CATALOG COURSE DESCRIPTION AND COURSE OBJECTIVES

This course is designed to expose the student to the international aspects of management. Issues covered in the course include cultural differences in management application, management of multinational corporations and the integration of domestic business functions and international operations.

REQUIRED TEXT


PERFORMANCE EVALUATION

Points Distribution:

- Individual projects (4 @ 50 points each) 200 points
- Team project (3 parts @ 150 points) 450 points
- Examination (2 @ 175 points) 350 points

Maximum Points 1000 points
Letter Grade Equivalent

<table>
<thead>
<tr>
<th>Cumulative Points</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>900 to 1000 points</td>
<td>A</td>
</tr>
<tr>
<td>800 to 899.9 points</td>
<td>B</td>
</tr>
<tr>
<td>700 to 799.9 points</td>
<td>C</td>
</tr>
<tr>
<td>600 to 699.9 points</td>
<td>D</td>
</tr>
<tr>
<td>599.9 points or below</td>
<td>F</td>
</tr>
</tbody>
</table>

Note: Grades will not be curved.

METHOD OF INSTRUCTION

CLASS ACTIVITIES

Fifty five percent (55%) of the graded activities in this class will be based in "individual" work. The rest (45%), will be based on group work. This pedagogy is reflected in the grade-point distribution.

1. Individual Work (55% of grade)

Examinations: Your command of the subjects covered in this course will be assessed on two examinations. The examinations are designed to assess your understanding of the fundamental theories and key concepts associated with the course. They will also test you for the ability to apply the theory to practice. These will be “essay / short-answer” type questions. You will be asked 3-5 questions and will be provided limited space to respond. You are required to go beyond the material in the text when you answer the questions. Your ability to provide both a theoretical and a practical perspective in your response is essential. This is where collaborative learning through active participation in classroom discussions will prove to be extremely helpful.

Individual projects: You will be required to complete four (4) individual projects during the semester. Dates on which these projects are due are provided in the syllabus. All submissions will be made through the individual project submission portal in BlackBoard (BB). You will be asked to use the theory in the text and undertake outside research to analyze a strategic issue in an organizational context. The instructor will provided you with some leads to get you going, but you will be responsible for doing much of the research. The idea is to learn how to apply the theory in the text to practical situation in the real-world.

2. Team Work (45% of grade)

Teams of 4-5 individuals will be formed by the instructor at the beginning of the semester.

Team Charter. Members of your team will create and sign a team charter and submit it to the instructor by the end of Week-2. A template for the team charter has been place on the course website in Blackboard.
Teams will be responsible for completing three case-based assignments. For details on the case assignments see section titled “Team Work” in this document.

INDIVIDUAL WORK - DETAILS

1. Examinations

Two examinations will be administered during the semester. Examinations will be conducted in class on March 6th, and May 1st. These will be open-book/open-notes exams. The examinations are designed to assess your understanding of the fundamental theories and key concepts associated with the course. They will also test you for the ability to apply the theory to practice.

*Exam Characteristics and Expectations:* These will be “essay / short-answer” type questions. You will be asked 3-5 questions and will be provided limited space to respond. You are required to go beyond the material in the text when you answer the questions. Your ability to provide both a theoretical and a practical perspective in your response is essential. This is where collaborative learning through active participation in the discussion forums will prove to be extremely helpful.

Your ability to demonstrate an authoritative command of the topics covered by your team in the Project Report will also be tested on the exam. You are advised to work closely with members of your team on EVERY part of the team assignments to ensure that you are well acquainted with the details, subtleties, nuances and challenges of applying theory to practice in the context of the assignments.

*Operational Details:* Each examination will last 2.0 hour. You may use the word-processor on your laptop to compose your response, and e-mail it to me via BB at the end of the exam.

*Policy for Make-up Examinations:* If you miss the examination for justifiable reasons (e.g., hospitalization, contagious disease, religious holiday, death in the family), and would like to receive a make-up examination, you must provide the instructor with evidence of the unforeseen circumstance. The make-up examination will be held at a mutually convenient time during the final exam week.

2. Evaluation of Individual Projects

Individual projects will be graded by the instructor using the following criteria:

- Your ability to use the theory to anchor and structure your response
- The depth, and range of material covered, and the strength of the arguments
- Your ability to demonstrate critical thinking.
- The ability to provides new and revealing perspectives
- The insightfulness and thought-provoking nature of the recommendations/conclusions
- The extent and quality of outside research to support your arguments.
- Professional “packaging” of the report.
TEAM WORK - DETAILS

1. Team Assignment

Each team will submit a 20-30 page analysis for each part of the team assignment. Your instructor will provide you with a set of questions that will help you get started on your analysis. Your team is expected to undertake rigorous research necessary to complete the assignment. Note that your team must establish how it used the theory found in the textbook to make decisions and to structure the analysis. Absence of the use of theoretical underpinnings to rationalize the decision-making processes and choices made by the team will result in a failing grade on the assignment.

Report Submission: The team report must be submitted in PDF format to the assignment drop-box in Blackboard. Your instructor expects the assignment to be professionally prepared. Each report must be 1.5 spaced & 12-point, preferably with a non-serif font (e.g., Arial, Calibri, etc.). It must be content-rich and must present insightful synthesis that demonstrates good coverage and strong command of the topic.

Peer Evaluation: We will conduct a "Peer Evaluation" at the time each assignment is submitted.

Submission Deadlines:

First Submission: Submit report by 8:30 p.m. on March 2nd.

Second Submission: Submit report by 8:30 p.m. on April 6th.

Third Submission: Submit report by 8:30 p.m. on April 23rd.

Evaluation Criteria: Team submissions will be graded by the instructor using the following criteria:

- The ability to use theory to anchor and structure their response
- The depth, and range of material covered, and the strength of the arguments
- The ability to demonstrate creativity, and critical thinking.
- The ability to provides new and revealing perspectives
- The insightfulness and thought-provoking nature of the recommendations/conclusions
- The depth of coverage
- The quality of the analysis and synthesis of the information gathered by the team
- The extent and quality of outside research, conducted by the team, to support their arguments. (NOTE: You must demonstrate that this research has been conducted by [1] providing a list of references and [2] appropriately inserting one or more citation of that reference in the text of the report for EVERY item in the list of references)
- Professional “packaging” of the report. It should exude all the trappings of a report that would be submitted to a senior executive / key decision-maker at a large organization.

Note: Issues covered in the Team Project are fair game on the examinations. Hence, you are strongly advised to actively participate in, and contribute to, the development of ALL aspects of your team’s assignments.
2. **YOUR Grade on the 3-Part Team Assignment**

YOUR individual grade on each submission will be computed based on the team’s grade, and YOUR peer evaluation grade (see Appendix-2). An example of how YOUR individual grade will be computed is presented in Appendix-3.

**SUNDOWN POLICY**

You have one week (from the date a grade is posted) to inquire about, and to appeal your grade on an exam, assignment, or presentation, after which no appeals will be entertained. The purpose is to resolve any issue during the term and not wait until the last week of the term to sort things out. Please check your grades every week!

**ADA**

THE COLLEGE OF BUSINESS ADMINISTRATION COMPLIES WITH THE AMERICANS WITH DISABILITIES ACT IN MAKING REASONABLE ACCOMMODATION FOR QUALIFIED STUDENTS WITH DISABILITY. IF YOU HAVE AN ESTABLISHED DISABILITY AS DEFINED IN THE AMERICANS WITH DISABILITIES ACT AND WOULD LIKE TO REQUEST ACCOMMODATION, PLEASE SEE ME AS SOON AS POSSIBLE. NOTE: UNIVERSITY POLICY REQUIRES THAT STUDENTS NOTIFY THEIR INSTRUCTOR WITHIN THE FIRST WEEK OF CLASS THAT AN ACCOMMODATION WILL BE NEEDED.

Special Note about WebCT: Blackboard is committed to making certain that online courses are open and accessible to people with disabilities. As a result, Blackboard 3.6 and above complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and using assistive technologies, such as screen readers, to fully use the software. Blackboard has worked with the Adaptive Technology Resource Centre (ATRC) at the University of Toronto on compliance requirements.

**SCHOLASTIC DISHONESTY POLICY**

The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism.

The term “cheating” includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

The term “plagiarism” includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.)
If you engage in academic dishonesty related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. In addition, the case will be referred to the Dean of Students for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

**Note:** Your instructor reserves the right to submit your group’s report to Turnitin.Com where it will be checked for plagiarism. Evidence of plagiarism is grounds for awarding an “F” grade on the assignment and an “F” grade in the course. The grade will be awarded to ALL members of the group that made the submission.
SCHEDULE OF EVENTS

Jan. 16  
- Introduction to the course  
- In-class discussion: Chapter-1  
- Teams formed by instructor  

Jan. 23  
- In-class discussion: Chapter 1 (continued)  
- Team Charter - Submission due by 5:00 pm on Friday, January 26th.  

Jan. 30  
- In-class discussion: Chapters 2  

Feb. 6  
- In-class discussion: Chapter 3  
- Individual project-1 submission due at 8:30 am via BB  

Feb. 13  
- In-class discussion: Chapter 4  

Feb. 20  
- In-class discussion: Chapter 5  

Feb. 27  
- In-class discussion: Chapter 7  
- Individual project-2 submission due at 8:30 am via BB  
- Team project part-1 submission due at 5:00 pm On Friday, March 2nd via BB  

Mar. 6  
- First Examination (2 hrs.) - Includes all material covered in prior weeks. (An essay-type exam that will assess the ability to apply theory to practice)  

Mar 13  
- SPRING BREAK  

Mar. 20  
- In-class discussion: Chapter 11 & 12  
- Individual project-3 submission due at 8:30 am via BB  

Mar. 27  
- In-class discussion: Chapter 13  

April 3  
- Team project part-2 submission due at 5:00 pm On Friday, April 6th via BB  
- In-class discussion: Chapters 14  

April 10  
- In-class discussion: Chapter 15  
- Individual project-4 submission due at 8:30 am via BB  

April 17  
- In-class discussion: Chapter 16
April 24
- Team project compiled report (parts 1, 2 & 3) due at 5:00 pm on Monday, April 23rd via BB
- Team presentations in the Dean’s Boardroom, BLB

May 1
- Second Examination (2 hrs.). Includes all material covered since First Exam
Appendix-1

Group Project: Country List

Select from this list of countries: Provided below is a ranked list* of countries (other than the United States of America) based on their GDP and GDP per capita. Pick one of these countries for your Group’s project. Each group must work on a different country. Your group must obtain instructor approval before beginning work on the Group Project. First come, first served.

<table>
<thead>
<tr>
<th>Ranked by GDP</th>
<th>Country</th>
<th>GDP ($ Billions)</th>
<th>GDP Per Capita ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>China</td>
<td>11,218,281</td>
<td>15,399</td>
</tr>
<tr>
<td>3</td>
<td>Japan</td>
<td>4,938,644</td>
<td>41,275</td>
</tr>
<tr>
<td>4</td>
<td>Germany</td>
<td>3,466,639</td>
<td>48,111</td>
</tr>
<tr>
<td>5</td>
<td>United Kingdom</td>
<td>2,629,188</td>
<td>42,481</td>
</tr>
<tr>
<td>6</td>
<td>France</td>
<td>2,463,222</td>
<td>42,314</td>
</tr>
<tr>
<td>7</td>
<td>India</td>
<td>2,256,397</td>
<td>6,616</td>
</tr>
<tr>
<td>8</td>
<td>Italy</td>
<td>1,850,735</td>
<td>36,833</td>
</tr>
<tr>
<td>9</td>
<td>Brazil</td>
<td>1,798,622</td>
<td>15,242</td>
</tr>
<tr>
<td>10</td>
<td>Canada</td>
<td>1,529,224</td>
<td>46,437</td>
</tr>
<tr>
<td>11</td>
<td>South Korea</td>
<td>1,411,246</td>
<td>37,740</td>
</tr>
<tr>
<td>12</td>
<td>Russia</td>
<td>1,280,731</td>
<td>26,490</td>
</tr>
<tr>
<td>13</td>
<td>Australia</td>
<td>1,258,978</td>
<td>48,899</td>
</tr>
<tr>
<td>14</td>
<td>Spain</td>
<td>1,232,597</td>
<td>36,416</td>
</tr>
<tr>
<td>15</td>
<td>Mexico</td>
<td>1,046,002</td>
<td>16,831</td>
</tr>
<tr>
<td>16</td>
<td>Indonesia</td>
<td>932,448</td>
<td>11,700</td>
</tr>
</tbody>
</table>

APPENDIX - 2
Individual's Involvement and Interaction in Team Activities - Explanation

For each team assignment, you will rate the contributions of each of your team members. The intent in having you do this is to ensure a fair grading process for each member of the team. Ideally, all team members will behave and contribute at the levels expected. If they do not, they should not receive the same points as those members who do contribute at appropriate levels. To that end, the percentages assigned to each member will be used in the following manner for assigning grades.

First, the team assignment will be graded based on how well it addresses the questions and guidelines in the assignment. This assignment grade will serve as the starting point for individual grades. Based on the peer rating received from all team members, an average peer rating will be computed. Individuals receiving a peer rating of between 90% and 100% will receive the number of points that the assignment received (i.e., the team grade) as their score for the assignment. Members receiving less than 90%, however, will receive only a portion of the team grade based on the following formula.

<table>
<thead>
<tr>
<th>Average Participation Points Received from Team Members</th>
<th>Participation Points Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 – 100%</td>
<td>100%</td>
</tr>
<tr>
<td>80 – 89%</td>
<td>90%</td>
</tr>
<tr>
<td>70 – 79%</td>
<td>80%</td>
</tr>
<tr>
<td>60 – 69%</td>
<td>70%</td>
</tr>
<tr>
<td>50 – 59%</td>
<td>60%</td>
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<tr>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>1 – 10%</td>
<td>10%</td>
</tr>
</tbody>
</table>

As an example, consider a team assignment that received a grade of 140 points (out of 150 possible points). A team member who receives an average of 94% participation points will receive the full 140 points for the assignment (i.e., 140x[100/100] = 140). A team member who received an average of 84% participation points from team members would receive 126 points for the assignment (i.e., 140x[90/100] = 126).

For this process to work well, it requires that team members are open and honest in communicating their expectations. Criticism is okay if it is done in a constructive manner. If you feel that someone is not pulling their weight, let them know, in advance, where they are falling short and what they can do to correct their actions. By the same token, you are encouraged to regularly seek out your teammates’ opinions on your contribution to the team effort. Everyone should try to make such feedback an integral part of team activity from the very beginning – it will help avoid later problems and hurt feelings. And, remember that if you ever need help with the process, the instructor will be happy to help.

The form provided on the following page will be used to conduct the assessment after the team assignment is turned in,
APPENDIX - 3
Involvement and Interaction in Team Activities

Team #: __________   Activity: __________________________
Your name: ___________________________________________

INSTRUCTIONS:
* Evaluate the overall performance of each team member using the following criteria.
  A. Did the individual foster team spirit and display initiative while working on project?
  B. Did the individual attend and actively participate in scheduled meetings (face-to-face or virtual)
  C. Did the individual contribute adequately to the development of the report
  D. Did the individual participate in group discussions, complete assigned work and contribute to project completion?
* Specific comments must be included on the next page indicating why each team member received their score. Absence of detailed justification may result in your evaluations being adjusted at the discretion of the instructor.
* Any team member may request the instructor to arbitrate discussions. In such an event, decision from the arbitration shall be final.
* Return the completed form to the instructor at the appointed time.

Involvement and Interaction in Team activity

<table>
<thead>
<tr>
<th>NAME OF TEAM MEMBER</th>
<th>POINTS ALLOTTED</th>
<th>AVERAGE SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fosters team spirit and displays initiative</td>
<td>Attended / participated in scheduled meeting</td>
</tr>
<tr>
<td></td>
<td>Max = 100%</td>
<td>Max – 100%</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
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<td>3</td>
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<td></td>
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<tr>
<td>6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX - 2
Involvement and Interaction in Team Activities (Continued)
(COMMENTS SHEET)

You **MUST** provide comments on ALL team members. These include comments in two areas: a) good contributions by the member (e.g., identifying the work contributed by the member, specific examples of good team behavior, etc.) and b) areas where the member could improve (e.g., specific bad behaviors to avoid, meeting deadlines, communication, etc.). Please be as detailed as possible in order to justify the assigned percentages. **Absence of detailed justification may result in your evaluations being adjusted at the discretion of the instructor.**

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Good Contributions</th>
<th>Areas for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
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<tr>
<td>2.</td>
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<td>3.</td>
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<td>4.</td>
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<td>5.</td>
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<td>6.</td>
<td></td>
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<td>7.</td>
<td></td>
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</tbody>
</table>
Appendix-4

Group Project

General Guidelines

Provided below is a partial list of suggested topics that may be addressed in each of the three primary parts of the Group Project Report. Your group’s report could include some or all of these topics. In addition, do not limit the coverage to these topics. You are encouraged to hunt for, discover, assess and expand on issues that are unique to the political, legal, social business environments and business practices of the country that you group has chosen. Such insights could be invaluable to managers of companies that are or may soon be doing business in that country.

I expect each part of your group’s submission to be a professionally produced document of a quality that you would be comfortable submitting to the Board of Directors of your company, or to a client firm. Implement all rules relating to professional report preparation when compiling your submission. Be sure to provide a letter of transmittal, table of contents, and introduction to each part of the report. Also remember to number pages and provide a standardized format for the list of references, and for citing these references in the text of the report. Remember that every article presented in the list of references MUST be cited in the text of the report at least once.

Use 1-inch margins, appropriate headings and sub-headings to ensure that the content of the report flows well. Cross-referencing material is earlier (or later) sections of the report is strongly encourages (especially in the “compiled” submission) since it demonstrates your command of the material and it enhances the integration and synthesis of the material. You are also encouraged to use tables, graphs, pie-charts, diagrams, etc. to support and enhance the material addressed in the text of the report.

Each part of the report should be 20-25 pages long with 1.5 line-spacing and 12-point font. If it needs to be slightly longer, that is okay.

Part-1 of the Group Project: Analysis of Macro-Economic Factors

1.1. The impact of globalization on international trade between this country and (a) the whole world, and (b) the US in particular. How has this country’s international trade progressed over the past 5 years? Substantiate your arguments with statistics on the country’s foreign trade (Analysis of historical trends of this country’s balance of trade, foreign exchange-rate, and balance of payments would be helpful). Use secondary sources to cull statistics and to provide detailed justification. Use the theory in Chapter 1 to help structure your analysis.

1.2. Use the theory in Chapters 5 & 7 to evaluate the sectors of the country’s economy that have contributed most to international trade in recent years. Do you expect this trend to continue? Based on the theory in the text, do you expect to see any shift in the range or mix of sectors that contribute to this country’s international trade over the next 5 years? Why? Provide details.
1.3. Discuss this country’s cultural characteristics. Use the theory in Chapter 2 to discuss the components of culture of this country (e.g., aesthetics, values and attitudes, manners and customs, social structure, religion, body language. Education, physical and material environments, etc.) Next, use Kluckhohn-Strodtbeck’s and/or Hofstede’s framework to classify the culture in this country and compare it to that in the United States. Draw appropriate and insightful conclusions about the cultural differences between this country and the US, and the impact of these differences on doing business in this country.

1.4. Discuss this country’s legal, political and financial system. How is it different from that found in the US? Be sure to discuss corporate and personal taxation issues within the context of international business activities (e.g., transfer pricing, double taxation, etc.), and the status of related country characteristics, like infrastructure (e.g. transportation, electricity, communication/information system, etc.). Use theory in Chapter 3 to help structure your analysis.

1.5. Paint a vivid picture of the economy of this country. Start at the macro-level with GDP & GNP information and then drill down to dominant sectors of the economy. Use information from the past 5-10 years and other information on current/recent dynamics (political, economic, etc) in this country to assess which sectors are expected to drive the economy in the next few years. What are your projections (provide data) on the state of this country’s economy in the next 5-10 years? Use theory in Chapter 4 to help structure your analysis.

1.6. Discuss current foreign investment and foreign trade policies in this country. Discuss import, export and FDI policies for this country. Also, address rules and regulations on the formation of business entities and the extent to which foreign entities can participate in the business operations in the country. Be as detailed as possible. Use theory in Chapters 5 & 7 to help structure your analysis.

**Part-2 of the Group Project: Analysis of Industry Sectors**

2.1. Begin this section with a general presentation of *business practices* in the country. Make special notes on those areas where the business practices in this country differ from those in the US. You may use examples to make your points. In addition, interviews with practicing managers in the US who have first-hand experience with the business practice in that country, would be excellent supporting evidence. Draw on some of the information gleaned in Part-A of your report to synthesize findings in the following areas. Note your analysis should include, but is not limited to these areas:

- Social and cultural “dos and taboos” for conducting business. (e.g., Cultural stereotypes, regional differences, local customs, communication styles, correspondence, dress and appearance, language, entertainment, socializing, networking, gift-giving, etc.)
- Religion and gender issues
- Impact of politics, legal and education system
- Impact of foreign business practices on local industries
- Business ethics and the underground economy
- The income distribution spread between rich and poor
• Negotiating with business executives from that country

Use theory in Chapters 2, 3, 4, 5 & 7 to help structure your analysis.

2.2. What sectors of this country’s economy are hotbeds of international business activities today? What was the situation 5 years ago? Why? Based on trend data, what sectors do you expect to rise to prominence in the next 5-10 years? Why? **Suggestion:** Use the conventional coding system in the SIC manual or the NAICS manual to classify an industry “sector.” Typically this is the 2-4 digit code. F.Y.I.: **SIC**-Standard Industrial Classification. **NAICS** = North American Industry Classification System

2.3. Is the projected trend moving toward growth of international business activities in service industries or manufacturing industries in the country? Why? What underlying national (e.g., natural, financial, and human resources, political legal and educational climates, culture and other social factors, etc.) and sector-specific factors have influenced, or will influence, these transitions over the next few years? Justify your stance rigorously. Use theory in Chapters 3, 4 & 5 & 7 to help structure your analysis.

2.4. Identify at least two sectors of the economy that could be the most attractive targets for US companies. What makes these sectors attractive? You may need to do a comparative analysis of these sectors in the US, and in this country, to arrive at an informative and convincing argument for your stance. This analysis should be very detailed. Do not leave any stone unturned. Also, remember that for trade and FDI to succeed and prosper, it must be a win-win situation for ALL parties. Make your case for why and how this will occur in these two industry sectors. Use theory in Chapters 12 & 13 to help structure your analysis.

**Part-3: Analysis of Business Practices -- Industry and Firm-level Factors**

3.1. Analyze international opportunities in each of the two sectors identified in section 2.4 above. That is, provide an assessment of the potential and opportunity for a real or hypothetical US firm that may want to do business in these two industrial sectors of that country. This analysis should culminate in the selection (with strong financial, operational and risk-adjusted rationale) of one of the two sectors. Use theory in Chapters 11 & 12 to help structure your analysis. (**Suggestion:** You may want to talk with representatives of companies from the US or from another nation that are currently doing business in this sector to gather supporting evidence for your arguments and recommendations).

3.2. Present a discussion on the selection and management of entry mode strategy for the US firm that may want to do business in the sector selected in section 3.1 above. Use theory in Chapters 13 to help structure your analysis. Remember to analyze each of the following three options before justifying and making the your selection of entry mode strategy:

- Import-export form of business
- FDI form of business
- Joint-venture or strategic alliance form of business
3.3. Use theory in Chapters 14 to help you structure the plan for the development and marketing of products for the international venture identified in section 3.2 above. Be sure to cover each of the topics presented in Chapter 14 including development of product strategies, creation of promotional strategies, designing distribution strategies and developing pricing strategies. Identify and pay special attention to areas where the local characteristics differ from those in the US.

3.4. Use theory in Chapters 15 to help you structure the plan for managing international operations for the international venture identified in section 3.2 above. Be sure to cover each of the topics presented in Chapter 15 including production strategy, acquisition of physical resources, key production concerns and financing business operations. Identify and pay special attention to areas where the local characteristics differ from those in the US.

3.5. Use theory in Chapters 16 to help you structure the plan for hiring and managing employees for the international venture identified in section 3.2 above. Be sure to cover each of the topics presented in Chapter 16 including international staffing policies, recruiting and selecting human resources, training and development, employee compensation and labor-management relations. Pay special attention to areas where the local characteristics differ from those in the US.
About Your Instructor

Dr. Derrick E. D’Souza is a Professor of Management in the College of Business Administration at the University of North Texas. He holds a bachelor's degree in Chemical Engineering from the Indian Institute of Technology; an MBA from the Indian Institute of Management, and a doctorate in Strategic Management from Georgia State University.

Dr. D’Souza spent several years with Tata Economic Consultancy Services, where he provided corporate consulting services to international clients. He has traveled extensively on business, and has successfully completed numerous consultancy projects for MNCs, national governments, and international organizations like the World Bank, IMF and UNICEF. His experience covers a wide range of industrial sectors including, chemicals, fibers and plastics, automobile and allied products, pharmaceutical, agriculture, and machine-tools. Prior to joining Tata Economic Consultancy Services, he worked for Godrej Soaps Limited, India, where he was involved in the erection, commissioning and operation of a detergent plant. He has also been associated with international subsidiaries of Unilever and Exxon.

Dr. D’Souza has received several research and teaching awards. In 2011 he won the Cutting Edge Research Award, presented by the Academy of Human Resource Development. In the same year he was presented with the Bobby Bizzell Innovative Achievement Award by AACSB (The accrediting body of business schools worldwide), and was also named Fellow of the NextGen Learning Program, University of North Texas. In 2010 he received the Innovative Teaching Award, presented by the College of Business, UNT. In 2007 He received UNT’s Outstanding Online Course/Teacher Award. The University presents one such award each year. The award was in recognition of his online graduate International Management course (MGMT 5660).

Dr. D’Souza’s current research interests include the investigation of the dynamic capabilities and absorptive capacity of organizations, strategic issues relating to the international operations of firms, and the use of Web-2.0 technologies like wikis, clickers, and virtual worlds to enhance learning in business and educational settings. He has taught and continues to teach courses at the undergraduate, masters and doctoral level at the University of North Texas.