



School of Business and Economics
Department of Management

MGMT 660: International Business

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@uncfsu.edu) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail.

Rules and regulations governing the use of FSU email may be found at
<http://www.uncfsu.edu/PDFs/EmailPolicyFinal.pdf>

Prerequisites Required: *Principles of Management, Principles of Marketing, Principles of Accounting and Principles of Finance*

II. Course Description

This course focuses on the environment of international business. It considers the activities of multinational firms and government policies toward them, drawing policy implications for the management of these enterprises. The course surveys country differences, theories of international trade, global monetary systems, the strategy and structure of international business, and the international business operations. It goes on to consider strategic options for the major functions of global production, outsourcing, and logistics, global marketing and R&D, human resources management, accounting & financial management relating them to the firm's overall global strategy.

Course Objectives

1. Acquire the knowledge and skills managers need to face global competition and evaluate international investment and business opportunities.
2. Gain an understanding of country differences frameworks.
3. Increase awareness in international trade, global monetary systems.
4. Develop “global mindset” and basic understanding of world accounting and financial environments.
5. Acquaint students with global strategies, structures, and implementations

III. Disabled Student Services: In accordance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act (ACA) of 1990, if you have a disability or think you have a disability to please contact the Center for Personal Development in the Spaulding Building, Room 155 (1st Floor); 910-672-1203.

IV TEXTBOOK: International Business: Competing in the Global Marketplace. By Charles W. L. Hill Published by McGraw Hill/Irwin (7th edition). ISBN 978-0-07-338134-3

Regular reading of the *Economist*, *Wall Street Journal*, and the *Financial Times*.

V. STUDENT LEARNING OUTCOMES

Upon completion of this course:

- 1 Students will be able to demonstrate advance knowledge and understanding of the impact of globalization on countries, industries, firms and communities.
2. Demonstrate an understanding of country differences frameworks.
3. Demonstrate “global mindset” and thorough understanding of world accounting and financial environments.
4. Demonstrate basic verbal and written communication skills
5. Demonstrate professionalism in class participation via class discussion, timely submission of assignments and positive attitude to learning, and team work

VI: COURSE REQUIREMENT AND EVALUATION CRITERIA

A = earned at least 90% of the points and passed all objectives

B = earned at least 80% of the points and passed all objectives

C = earned at least 70% of the points and passed two objectives

D = earned at least 60% of the points and passed two objectives

F = earned less than 60% of the points and did not all objectives

Grading System

	Points	
GlobalEdge Research Project (Team)	35	Objective 1
Examinations	45	Objective 2
Assignments	20	Objective 3
Total Points	100	

Assignments: (15 points) There will be weekly discussion question as inscribed in the syllabus. Each student is required to actively participate in responding and proffering answers to the

questions to earn the points assign to this activity. All due dates for assignments are due no later than the specified due date at the beginning of the class.

Examinations: 3 exams worth 15 points each/total of 45 points

Please note: If these evaluation criteria must be revised because of extraordinary circumstances, the instructor will distribute a written amendment to the syllabus.

VII. Team Country Research Project

The team is to select a project early in the semester to develop into company case study.

This project requires students to research a country as a future market for a new product or direct foreign investment. The team will submit no less than 50-page long on the country project selected using the guidelines recommended below

Topic

Choose a company expanding or entering into another country and play the role of a consultant or International business manager.

1. Market Intelligence Report (MIR) for the country in which the product will be introduced. This report provides a broad overview on the country including its people, economy, and infrastructure. The MIR takes up to two weeks to complete.
2. Report on Opportunities for Market Entry. It requires a Report on Opportunities for Market Entry (ROME) that identifies several import and export opportunities for the country being researched. Real products and real firms must be chosen and a recommendation made. The ROME takes up to four weeks to complete.
3. Market Entry Strategy Analysis. Market Entry Strategy Analysis (MESA) for the new product in the country being researched. The strategy formulated must reflect conditions in the country and address a range of issues such as entry mode, pricing, and promotion. The MESA takes up to five weeks to complete.

You will remain in the team throughout the semester; if personality or individual differences create problems, team members will have to work them out among themselves. If a team member does not participate, the team can fire the member. To fire a member, the group must give the instructor a written memo signed by all the remaining team members, stating the reasons why the individual is being fired.

This activity is a team paper, NOT a collection of individual papers combined to form one big paper. Team members are responsible for contributing to, reading, editing, checking citations, and proofreading the entire paper, not just a portion of it. If portions of the group paper contain plagiarized sources or material, the entire group will receive a grade of "F" for the course.

Team members will receive same grade from the instructor or panel of judges for the paper. Team members will evaluate each other to determine what percent of the team grade individual members will receive. If a team member participated fully, then that person should receive 100% of the team grade. Team members who did not participate fully will receive a lower percentage of the team grade. For example, if the team receives a grade of 90, and a team member receives a peer evaluation of 80%, then the person's team grade will be a 72 ($90 * .80 = 72$).

The team project will be evaluated using the following criteria:

Content	40%
Correct use of analytical tools	30%
Documentation	20%
Organization	10%

VIII. TEACHING STRATEGIES

This course involves a combination of lectures, questions and answers, research project, hands-on activities, and group discussions. Therefore, for students to benefit they are required to use multiple resources. Students are required to read in advance all assignments for the course and take an active part in class discussions. Completed assignments are to be turned to the instructor as when due. No late work will be accepted.

COURSE POLICIES

Assignments will not be accepted without a cover page (which will result in a deduction for that assignment). The cover page should identify **the assignment, student's name, date, and course number.**

Makeup Policy: Assignments, exams, or project grades can not be made up. If you missed the due date for any of the aforementioned without prior approval from the instructor, you will receive a zero grade.

Technical malfunction or defective disk is not an acceptable excuse for not having assignment turned in promptly.

Academic Dishonesty

Plagiarism and cheating are serious offenses and may be punished by failure on exam; failure in course; and/or expulsion from the University. Plagiarism is a serious academic and business (legal) offense. Plagiarism is considered theft of intellectual property. All students enrolled in FSU classes at all levels are responsible for knowing what constitutes plagiarism. Whether by design or by accident, plagiarized content is unacceptable. There are no explanatory circumstances.

Plagiarism occurs when: Students submit work that directly quotes or paraphrases the work of another, without specific citation of the passages crediting the creator of the work. Students combine the works of another with their own original effort, including comments on those passages, without specific citation of the passages crediting the creator of the work. Students include a list of references at the end of an assignment but do not indicate which words or passages specifically (by use of quotation marks) are from those sources and which words or passages are original works

SCHEDULE

Date	Required Reading: Topics	Activity
Week 1 Chapter 1	Globalization	Assignment 1 General introduction

		<p>Team Formation Selection of Country for Analysis Discussion Questions: How has the globalization of production and markets benefitted IKEA?</p>
Week 2 Chapter 2	National Differences in Political Economy	<p>Assignment Describe the economic difficulties faced when a country changes from a totalitarian to a democratic political system. 2. Compare the political transition of Russia to the transition of Hungary). Has the political transition been a smoother process in Hungary than Russia? Examine the reasons for both the differences and the similarities in the two processes.</p> <p>Discussion Question <i>Describe Venezuelan political attributes that might affect the operations of a foreign company doing business there.</i></p>
Week 3 Chapter 3	Differences in Culture	<p>Assignment Choose two countries that are culturally diverse. Compare the cultures of these countries and discuss the ways in which cultural differences will affect the cost of doing business in each. Examining the ways in which business practices and ethics vary across the cultures.</p> <p>Discussion Question <i>Describe Mexican cultural attributes that might affect the operations of a foreign company doing business there</i></p>
Chapter 4	Ethics in International Business	<p>Case Study Assignment: Mired in Corruption-Kellogg (p.163) Answer all questions.</p> <p>Discussion Question 1. Why are so many pharmaceutical companies attracted to India? What are the advantages of conducting clinical trials in India as compared to countries such as the U.S.? Can a company in today's hyper-competitive market afford to continue clinical trials in its domestic market?</p>
Week 4 Chapter 5	International Trade Theories	<p>Assignment: Porter's diamond theory deals with the competitive advantages of nations. Select two countries and make comparative analysis of the four points of the diamond, as well as the recent roles of government and chance, in these nations. Conclude by exploring the associated competitive advantages that may accrue to foreign firms that choose to operate in each of these countries.</p> <p>Discussion Question: <i>How do global political and economic conditions affect global oil markets and prices?</i></p>

		Examination 1 Chapters 1- 5
Week 5 Chapter 6	The Political Economy of International trade	<p>Assignment: Assume you are a Cuba's leader. What kind of trade relationship with the United States would be in your best interest?</p> <p>Discussion Question: <i>Former U.S. Secretary of State Lawrence Eagleburger claims that instead of an embargo, a more effective way to bring democracy to Cuba and other repressive nations would be to increase their exposure to the United States and other industrialized nations through trade and travel. Others claim, however, that governments that choose to violate human rights, expropriate private property, etc. must not be economically rewarded. Ask students to discuss the tension that frequently accompanies the use of economic means to achieve political ends.</i></p>
Chapter 7	Foreign Investment Direct	<p>Assignment Read the opening case on Starbucks and then answer the following questions: Why do you think Starbucks has now elected to expand internationally primarily through local joint ventures, to whom it licenses its format, as opposed to using a pure licensing strategy? What are the advantages of a joint venture entry mode for</p>
Week 6 Chapter 8	Regional Economic Integration	<p>Starbucks over entering through wholly-owned subsidiaries?</p> <p>Assignment <u>Exercise 1</u> Your company is considering an expansion by opening new customer representative and sales offices in the European Union (EU). Nevertheless, the size of the investment is significant and top management wishes to have a clearer picture of the current and probable future status of the EU. A colleague who spent some time living in the EU indicated that <i>Eurostat</i> might be a comprehensive source to assist in your project. Prepare an executive summary describing the features you consider as crucial in making such a decision.</p>
Chapter 9	Global Foreign Exchange	<p>Discussion Question . . Discuss the controversy over the passage of NAFTA. Were the fears of those who opposed the passage of the agreement real at the time? As a worker at the Crystal Lake Manufacturing plant in the early 1990s would you have been opposed to NAFTA? Why or why not?.</p> <p>What are the major factors that caused the peso to fall in value against the dollar? What has the government done to reverse the recession?</p> <p>Discussion Question: <i>What has been</i></p>

	markets	<i>Argentina's experience with the IMF? Has the IMF been helpful or not?</i>
Week 7 Chapter 10	International Monetary System.	Assignment Evaluate the three choices that China faces in determining what to do with its currency value. Which choice would you choose, and why? Discussion Question: <i>Assume you are a Chinese exporter. Would you prefer a Chinese export tariff on selected garment and textile exports as a way to relieve pressure against the yuan or a revaluation of the currency? Why?</i>
Chapter 11	Global Capital Market	Discussion Question: <i>The tragedy of the Congo, do you think the IMF and World Bank should lend money to countries such as Zaire where there is systemic evidence of widespread government corruption?</i>
Week 8 Chapter 12	The Strategy of International Business	Assignment QUESTION 5: Reread the Management Focus on the evolution of strategy at Procter & Gamble, then answer the following questions: What strategy was Procter & Gamble pursuing when it first entered foreign markets in the period up until the early 1990s? Why do you think this strategy became less viable in the 1990s? What strategy does Procter & Gamble appear to be moving toward? What are the benefits of this strategy? What are the potential risks associated with it? Examination 2: Chapters 6 - 10
Week 9 Chapter 13	The Organization of International Business	Assignments QUESTION 6: Reread the Management Focus on Wal-Mart's International Division and answer the following questions: a) Why did the centralization of decisions at the headquarters of Wal-Mart's international division create problems for the company's different national operations? Has Wal-Mart's response been appropriate? b) Do you think that having an international division is the best structure for managing Wal-Mart's foreign operations? What problems might arise with this structure? What other structure might work? QUESTION 6: Reread the Management Focus in International Expansion at the ING Group and then answer the following questions: a) Why did ING focus on entering the U.S. market rather than, for example, emerging markets such as China and India? b) What explains the timing of ING's entry into the U.S. market? c) ING entered the U.S. insurance and investment banking market through acquisitions, rather than setting up business from scratch. Why do you think the company chose this entry mode? What are the advantages and disadvantages? d) Why do you think ING opted to start its Internet bank, ING Direct, from scratch in the United States?
Chapter 14	Entry Strategy and Strategic Alliances	

Week 13 Chapter 19	Accounting in the International Business	<i>Discussion Guide:</i> 1. What does China's extraordinary growth mean to companies in other parts of the world? How can companies such as Ford or Microsoft capitalize on China's growth? What problems does China's economic growth create for these companies?
Week 14 Chapter 20	Financial Management	<i>Discussion Questions:</i> 1. Why did the Federal Reserve recently pump money into financial markets? What problems was it trying to address? Did it succeed? EXAMINATION 4 Chapters 16 – 20
Week 15		Wrap up your Country Analysis Project
Week 16	Project Presentation	Submission of Project

1. Your Market Analysis:

Listed below are five variables that may influence your marketing strategy in (*country name*). Please assess the adequacy of each item.

1.1. Demographics

- Total Population
- Population Growth Rate
- Age Structure
- Middle Class Size
- Urban/Rural Composition

1.2. Government

- Government Stability
- Economic Freedom
 - Openness to FDI
 - Legal System
- Currency Convertibility

1.3. Physical Infrastructure

- Roads and Highways
- Railways

Airports
Navigable Waterways
Ports

1.4. Economics

GDP Growth Rate
Per Capita GDP
Consumer Inflation Rate
Trade as Share of GDP
Potential Market

1.5. Communications Infrastructure

Fixed Telephone Market
Wireless Telephone Market
PC Ownership
Internet Users
TV Ownership

Market Intelligence Report: SAMPLE OF ROMANIA PROJECT

by Team Romania: (Student Name).

Basic Information:

The official national name of Romania is Romania.

source: Atlapedia

A citizen of Romania is properly referred to as a (an) Romanian.

source: Atlapedia

Products or materials from Romania are referred to as Romanian in origin.

source: Atlapedia

Demographics:

The population of Romania is 22,355,551 (2004).

source: CIA Factbook

The population of Romania is growing at a rate of -0.11% per year (2004).

source: CIA Factbook

The median age of the population of Romania is 36.1 years.

source: CIA Factbook

The age structure of Romania is as follows:

0-14 years: 16.2%

15-64 years: 69.4%

65 years and over: 14.4%

source: CIA Factbook

The urban/rural composition of the population of Romania is 55.5% urban / 44.5% rural.

source: World Bank ICT

The population (in percent) that each ethnic group comprises in Romania is:

Romanian (89.5%); Hungarian (6.6%); Roma (2.5%); Ukrainian (0.3%); German (0.3%); Russian (0.2%); Turkish (0.2%); and other (0.4%), (2002).

source: CIA Factbook

The major languages spoken in Romania are: Romanian, Hungarian, and German.

source: CIA Factbook

Romanian is the official language.

source: CIA Factbook

The major religions of the country are:

Eastern Orthodox: 87%

source: CIA Factbook

The life expectancy for residents of Romania is 71.12 years (2004).

source: CIA Factbook

The fertility rate for women in Romania is 1.35 births per female (2004).

source: CIA Factbook

The infant mortality rate of Romania is 27.24 deaths per 1,000 live births.

source: CIA Factbook

44.5% (2000) percent of the population in Romania lives below the poverty line.

source: CIA Factbook

The educational attainment and literacy of adults (age 25 and older) are as follows:

Educational attainment (1977):

primary schooling: 55.6%

secondary schooling: 39.8%

higher education: 4.6%

Literacy (2003):

overall: 98.4%

male: 99.1%

female: 97.7%

source: CIA Factbook

The total number of adults living with HIV/AIDS in Romania is 6,500 (2001).

source: CIA Factbook

0.03% (2001) percent of the adult population of Romania is living with HIV/AIDS.

source: CIA Factbook

Government:

Romania gained its independence from the Turkish Ottoman Empire.

source: CIA Factbook

Romania gained its independence on the date 9 May 1877.

source: CIA Factbook

The type of government in Romania is a Unitary Multiparty Republic.

source: Atlapedia

The current head of state of Romania is Mr. Traian Basescu (December 2004).

source: CIA Factbook

The official currency of Romania is the Leu (plural: Lei).

source: Info Please

Geography:

The geographic coordinates (latitude and longitude) of Romania are 46 00 N and 25 00 E.

source: CIA Factbook

The surface area of Romania is 237,500 sq km.

source: CIA Factbook

The population density (the number of people per square mile) of Romania is 94.12 per sq km.

source: CIA Factbook

Romania shares borders with:

Bulgaria: 608 km

Hungary: 443 km

Moldova: 450 km

Serbia and Montenegro: 476 km

Ukraine (north): 362 km; (east): 169 km

source: CIA Factbook

Romania has 225 km of coastline.

source: CIA Factbook

The largest cities in Romania, by population, are:

Bucharest (2,066,700); Constanta (349,000); Iasi (337,600); Timisoara: (325,400); Galati (324,200); and Brasov (324,100), (1993).

source: Info Please

The climate of Romania is: temperate; cold, cloudy winters with frequent snow and fog; sunny summers with frequent showers and thunderstorms.

source: CIA Factbook

40.82% of the land in Romania is arable.

source: CIA Factbook

Economics:

The Gross Domestic Product (GDP) of Romania is \$155 billion at purchasing power parity (2003).

source: CIA Factbook

The Gross Domestic Product (GDP) of Romania is growing at an annual rate of 4.9% (2003).

source: CIA Factbook

The GDP per capita of Romania is \$7,000 at purchasing power parity (2003).

source: CIA Factbook

The GDP of Romania is drawn proportionately from:

agriculture: 13.1%

industry: 38.1%

services: 48.8% (2003)

source: CIA Factbook

The size of the available labor force in Romania is 9.28 million (2003).

source: CIA Factbook

The labor force in Romania works proportionately in:

agriculture 41.4%

industry 27.3%

services 31.3% (2000)

source: CIA Factbook

The inflation rate for consumer prices in Romania is 15.3% (2003).

source: CIA Factbook

The unemployment rate in Romania is 7.2% (2003).

source: CIA Factbook

The major trading partners of Romania are:

Italy, Germany, France, United Kingdom, United States, Turkey, Russia, Austria, and Hungary.

source: Info Please

The total value of exports from Romania is \$17.63 billion (2003), and the total value of imports into Romania is \$22.17 billion (2003).

source: CIA Factbook

As a percentage, exports and imports are 11.4% and 14.3%, respectively, of the GDP of Romania.

source: CIA Factbook

The major exports of Romania are:

textiles and footwear, metals and metal products, machinery and equipment, minerals and fuels, chemicals, and agricultural products.

source: CIA Factbook

The major imports of Romania are:

machinery and equipment, fuels and minerals, chemicals, textile and products, basic metals, and agricultural products.

source: CIA Factbook

The primary natural resources of Romania are:

petroleum, timber, natural gas, coal, iron ore, salt, arable land, and hydropower.

source: Info Please

The major industries of Romania are:

textiles and footwear, light machinery and auto assembly, mining, timber, construction materials, metallurgy, chemicals, food processing, and petroleum refining.

source: CIA Factbook

The major primary products made in Romania are:

cereals, coal, copper, fish, fruit and vegetables, grapes, gold, iron ore, lignite, livestock, oil and natural gas, potatoes, salt, silver, sugar, timber, and uranium.

source: Atlapedia

The external debt of Romania is \$18.34 billion (2003).

source: CIA Factbook

Romania received \$700 million (2002) in economic aid.

source: CIA Factbook

Physical Infrastructure:

There are a total of 198,603 km of roads and highways in Romania. Of these roadways, 98,308 km (including 113 km of expressways) are paved and 100,295 km (2000) are unpaved.

source: Info Please

There are a total of 11,385 km (3,888 km electrified) (2002) of railways in Romania

source: Info Please

There are a total of 62 airports in Romania, with 25 having paved runways and 36 (2003) having unpaved runways.

source: CIA Factbook

There are 1,731 km (2004) of navigable waterways in Romania.

source: CIA Factbook

The port cities of Romania are:

Braila, Constanta, Galati, Mangalia, Sulina, and Tulcea.

source: CIA Factbook

Communications Infrastructure:

There are 76 daily newspapers in Romania, with a circulation of 7,500,000 (1992).

source: Atlapedia

For every 1,000 people in Romania, there are 358 radios and 379 (2001) televisions.

source: World Bank ICT

There are 40 AM radio stations and 202 (1998) FM radio stations in Romania.

source: Info Please

There are 48 (1995) broadcast television stations in Romania.

source: Info Please

For every 1,000 people in Romania, there are 192.35 telephone mainlines and 308.65 (2003)

mobile phones.

source: CIA Factbook

For every 1,000 people in Romania, there are 35.7 (2001) computers.

source: World Bank ICT

There are an estimated 4.0 million (2003) Internet users in Romania.

source: CIA Factbook

There are 38 (2000) ISP's, or Internet Service Providers, in Romania.

source: Info Please

(.ro) is the two-letter Internet country code for Romania.

source: CIA Factbook

More Information:

The URL of the e-government site for Romania is (www.gov.ro/engleza).

source: Country Website

The embassy for Romania in the United States can be contacted at:

Chancery: 1607 23rd Street NW, Washington, DC 20008

Telephone: (202) 332-4846, 4848, 4851

Fax: (202) 232-4748

Consulates general in Chicago, Los Angeles, and New York

source: CIA Factbook

The American embassy in Romania can be contacted at:

Embassy: Strada Tudor Arghezi 7-9, Bucharest

Mailing address: American Embassy Bucharest, Department of State, 5260 Bucharest Place,

Washington, DC 20521-5260 (pouch)

Telephone: [40] (21) 210-4042

Fax: [40] (21) 210-0395

Branch office in Cluj-Napoca, Romania

source: CIA Factbook

International Business News Sources:

[ABC News](http://abcnews.go.com) (<http://abcnews.go.com>)

[ABYZ News Links](http://www.abyznewslinks.com/) (<http://www.abyznewslinks.com/>)

[Barrons](http://www.barrons.com/) (<http://www.barrons.com/>)

[BBC](http://news.bbc.co.uk/) (<http://news.bbc.co.uk/>)

[Bloomberg](http://www.bloomberg.com/) (<http://www.bloomberg.com/>)

[Business 2.0](http://www.business2.com/) (<http://www.business2.com/>)

[Business Daily](http://www.businessdaily.com/) (http://www.businessdaily.com/)
[Business Week Global Business](http://www.businessweek.com/globalbiz/index.html) (http://www.businessweek.com/globalbiz/index.html)
[Business Wire](http://www.businesswire.com/) (http://www.businesswire.com/)
[Canada Newswire](http://www.newswire.ca/) (http://www.newswire.ca/)
[CBS news](http://cbsnews.com/) (http://cbsnews.com/)
[Christian Science Monitor](http://www.csmonitor.com/) (http://www.csmonitor.com/)
[CFO](http://www.cfo.com/cfo_home) (http://www.cfo.com/cfo_home)
[CIO](http://www.cio.com) (http://www.cio.com)

[CNBC Business](http://www.msnbc.com/news/COM_Front.asp?ta=y) (http://www.msnbc.com/news/COM_Front.asp?ta=y)

[C-NET](http://news.com.com/) (http://news.com.com/)

[CNN](http://www.cnn.com) (http://www.cnn.com)

[CNNmoney](http://money.cnn.com/) (http://money.cnn.com/)
[CNN Money International](http://money.cnn.com/news/international/) (http://money.cnn.com/news/international/)
[ComputerWorld](http://www.computerworld.com/) (http://www.computerworld.com/)
[Drudge Report](http://www.drudgereport.com/) (http://www.drudgereport.com/)
[The Economist](http://www.economist.com/) (http://www.economist.com/)
[The Economist Business](http://www.economist.com/business/) (http://www.economist.com/business/)
[Economist Intelligence Unit](http://www.eiu.com/) (http://www.eiu.com/)
[European Internet News \(EIN\) News](http://www.europeaninternet.com/) (http://www.europeaninternet.com/)
[Fast Company](http://www.fastcompany.com/) (http://www.fastcompany.com/)
[Finance Journal](http://www.topfinancialnews.com/) (http://www.topfinancialnews.com/)
[Financial Times](http://news.ft.com/home/us/) (http://news.ft.com/home/us/)
[Forbes](http://www.forbes.com/) (http://www.forbes.com/)
[Foreign Policy](http://www.foreignpolicy.com/) (http://www.foreignpolicy.com/)
[Fortune](http://www.fortune.com/) (http://www.fortune.com/)
[Fox News](http://www.foxnews.com/) (http://www.foxnews.com/)
[Global Trading](http://www.globaltrading.com/) (http://www.globaltrading.com/)
[Globe and Mail](http://www.globeandmail.com/) (http://www.globeandmail.com/)
[Inc.](http://www.inc.com/) (http://www.inc.com/)
[International Herald Tribune Business](http://www.iht.com/business.htm) (http://www.iht.com/business.htm)
[Investor's Business Daily](http://www.investors.com/) (http://www.investors.com/)
[Intl. Centre for Trade & Sustainable Development](http://www.ictsd.org/) (http://www.ictsd.org/)
[Kiplinger's](http://www.kiplinger.com/) (http://www.kiplinger.com/)
[Journal of Commerce](http://www.joc.com/) (http://www.joc.com/)
[Le Monde](http://www.lemonde.fr/) (http://www.lemonde.fr/)
[London Times](http://www.timesonline.co.uk) (http://www.timesonline.co.uk)
[MSNBC News](http://www.msnbc.com/) (http://www.msnbc.com/)
[Multinational Monitor](http://www.essential.org/monitor/monitor.html) (http://www.essential.org/monitor/monitor.html)
[News Now](http://www.newsnow.co.uk/) (http://www.newsnow.co.uk/)
[Newsweek](http://www.msnbc.com/news/NW-front_Front.asp) (http://www.msnbc.com/news/NW-front_Front.asp)
[New York Times](http://www.nytimes.com/) (http://www.nytimes.com/)
[PR Newswire](http://www.prnewswire.com/) (http://www.prnewswire.com/)
[Reuters](http://www.reuters.com) (http://www.reuters.com)
[Singapore Business Times](http://business-times.asia1.com.sg/home) (http://business-times.asia1.com.sg/home)
[Smart Money](http://www.smartmoney.com) (http://www.smartmoney.com)

[Strategy & Business](http://www.strategy-business.com/) (http://www.strategy-business.com/)
[TIME](http://www.time.com/) (http://www.time.com/)
[UPI](http://www.upi.com) (http://www.upi.com)
[US News](http://www.usnews.com/usnews/home.htm) (http://www.usnews.com/usnews/home.htm)
[USA Today World News Stories](http://www.usatoday.com/news/world/nw1.htm) (http://www.usatoday.com/news/world/nw1.htm)
[WN Business](http://www.wnbusiness.com/) (http://www.wnbusiness.com/)
[Wall Street Journal](http://www.wsj.com) (http://www.wsj.com)
[Wired](http://www.wired.com/wired/current.html) (http://www.wired.com/wired/current.html)
[Yahoo Finance: International News](http://biz.yahoo.com/reports/world.html) (http://biz.yahoo.com/reports/world.html)
[World Economist](http://www.worldeconomist.com/) (http://www.worldeconomist.com/)
[World Economic Forum Worldlink](http://www.worldlink.co.uk/) (http://www.worldlink.co.uk/)
[World Press Review](http://www.worldpress.org/) (http://www.worldpress.org/)

[Yale Global Online](http://yaleglobal.yale.edu/) (http://yaleglobal.yale.edu/)

Government and Non-Government Organizations:

U.S. Department of Commerce Basic Guide to Exporting
 (www.unzco.com/basicguide/index.html)
 U.S. Department of Commerce Export Portal
 (www.export.gov)
 Office of Trade and Industry Information, U.S. Department of Commerce
 (<http://tse.export.gov>)
 International Trade Centre (ITC) (UNCTAD/WTO)
 (www.intracen.org)
 United Nations Conference on Trade and Development (UNCTAD)
 (www.unctad.org)
 World Trade Organization (WTO)
 (www.wto.org)
 Organization for Economic Cooperation and Development (OECD)
 (www.oecd.org)
 Inter-American Development Bank
 (www.iadb.org)
 World Bank
 (www.worldbank.org)
 GlobalEDGE at Michigan State University
 (<http://gloaledge.msu.edu/ibrd>)

University	CIBER Website
Brigham Young University	http://marriottschool.byu.edu/gmc/
Duke University	http://faculty.fuqua.duke.edu/ciber/
Florida International University	http://www.fiu.edu/~ciber
Georgia Institute of Technology	http://www.ciber.gatech.edu/
Indiana University	http://www.kelley.indiana.edu/CIBER/

Michigan State University	http://ciber.msu.edu/
Purdue University	http://www.mgmt.purdue.edu/centers/ciber/
San Diego State University	http://www.sdsu.edu/ciber
Temple University	http://www.sbm.temple.edu/
Texas A&M University	http://cibs.tamu.edu/
The Ohio State University	http://fisher.osu.edu/international/ciber/
The University of Texas at Austin	http://www.mcombs.utexas.edu/ciber
Thunderbird	http://www.t-bird.edu/research/ciber/
UCLA	http://www.anderson.ucla.edu/research/ciber/
University of Illinois at Champaign-Urbana	http://www.ciber.uiuc.edu
University of Connecticut	http://www.business.uconn.edu/CIBER
University of Kansas	http://www.business.ku.edu/kuciber
University of Memphis	http://www.people.memphis.edu/~wangctr/
University of Michigan	http://www.umich.edu/~cibe/
University of North Carolina	http://www.ciber.unc.edu/
University of Pennsylvania	http://lauder.wharton.upenn.edu/ciber
University of Pittsburgh	http://ibc.katz.pitt.edu/
University of Southern California	http://www.marshall.usc.edu/web/CIBEAR.cfm?doc_id=90

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Prepared by:

Team Members:

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Student #2

Student #3

Student #4

Prepared for:
Course Title & Number
Instructor's Name
College/University
Completion Date

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Xin, K. and Pucik, V. (2003). Trouble in paradise. **Harvard Business Review**, Vol. 81 (8), pp. 27-35. Additional individual literature focusing on specific topics may be needed to be able to complete the assignments.

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