

**PEPPERDINE UNIVERSITY
THE GEORGE L. GRAZIADIO
SCHOOL OF BUSINESS AND MANAGEMENT**

DR. SEAN D. JASSO

ECNM 478

INTERNATIONAL BUSINESS

SUMMER 2018

THURSDAYS

6:00 PM – 10:00 PM

ENCINO

SYLLABUS

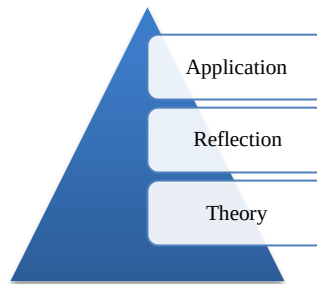
**INTERNATIONAL BUSINESS
ECNM 478
SUMMER 2018
DR. SEAN D. JASSO**

Day: Thursdays
Time: 6:00 p.m. - 10:00 p.m.
Campus: Encino
Professor: Dr. Sean D. Jasso
Email: sjasso@pepperdine.edu
Office: 818-317-8033

Introduction

Welcome to *International Business*. I am delighted to be your professor this term and I look forward to working with you as we push toward our goal of understanding not just the nature of international business, but more importantly, laying the intellectual and structural foundations for you to improve and/or prepare for doing business around the world.

To help us with this broad imperative, the model of the course is much like the pyramid below. At the base of the pyramid is *theory* – the intellectual framework. From theory we are better equipped to *reflect* and challenge the ideas that are posed to the global manager and decision maker. Lastly, at the top of the pyramid is the capstone – the *application* of theory and reflection where you put your knowledge to the test.



Course Description (Catalog)

This course provides an overview of the essential elements of international business. To conduct business globally, managers need to know what makes international business different from domestic business. Areas of focus will include the major theories explaining international business transactions, the social and cultural effects of doing business in a different country, and general operating concerns. The course will be presented from the real-world manager's perspective. Prerequisite: ECNM 477 National Economic Markets.

Foundations and Assumptions

As the economic prefix of the course indicates (ECNM), this course in many respects is an extension of your economics training. In micro/managerial economics (469) our goal was to learn

the nature of the enterprise in the competitive environment. In macro/national economic markets (477), our goal was to learn the nature of the aggregate economy and its impact on the enterprise and the enterprise's impact on the economy. It is in 477 that we also explored many of the theoretical fundamentals that support 478. For example, some basics include measuring the economy with traditional indicators as well as understanding the nature of banking, how money works, and government policies that help (or hinder) the productivity of the market system.

Rooted in your 469 and 477 courses is the importance of traditional *economic theory* that helps explain the complexity of the behavior of the firm, individuals, and households all functioning in a dynamic, competitive, and global political economy. These fundamental theories remain important to our study of doing business internationally – and, officially – I am adding, if not changing, our focus from the start by using a more contemporary and more accurate term – *global business*.

Course Goals and Objectives

Think of *goals* as the results our efforts will be directed and think of *objectives* as the components of the goals along the journey.

Goals

- Have a comprehensive understanding of the theoretical framework that supports the discipline of the global enterprise
- Develop and grow a philosophy of globalization and global business strategy
- Strengthen your research, analytical, and critical thinking skills

Objectives

- Central readings – critical immersion into the theoretical frameworks and controversies of the field
- Critical writings – reflections on the readings and your international/global business strategic endeavor
- The Global Enterprise – comprehensive analysis and strategic recommendations for managing the “international business” of tomorrow

Required Readings

Cornelis De Kluyver. (2010). *Fundamentals of Global Strategy: A Business Model Approach*. New York, NY: Business Expert Press. ISBN-13: 978-1606490723 (This book is a great read – straightforward, concise, and fundamental. I might also add that the author is a mentor of mine – good guy).

DeSoto, Hernando. (2003). *The Mystery of Capital: Why Capitalism Triumphs in the West and Fails Everywhere Else*. New York, NY: Basic Books. ISBN-13: 978-0465016150 (This is among the most important books written in decades – period. And, you get to read and analyze it).

Ghemawat, Pankaj (2018). *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*. Boston, MA: Harvard Business Review Press. ISBN-13: 978-1-63369-606-8. (Ghemawat is the thought leader on global strategy and is essential to learning international business).

Suggested Supporting Reading – Not Required.

Ghemawat, Pankaj. (2018). *The New Global Road Map; Enduring Strategies for Turbulent Times*. Boston, MA: Harvard Business Review Press.

Ghemawat, Pankaj. (2017). *The Laws of Globalization and Business Applications*. Cambridge, UK: Cambridge University Press.

Chandler, Alfred D. and Mazlish, Bruce (Eds). (2005). *Leviathans: Multinational Corporations and the New Global History*. New York, NY: Cambridge University Press. ISBN: 0-521-54993-0 (This is a book of serious essays on “globalization” – important theoretical groundwork from just after the ‘turn of the century’).

Responsibilities and Grading

The following are the deliverables for the course:

Contribution	20%
Case Studies	20%
Critical Analysis One	20%
Critical Analysis Two	20%
The Global Enterprise	20%
Global Handbook	Priceless

Grading Scale

A	= 94% - 100%
A-	= 90% - 93%
B+	= 87% - 89%
B	= 84% - 86%
B-	= 80% - 83%
C+	= 77% - 79%
C	= 74% - 76%
C-	= 70% - 73%
D+	= 67% - 69%
D	= 64% - 66%
D-	= 60% - 63%
F	= <59%

General Grade Policy

To earn a grade in the course, you must complete all assignments and they must be your original work.

Contribution

This is an ‘upper division’ course which means your grade is reflected by your ability to discuss and engage with your colleagues and with me. The general evaluation of your *contribution* is based on your attendance (be here), the submission of your deliverables (turn everything in on time), and the preparation for our meeting (show ownership of the material). To help maintain your accountability toward your contribution, each week you will submit *reading notes* and or *reflections*:

On **Reading Notes (two pages)** and the **Reflection (one page)**: Identify the following:

- Central theme – identify author’s main lesson/argument – what is being taught
- Critical analysis – evaluate the lesson/argument – strengths/weaknesses
- Main takeaways – so what and now what?

Note: both are ten-point font, Times New Roman, single-space, block format.

Team Case Studies

We will form 3 teams where each teach will lead a discussion of a comprehensive analysis of the compendium Harvard Business cases in our De Kluyver reading (see page 235-237 for this list of cases). We will also reserve the opportunity to pull from the entire library of Harvard cases. We will arrange a link for you to obtain/buy/share the cases. The case study assignments will enable us to engage our weekly readings with practical application and provide interaction of ideas, debate and collegiality. Here is the approach:

Team:

Every other week a designated team will present a 15/20 minute analysis of the case

- Your presentation will be the primary deliverable to be evaluated
- Effective Power Point
 - “Handout” format distributed in hard copy to the class

Address the following in your presentation (you may improvise as the case may require):

Issue/Problem Identification

1. What are the central facts of the case
2. What are the major overriding issues in this case
3. What sub-issues or related issues are present in the case that merit consideration, discussion, or action

Stakeholder Analysis and Management Evaluation

1. Who are the stakeholders in this case and what are their stakes
2. Evaluate the central management decisions and their effectiveness

Recommendations and Implementation

1. What management recommendations would you make in this case
2. Provide alternatives – now, short-term, long-term
3. Identify and discuss any important implementation considerations

Individual:

- Each student will read the same case to engage the presenting team
- Submit a one-page, single-spaced case briefing using the major subheadings as follows:
 - Problem/Opportunity
 - Central Management Decision
 - Recommendations and Implementation Issues

Critical Analysis One

The *critical analysis* provides you with the opportunity to demonstrate ownership of the material by synthesizing our readings with the *initial* research of the Global Enterprise Project (GEP). Embedded in this assignment will be a formal book review of De Soto's *Mystery of Capital*. Additionally, this take-home, research and writing exercise will include the *formal proposal* of your GEP. A worksheet will be provided to guide you in this deliverable. This is a ten-page (range), single-spaced, business block formatted document with references. Our schedule allows for you to complete this assignment in two weeks.

Critical Analysis Two

Your second *critical analysis* will replicate the first in its synthesis approach to the readings, but will also include a deeper analysis of your industry and global strategic issues. Embedded in this assignment will be the review of Ghemawat's *Redefining Global Strategy*. Additionally, you will include a bibliography of the key literature supporting your GEP. The page-count remains the same as *critical analysis one* and you will have two weeks to complete this assignment.

Global Enterprise Project

This is your final deliverable. The main learning approach in the course is to build toward this deliverable so that you can not only tackle your GEP with research skill, but also as efficiently, seamlessly, and intelligently as possible. Recall the pyramid on page one – you are now ready to apply what we have learned. This is a 20-25 page, single-space (relax), business block formatted report with a bibliography and appendices of all relevant analytical data supporting your analysis.

Note: The work you produce in Critical One and Two are in many ways fused together to build your final GEP. More details to follow.

The contents in brief will include:

- Executive Summary – identify the opportunity and strategic recommendations
- Introduction – overview of industry and current strategic issues
- Home Country Analysis
- Host Country Analysis
- Supporting Analyses
 - Political risk
 - Economic risk
 - Culture – host
 - Culture – international relations
- Conclusions
- Recommendations
 - Comparative analysis of strategic alternatives

Final Delivery and Presentations

The final project includes the following:

- Document
 - professional quality and spiral bound
 - PDF sent to me to be uploaded on sakai – accessible for our class audience
- Presentation
 - professional presentation – 15 minutes allocated for presentation and discussion
 - *effective* power point via “handout”

Global Handbook

Consider this *your* international business manual. This is a typed glossary of at least fifty terms, concepts, principles, theories, models, etc. that are meaningful to you as central reflections from the course as well as your personal capstone to your economics training.

On Excellence – My Philosophy

My overarching goal for our time together is simple – **achieve our goals and objectives and finish well**. On a higher note, I want the best for you and your investment in this course. At the end of every term I become your chief evaluator – it is me, a pen, and your name on a roster and an empty box that will be your grade on your transcript. The standards in this course are high as you might expect. Therefore, the mark of true excellence on the roster – the grade of ‘A’ – is a testament of stellar performance. You need to decide the opportunity costs required to achieve this goal and then discuss with me so we can help you achieve it. I am your *coach* whose job is to lead you toward excellence, yet you and only you are the architect of how this journey will conclude.

Jasso’s Ethics

- Intellectual curiosity is our purpose
- Honesty and integrity matter here
- Time management is essential
- Communication yields success
- Professionalism is our environment
- Leadership through service
- Excellence requires tradeoffs

****Recording my class lectures and discussions are not permitted**

General Policies

Disabilities

Any student with a documented disability (physical, learning, or psychological) needing academic accommodations should contact the Disability Services Office (Tyler Campus Center 264, x6500) and the instructor as early in the semester as possible. All discussions will remain confidential.

For additional information, please visit: <http://www.pepperdine.edu/disabilityservices/>

Technology

You are welcome to use a laptop in class; however, you are discouraged from browsing the internet – it is simply annoying and distracting for all concerned. Additionally, it is a bad habit for future meetings in the world of work. I would also encourage you to avoid using your cell phones in class – again, your habits for the future are being shaped in this program.

Nourishment

Our class meets in the evening. Let's figure out a reasonable way for you to stay nourished throughout our class meeting without causing our room to become a cafeteria. We will take breaks – not to worry.

Conduct

You are expected to maintain the highest level of moral and ethical behavior while in this program – always. Let's enjoy our company, engage in the natural arena of intellectual debate, but also maintain the demeanor of ladies and gentlemen.

About Your Professor, Dr. Sean D. Jasso

❑ Education

- ❑ Ph.D., Claremont, School of Politics and Economics
- ❑ MPP, Claremont, School of Politics and Economics
- ❑ MBA, Pepperdine
- ❑ BA, UCLA

❑ Research Concentrations

- ❑ *Politics and Economics*: economic development, public policy, political economy, American politics, comparative politics, political and economic risk, war, peace, democracy, the new economy
- ❑ *Business and Management*: strategy, marketing, corporate governance, leadership, ethics, globalization, entrepreneurship, small business, the new corporation

❑ Professional

- ❑ Professor, writer, consultant
- ❑ Board member – international agriculture corporation
- ❑ Independent management and leadership consultant
- ❑ Serving industries in higher education, manufacturing, hospitality, healthcare, entertainment, construction, agriculture, retail, philanthropy and wealth management
- ❑ Various writing projects focusing on leadership, public policy, globalization, marketing, strategy, and organizational design
- ❑ Over 17 years in corporate consulting in the areas of strategy, general management, and business development
- ❑ Over 17 years in university teaching and research
- ❑ Over 17 years in hospitality/service industries primarily with The Ritz Carlton Hotel Co. as well as corporate healthcare marketing and administration
- ❑ Strategic expertise in global markets – particularly China, India, Vietnam, and Mexico

Dr. Jasso's Writing Evaluation Criteria:

The following criteria should be used as a guideline for composing your essays in this course:

An "A" essay:

1. Clearly and completely responds to the question, demonstrating sophisticated critical analysis.
2. Contains a clear and specific thesis statement (located at the end of the introduction).
3. Reflects a strong correspondence between the thesis statement and topic sentences.
4. Uses clear focused arguments, supported by evidence, with appropriate citations.
5. May offer unique arguments or analysis that others missed.
6. Is well organized with few errors in sentence structure, spelling and mechanics.
7. Incorporates complex sentences and smooth transitions, moderate to high thought-per-sentence and -paragraph counts, and specific arguments from the applicable reading assignments.
8. Contains a complete and informative reference page.

A "B" essay:

1. Adequately responds to the question but at a less sophisticated level.
2. Has a clear thesis sentence, but the thesis statement is weaker than in an "A" paper.
3. Advances solid arguments and supplies adequate evidence or examples for each.
4. Is clear and generally well written, with few errors, proper citations, and a reference page.
5. May gloss over important points or generalize where a more specific analysis is expected.

A "C" essay: Does not meet two or more of the first four criteria for a "B", but answers the question. Often these papers are too vague or broad, or do not supply adequate evidence.

A "D" essay: Attempts to answer the question, but leaves large gaps in developing the arguments or analyzing the reading materials.

An "F" paper: Plagiarism or failure to do the paper as assigned.

Some Notes on Writing University Caliber Essays:

- 1) **Always** cite work that you paraphrase or quote (including page numbers and web addresses).
- 2) **Never** "cut and paste" or directly copy a phrase with three or more words from an internet or electronic source without using quotations **and** citing the source.
- 3) **Paraphrasing** and using a citation to credit the original author is preferable to using direct quotes when you are not trying to make a specific point about the quote itself.
- 4) **As a general rule**, you should have at least one source cited in each supporting paragraph in the body of your essay. (The number and breadth of specific citations is a solid indication of whether you have brought sufficient evidence to bear on your analysis—more is better.)

International Business Summer 2018

(Week 1) May 10

- ❑ Introduction
- ❑ Begin reading

PART ONE: THEORY – UNDERSTANDING GLOBALIZATION

(Week 2) May 17

- ❑ *Mystery 1* – reflection
- ❑ Levitt, *Globalization of Markets* – reflection
- ❑ Ghemawat, *Distance Still Matters* – reflection

(Week 3) May 24

On Globalization and the Competitive Marketplace

- ❑ *Mystery 2, 3* – reflection each chapter
- ❑ Holt, et al, *How Global Brands Compete* – reflection
- ❑ Informal GEP proposal
- ❑ De Kluyver 1, 2

(Week 4) May 31

On Globalization as Strategy – Value Creation & Adapting the Business Model

- ❑ *Mystery 4, 5* – reflection each chapter (Sunday, June 3)
- ❑ De Kluyver 3, 4
- ❑ Distribution of Critical Analysis One
- ❑ **Case Study One**

(Week 5) June 7

On Globalizing the Business Model – Targets Markets and Modes of Entry

- ❑ ***On China***
- ❑ *Mystery 6, 7* – reflection each chapter (Sunday, June 10)
- ❑ De Kluyver 5
- ❑ **Case Study Two**

PART TWO: REFLECTION – GLOBALIZING THE BUSINESS MODEL

(Week 6) June 14

On Political and Economic Risk

- ❑ ***On Mexico***
- ❑ **Critical Analysis One – Due Sunday, June 24**

(Week 7) June 21

On the Global Corporation & Globalizing the Value Proposition

- ❑ ***On Vietnam***
- ❑ De Kluyver 6
- ❑ **Case Study Three**

(Week 8) June 28

On the Global Corporation & Global Branding.

- ❑ *Redefining Global Strategy: Part One – reading notes*
- ❑ De Kluyver 7

(Week 9) July 5

On Globalizing the Value Chain Infrastructure.

- ❑ *Redefining Global Strategy: Part Two (chapters 4, 5) – reading notes*
- ❑ De Kluyver 8
- ❑ Distribution of Critical Analysis Two

(Week 10) July 12

On Global Supply Chain

- ❑ *Redefining Global Strategy: Part Three (6, 7, 8) – reading notes*
- ❑ De Kluyver 9, 10

PART THREE – APPLICATION

(Week 11) July 19

On The Final Frontier

- ❑ Your Company/Country Strategy – The Pitch Deck

(Week 12) July 26

- ❑ **Critical Analysis Two**

(Week 13) August 2

- ❑ **Individual Presentations**

(Week 14) August 9

- ❑ **Final document due**

Summary of Directed Instruction Elements

Directed Instruction Activity	Hours
Synchronous AND Asynchronous Instruction	56
TOTAL	56

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