter 8 Clash. Due by latest **Sunday, 11:59PM**. You have 2 attempts for this clash.
- Complete Project Part 7: More details are provided on CANVAS. Due by latest **Sunday, 11:59PM**.
- **Reflection 4**

**Week 10 November 4 to November 10**

- Read Chapter 10: The foreign exchange Market.
- Complete Discussion 4. Initial post is due by **Friday 11:59PM** and replies to at least two of your fellow class mates are due by latest **Sunday, 11:59PM**
- Complete Chapter 10 Clash. Due by latest **Sunday, 11:59PM**. You have 2 attempts for this clash.
- Complete Project Part 8: More details are provided on CANVAS Due by latest **Sunday, 11:59PM**.
- **Project Part 5:** More details are provided on CANVAS. Due by latest **Sunday, 11:30PM**.

**Week 11 November 11 to November 17**

- Chapter 11: The international monetary system
- Complete Chapter 11 Clash. Due by latest **Sunday, 11:59PM**. You have 2 attempts for this clash.
- Complete Project Part 9: More details are provided on CANVAS. Due by latest **Sunday, 11:59PM**.
- **Reflection 5**

**Week 12 November 18 to November 24**

- Read Chapter 7: The international Trade policies
- Complete Chapter 7 Clash. Due by latest **Sunday, 11:59PM**. You have 2 attempts for this clash.
- Complete Project Part 10, more details on CANVAS
- **Project Part 6:** More details are provided on CANVAS. Due by latest **Sunday, 11:30PM**.

**Week 13 November 25 to December 1**

November 26. No class Thursday class.

**Week 14 December 2 to December 8**

- Read Chapter 17: Global Production and Supply Chain Management
- Complete Discussion 5. Initial post is due by **Friday 11:59PM** and replies to at least two of your

fellow class mates are due by latest **Sunday, 11:59PM**

- **Complete Chapter 17 Clash.** Due by latest **Sunday, 11:59PM**. You have 2 attempts for this clash.
- **Complete Project Part 10:** More details are provided on CANVAS Due by latest **Sunday, 11:59PM**.
- **Reflection 6**

### Week 15 December 9 to December 15

#### **Presentations due on CANVAS by December 10**

Last day of class, December 11

Consultancy Project Due on CANVAS by December 15

#### **In Person Presentations**

##### **Presentations**

#### **7. Presentation and Peer Review**

**Presentation:** Present your findings to the class simulating a real consultancy pitch. This helps in refining your communication skills.

**Self-Assessment:** Reflect on the process, including what you learned, the challenges you faced, and how you overcame them.

**Peer Feedback:** Students are encouraged to give and receive constructive feedback from their peers, helping them to identify areas for improvement before the final submission.

##### **Consultancy Project due December 15**

#### **8. Report Preparation**

**Comprehensive Documentation:** Prepare a detailed report that includes all research, analysis, and recommendations. Ensure that the report is well structured, with a clear executive summary, introduction, main body, and conclusion.

**Data Visualization:** Use charts, graphs, and other visual tools to clearly present data and support the findings.

### Week 16

**Final Examination, will be announced**



## **ASSIGNMENTS**

### **✓ Discussions (discussion 20% of your final grade) = 1000 Points (5 case studies)**

Case studies cover concepts and learning points. You are to answer questions posted by your instructor on CANVAS under Discussion Board and share your opinion with the rest of the class. When appropriate, be sure to support your postings and responses with specific references to the reading(s) and/or video program(s). Cases are due by Day 5 of each week (meaning Fridays). After Friday, read a selection of your colleagues' postings and respond by day 7 to at least two of your colleagues' postings in one or more of the following ways:

- Ask a probing question.
- Share an insight from having read your colleague's posting.
- Offer and support an opinion.

- Validate an idea with your own experience.
- Make a suggestion.
- Expand on your colleague's posting.
- Each case in point is 200 points each. There are a total of 5 Discussions in point or more.

**PLEASE NOTE THAT THERE will be NO MAKEUP DISCUSSIONS.**  
**Missing the week's discussion is very similar to missing the week's class meeting.**

✓ **Chapter Clashes (100 points each, 20% of your final grade).**

- After each week (practically each chapter) you will take 10 questions Clash on CANVAS (check CANVAS under Week by Week for Clash links)
- Each Clash is 10 questions and 2 attempts are allowed for each clash. Attempts are different from each other. You have 30mn time period and need to be completed in one sitting.

✓ **All projects parts (100 points each, 20% of your final grade)**

- You will be developing a consultancy project for one of the companies described below. Check for business opportunities in a developing country (all businesses need to take the form of a FDI), all businesses are required to operate in that host country that you picked. Discuss your choices with your Instructor before you start.
- A total of 6 or 7 parts will help you complete the final project; you just have to use your Instructor's feedback to improve each part and incorporate those changes in the final draft. You can submit as many times as you wish. Best grade will be taken from each part.

➤ **Project Definition:** Several companies are consistently looking to expand internationally, particularly in industries like technology, consumer goods, and e-commerce. Here are some examples:

1. **Tesla:** Tesla continues to expand its global presence, particularly in Asia and Europe, focusing on manufacturing and sales operations.
2. **Amazon:** Amazon regularly seeks to penetrate new markets, particularly in emerging economies where e-commerce is still growing.
3. **Apple:** Apple continually looks to expand its retail presence and supply chain operations in key markets around the world.
4. **Starbucks:** Starbucks is consistently opening new stores in international markets, particularly in Asia and Africa.
5. **Netflix:** Netflix is expanding its content offerings and subscriber base in countries across Asia, Africa, and South America.
6. **Alibaba Group:** Alibaba is expanding its e-commerce and cloud computing services beyond China, especially into Southeast Asia and Europe.
7. **Uber:** Uber has been expanding its ride-sharing and food delivery services into new international markets.
8. **Procter & Gamble (P&G):** P&G continuously seeks to grow its market share by entering new countries with its consumer goods.
9. **IKEA:** IKEA is expanding into new markets, particularly in Asia and South America, by opening new stores and improving e-commerce channels.
10. **Zoom:** With the increase in remote work, Zoom is expanding its services and infrastructure in various international markets.

These companies are good examples of those that are either currently expanding or have plans to do so. You can use one of these companies for your project.

➤ **Project Guideline**

*1. Project Definition and Scope*

- **Set Clear Objectives:** Define what the project aims to achieve. Is it to provide market entry strategies, operational improvements, or competitive analysis? Clear objectives will guide the entire project.

- **Focus on Specific Areas:** Narrow the project scope to a specific country, region, product line, and operational challenge to make the research more manageable.

## *2. Secondary Research and Data Collection*

- **Industry Reports:** Utilize industry reports, market research studies, and white papers from reputable sources (e.g., McKinsey, Deloitte, Euromonitor) to gather insights.
- **Financial Statements:** Analyze the company's financial reports (annual reports, 10-K filings) to understand its performance, revenue streams, and cost structure.
- **Competitor Analysis:** Examine competitors' strategies, strengths, and weaknesses through news articles, business journals, and market reports.
- **Online Databases:** Use academic databases like JSTOR, Google Scholar, or the university library to access case studies, articles, and other relevant research materials.

## *3. Strategic Analysis Frameworks*

- **SWOT/TOWS Analysis:** Conduct a SWOT analysis to assess the internal strengths and weaknesses, as well as external opportunities and threats faced by the company.
- **PESTLE Analysis:** Analyze the macro-environmental factors (Political, Economic, Social, Technological, Legal, and Environmental) that could impact the company's operations.
- **Porter's Five Forces:** Assess the competitive landscape using Porter's Five Forces model to determine the attractiveness and profitability of the industry.
- **VRIO Framework:** Evaluate the company's resources and capabilities using the VRIO (Value, Rarity, Imitability, Organization) framework to identify sustainable competitive advantages.

## *4. Solution Development*

- **Scenario Planning:** Develop different strategic scenarios based on potential changes in the market, technology, or regulations. This helps in proposing flexible solutions.
- **Benchmarking:** Compare the company's strategies and performance against best practices in the industry or region. This can highlight areas for improvement.
- **Innovation and Differentiation:** Encourage students to think of innovative ways the company can differentiate itself from competitors without needing direct input from the company.

## *5. Implementation Plan*

- **Step-by-Step Action Plan:** Create a detailed action plan for the company based on the solutions proposed. Include timelines, resource allocation, and key performance indicators (KPIs) for each step.
- **Risk Management:** Identify potential risks associated with implementing the solutions and suggest mitigation strategies.

## *7. Presentation and Peer Review*

- **Presentation:** Present your findings to the class simulating a real consultancy pitch. This helps in refining your communication skills.
- **Self-Assessment:** Reflect on the process, including what you learned, the challenges you faced, and how you overcame them.
- **Peer Feedback:** Students are encouraged to give and receive constructive feedback from their peers, helping them to identify areas for improvement before the final submission.



*8. Report Preparation*

- **Comprehensive Documentation:** Prepare a detailed report that includes all research, analysis, and recommendations. Ensure that the report is well structured, with a clear executive summary, introduction, main body, and conclusion.
- **Data Visualization:** Use charts, graphs, and other visual tools to clearly present data and support the findings.
- ✓ **Consultancy Project & Presentation (1000 points, 10% of your final grade: Consultancy Project, 300 points, presentation 700 points)**
- ✓ All presentation will be submitted on CANVAS. In person presentations for all Teams (all team members need to attend). You miss your presentation you get a 0. 15mn presentation per team. Check CANVAS for more details.
- ✓ **Midterm (250 points, 10% of your final grade)**
- ✓ **Final Exam (250 points, 10% of your final grade)**
- ✓ **Reflection papers and Participation (50 points each, 10%)**
- At the end of each class activity (mostly in class case study or Guest speaker), you will need to complete a reflection paper (1page max) and submit it via CANVAS. More details will be provided in class.

**Project will be graded as follows:**

**Written Report:**

- 1) Content – 80% This is the most important part of the report. This shows your ability to find, sift through, and compile information pertinent to their results. It also shows your analytical ability in terms of determining the challenges faced and opportunities taken, and providing guidelines for successful outcomes. 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.

**Presentation:**

You will present a brief summary of your findings. Presentations should be 15 minutes length or less and should cover key points. It is not necessary to present everything from 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 future students. Creativity is encouraged in all presentations.

**Group Work:**

Note that I will not re-assign individuals to a different group. Once set you can't change your team

- It is the group's responsibility to work together. Students desiring guidance on working with group members are welcome to ask me for an 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 an individual consultancy project, with the same specifications described above. Fired individual(s) should email me about being fired so that I can provide them with guidance.

The presentation will be graded as follows:

1. Content – 60% This aspect corresponds to your content. 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,

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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 slides at loud, but engage yourselves and the team 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.

## TECHNOLOGY

- This class will use the University CANVAS system for course delivery and heavily depends on your use of Modules for weekly assignments and submissions.
- Students are required to use their university email accounts all the time; therefore, it is heavily recommended that you activate the school email on your devices to get notifications.
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### ***Discipline for in person classes***

- All electronic devices must be turned off, not vibrate, but OFF (not allowed on your desks either). This includes cell phones, computers, iPods, iPads, Headpiece, etc. **unless instructed by the Professor otherwise.** You will be asked to leave with a violation--absence counted--no exceptions in case these instructions are ignored.
- No hats, hoodies, or baseball caps are allowed in the classroom except for religious purposes.

**STUDENTS WITH SPECIAL NEEDS** – Please let me know at the beginning of the semester about any learning accommodations you need, and make sure you have the appropriate paperwork from the Academic Dean's Office.

## PALGIARISM

**Plagiarism and cheating: Violations of professional ethics will not be tolerated.** This includes plagiarism, cheating, or false attendance. If a student is suspected of such behavior, standard University policy will be used to deal with the specific situation (see the Official Undergraduate Bulletin). ***It is considered plagiarism to use online sources, texts, other students' work, etc. as your own work, so you MUST quote and cite all of your references and put phrases in your own words to avoid unintended plagiarism of Internet and other sources.***

- ***Academic Integrity*** is the cornerstone of higher education and is central to the ideals of this course and the university. Cheating is strictly prohibited and devalues the degree that you are working on. As a member of the NJIT community, it is your responsibility to protect your educational investment by knowing and following the academic code of integrity policy that is found at: [\*\*\*NJIT Academic Integrity Code.\*\*\*](#)

*Please note that it is my professional obligation and responsibility to report any academic misconduct to the Dean of Students Office. Any student found in violation of the code by cheating, plagiarizing or using any online software inappropriately will result in disciplinary action. This may include a failing grade of F, and/or suspension or dismissal from the university. If you have any questions about the code of Academic Integrity, please contact the Dean of Students Office at [dos@njit.edu](mailto:dos@njit.edu)*

- **ARTIFICIAL INTELLIGENCE (AI) USE POLICY**

***This policy covers any generative AI tool, such as ChatGPT, Elicit, Gemini, etc. This includes text and artwork/graphics/video/audio.***

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1. *You are discouraged from using AI tools UNLESS under direct instruction from your instructor to do so. Please contact me if you are unsure or have questions BEFORE using AI for any assignment.*
2. *You are always required to verify AI answers as it gives wrong answers in many cases. I urge you to learn. Be reminded that if what you do can be generated by AI, you will never learn. You should learn to add value.*
3. *Plagiarized work including the copy and paste from AI in any assignment will be given a 0 and/or class fail and the student will be sent to the Dean's office.*

**Plagiarized work will be given a 0 or class fail and will be taken to the Dean's office.**

Grading follows the NJIT undergraduate grading legend as available here:  
<https://www5.njit.edu/registrar/policies/grading.php>

### Grades Significance

A	Superior
B+	Excellent
B	Very Good
C+	Good
C	Acceptable
D	Minimum
F	Inadequate

A	90% or above
B+	87.5% to 89.9%
B	80.0%-87.4%
C+	77.5%-79.9%
C	70.0% - 77.4%
D	60.0% - 69.9%
F	59.9% and under

### Grading Policy

**If you are right by the edge, it will depend on your attendance and participation to get that A instead of the B+: Attendance means attend all class activities to discuss different mini case studies and submit reflection papers after each case study.**

**Note:** Grades once assigned will not be changed under any circumstances unless there is a computational error. No additional or make-up assignments or exams will be given.

***Make-up exams, Discussions, presentations.*** You are expected to submit assignments on time and present on your designated dates. Written homework assignments (except Discussions) might be accepted but will lose 10 points each day after the due date. **NO MAKE UP FOR DISCUSSIONS.**

***Student responsibility and obligations.*** Students are expected to actively participate and complete all assignments and present by the due dates.

***Attendance.*** If you are going to miss class, please notify your professor by email. Please arrive on time to class. I highly recommend that you don't miss any classes as you will miss the interaction, material covered, and the direct examples shared

**It is important to attend all sessions. An hour work with your professor is = to 3 hours work on your own.**

**Good luck and I hope you will enjoy the class**