Semester: Spring 2016
Meeting Days/Time: Online
Instructor: José Torres
Instructor Phone: 609-744-4866
Instructor E-mail: jmtorres@andromeda.rutgers.edu
Instructor Office Hours/Location: By Arrangement

52:620:369:90 MULTINATIONAL BUSINESS – Three Credit Hours
This course provides an overview of the global business environment in which multinational corporations operate. As the world is becoming more inter-connected, managers are increasingly working in organizations that function beyond just their home countries. To be a successful manager in such organizations, you need to develop an understanding of the unique challenges facing the organization as it ventures in newer countries abroad and the simultaneous opportunities that this inter-connected world offers. This course will help you identify and analyze the economic, socio-cultural, political and legal dimensions in which countries differ, and how these differences impact the management of an international or multi-national business. This course uses concepts, analytics and cases to build a broad understanding of the operation of multinational organizations.

COURSE OBJECTIVES
Upon successful completion of this course students should be able to:
1. Describe the internationalization of the world marketplace and its diversity.
2. Use the special vocabulary of international business to discuss major policy issues in international business.
3. Demonstrate an understanding of the legal, cultural and social differences between countries.
4. Identify and analyze basic elements of the economic environment of a country and how these vary across countries.
5. Analyze how international firms cope with economic conditions, marketing and advertising practices, local, national and international politics, and personnel and management problems arising from cultural and ethical differences.
6. Analyze how managers deal with diversity while making key strategic decisions in foreign markets such as entry mode, timing of entry, and location selection.
7. Speculate on the potential future direction of international business both globally and in particular market areas.
8. Identify potential opportunities in international business.
REQUIRED TEXT
International Business Competing in the Global Marketplace, 9th edition by Charles W. L. Hill
ISBN-10: 0078029244

COURSE REQUIREMENTS AND TEACHING STRATEGIES
This course will be conducted with online lectures and discussions based on the text and supplemental materials. Assignments will be conducted to enhance collaborative learning and exercise the techniques and considerations presented in the course. Student comprehension of course content will be assessed through examinations, quizzes, assignments, and active participation in threaded discussion questions.

CLASS COMMUNICATION
- All class communication will be conducted via Rutgers e-mail and our online learning management system, eCollege.
- You should check your Rutgers email regularly for important announcements.
- All announcements will also be posted in eCollege.
- If you have any questions or concerns of a personal nature, please contact me via email. I will respond to you within 36 hours.
- For general questions, please use the “General Questions” under Course Home in eCollege.
- Skype: I will be available by appointment only for audio or video conferencing via Skype. Please email me at jmtorres@andromeda.rutgers.edu for an appointment.

VIRTUAL OFFICE
- If you have any general clarification questions, I encourage you to post them in the "General Questions" forum under Course Home in the course site. My responses to the posted questions will help other students who have the same queries.
- NOTE: The Virtual Office should be used only for general questions. For questions of a personal nature, please email me directly.

METHOD OF INSTRUCTION
This is an online course. Being successful in this course puts a great deal of responsibility in your hands. There are no scheduled meeting times, but deadlines are strictly enforced, as students work together to achieve learning objectives. The class follows a rigorous schedule and you should expect to put at least as many hours into this course as you do with a traditional, on-ground class. It is critical that you stay on pace with the reading material, take the online quizzes, and participate in online discussions each week. Please plan to log into eCollege and work almost every day to complete all the weekly learning activities.
CLASS POLICIES

- Students are expected to actively participate in class. Prepare yourself each week to contribute to the discussion. Read the chapters and any relevant outside material you can find.
- This is an online course; therefore, duties related to your employment or business do not provide an acceptable excuse for class absences, or missed examinations. If, for a university approved reason, you cannot take an exam at the scheduled time you must give the professor written notice at least one week in advanced and then take the exam on the rescheduled day and time.
- No incomplete grade will be given

EVALUATION METHOD

<table>
<thead>
<tr>
<th>Evaluation Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ten (10) threaded discussion questions</td>
<td>20%</td>
</tr>
<tr>
<td>Ten (10) quizzes</td>
<td>20%</td>
</tr>
<tr>
<td>Two (2) case studies</td>
<td>20%</td>
</tr>
<tr>
<td>Mid-Term Examination</td>
<td>20%</td>
</tr>
<tr>
<td>Final Examination</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

GRADING SCALE

Grades represent the level or quality of the student's performance in a course and are reported by instructors to the registrar at the end of the semester by the following symbols:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Definition</th>
<th>Numerical Equivalent</th>
<th>Score Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Outstanding</td>
<td>4.0</td>
<td>90-100%</td>
</tr>
<tr>
<td>B+</td>
<td></td>
<td>3.5</td>
<td>85-89%</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>3.0</td>
<td>80-84%</td>
</tr>
<tr>
<td>C+</td>
<td></td>
<td>2.5</td>
<td>75-79%</td>
</tr>
<tr>
<td>C</td>
<td>Satisfactory</td>
<td>2.0</td>
<td>70-74%</td>
</tr>
<tr>
<td>D</td>
<td>Poor</td>
<td>1.0</td>
<td>60-69%</td>
</tr>
<tr>
<td>F</td>
<td>Failing</td>
<td>0.0</td>
<td>Below 60%</td>
</tr>
</tbody>
</table>

GRADING INFORMATION

IMPORTANT: There will be no make-ups for missed exams or graded homework assignments. There will be no extra-credit work and there will be no extensions for any assignments.
<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Activities/Learning Events</th>
</tr>
</thead>
</table>
| 1 (1/19-1/23) | Chapter 1 - Globalization | - Introductions  
- Syllabus Review  
- Read Chapter 1 |
| 2 (1/24-1/30) | Chapter 2 – National Differences in Political Economy | - Read Chapter 2  
- Discussion 1  
- Quiz 1 (Chapters 1 & 2) |
| 3 (1/31-2/6) | Chapter 4 – Differences in Culture | - Read Chapter 4  
- Discussion 2  
- Quiz 2 (Chapter 4) |
| 4 (2/7-2/13) | Chapter 5 – Ethics in International Business | - Read Chapter 5  
- Discussion 3  
- Quiz 3 (Chapters 5) |
| 5 (2/14-2/20) | Chapter 6 – International Trade Theory  
Case Study 1 (any case from Chapter 5) | - Read Chapter 6  
- Case Study 1 |
| 6 (2/21-2/27) | Chapter 8 – Foreign Direct Investment | - Read Chapter 8  
- Discussion 4  
- Quiz 4 (Chapter 6 & 8) |
| 7 (2/28-3/5) | Chapter 10 – The Foreign Exchange Market | - Read Chapter 10  
- Discussion 5  
- Quiz 5 (Chapter 10) |
| 8 (3/6-3/11) | Mid-term Exam  
(Chapters 1, 2, 4, 5, 6, 8, and 10) | - Mid-term Exam |
| 9 (3/12-3/20) | Spring Recess | |
| 10 (3/21-3/26) | Chapter 11 – The International Monetary System | - Read Chapter 11  
- Discussion 6  
- Quiz 6 (Chapter 11) |
- Discussion 7  
- Quiz 7 (Chapter 13) |
| 12 (4/3-4/9) | Chapter 15 – Entry Strategy and Strategic Alliances  
Case Study 2 (from chapter 13: The Evolving Strategy at IBM) | - Read Chapter 15  
- Case Study 2 |
| 13 (4/10-4/16) | Chapter 16 – Exporting, Importing, and Countertrade | - Read Chapter 16  
- Discussion 8  
- Quiz 8 (Chapters 15 & 16) |
| 14 (4/17-4/23) | Chapter 17 – Global Production, Outsourcing, and Logistics | - Read Chapter 17  
- Discussion 9  
- Quiz 9 (Chapter 17) |
| 15 (4/24-4/30) | Chapter 18 – Global Marketing and R&D | - Read Chapter 18  
- Discussion 10  
- Quiz 10 (Chapter 18) |
| 16 (5/1-5/7) | Final Exam  
(Chapters 11, 13, 15, 16, 17, and 18) | - Final Exam |
THREADED DISCUSSION QUESTION (TDQ) ASSIGNMENTS
Students are expected to participate in all discussions. Prepare for the discussion board by reading the assigned materials. Online has an interesting meaning - it means that you are required to submit original materials to all discussions and that you must comment on someone else's submission during the discussions. Don't panic! As the class progresses you will find it relatively easy to contribute to the discussion provided that you have prepared.

You must submit all your postings by Saturday 11:59 PM (ET) in order to receive proper credit.

THEADED DISCUSSIONS QUESTION GRADING POLICY
Participation in the discussion board MUST occur in the assigned week. It is strongly suggested that students begin posting their comments early in the week. Make sure your all your postings are entered no later than Saturday 11:59 PM (EST).

Your TDQs are graded as follow:
- Submitting your answer to my question AND at least two (2) comments on someone else’s answer by Saturday will give you 2 points
- Submitting your answer to my question AND at least one (1) comment on someone else’s answer by Saturday will give you 1.5 point
- Submitting only one (1) posting during the entire week will give you 1 point.
- Submitting no postings will give you 0 points

Each posting must be substantial (one liner will cost you points) and relevant to the topic. Short answers, such as "I agree with you", or "I agree because it is true" are unacceptable. It is okay to agree or disagree, but please indicate why. In order to maintain dialogue fluidity, your main response should be spelled out in the discussion box and not as an attachment.

QUIZZES
We will have ten (10) short on-line quizzes over the entire term. Each quiz will consist of ten (10) multiple choice questions drawn from material covered as shown in the course outline (page 3). The quizzes are meant to provide a quick review of the material and always due on Saturdays at 11:59PM.

EXAMINATIONS
We will have two examinations: a mid-term and a final. Each examination will consist of fifty (50) multiple choice questions drawn from material covered as shown in the course outline (page 3). The mid-term is due on Saturday, March 12, and the final is due on Saturday, May 7.
CASE STUDIES
You will prepare two (2) case studies for this course:

Case Study 1
- Select one case from Chapter 5 (pages 166-173).
- Write a 1-2 page report by answering the case discussion questions shown at the end of selected case.
- Minimum is one (1) FULL page.
- Create document in Word, double-spaced, font size 12.
- If using additional sources, make sure to properly cite them.
- Submit document in eCollege via Dropbox. I will NOT accept papers via email.
- **Due Date: Saturday, February 20.**

Case Study 2
- Case is from chapter 13: The Evolving Strategy at IBM (pages 442-443).
- Write a 1-2 page report by answering the case discussion questions shown on page 443.
- Minimum is one (1) FULL page.
- Create document in Word, double-spaced, font size 12.
- If using additional sources, make sure to properly cite them.
- Submit document in eCollege via Dropbox. I will NOT accept papers via email.
- **Due Date: Saturday, April 9.**

NETIQUETTE STATEMENT
Students are asked to adhere to the following guidelines when posting replies to eCollege's Discussion Board:
1. Please be respectful of others and keep your language polite. Just as in the classroom, you are expected to show respect towards others and their opinions.
2. Use correct grammar in your reply. Using shorthand abbreviations might be confusing. In addition, I will be grading your participation in the Discussion Board. Use of good grammar and spelling always counts with any graded activity.

ACADEMIC INTEGRITY
Rutgers University takes academic integrity very seriously. The principles of academic integrity encompass simple standards of honesty and truth. Each member of the University has a responsibility to uphold the standards of the community and to take action when others violate them. Faculty members are charged with reporting all cases of suspected academic integrity violations to the Deans’ Office. Students are responsible for knowing what Rutgers’ standards and policy are and for adhering to them. Students also should bring any violations of which they are aware to the attention of their instructors. Any breach of academic integrity is a serious offense that may result in disciplinary consequences. Plagiarism is a violation of the integrity of the academic community. Representing someone else's work as one's own is a serious academic offense and may result in failure, suspension, or dismissal.

A detailed statement of the University’s academic integrity policy is available at the following website:
http://deanofstudents.camden.rutgers.edu/academic_integrity
PLAGIARISM
Plagiarism means the act of passing off the work or ideas of another person as one’s own. Plagiarism can be either intentional (for example, downloading a research paper from the Internet and submitting it as one’s original work), or unintentional (for example, the single improper citation of another person’s statement). Both forms of plagiarism are unacceptable at Rutgers University.

STUDENT CODE OF CONDUCT
Violations of the Student Code of Conduct are considered serious infractions of student behavior and subject to penalties relative to the level of the matter. Students may not disturb normal online procedures by distracting or disruptive behavior. Examples of disruptive online behavior include, but are not limited to, the following:

- Resorting to physical threats or violence directed toward the instructor or other students are a violation of the University’s Code of Student Conduct and incidents should be referred to the Dean of Students immediately.
- Please consult the “The University Code of Student Conduct” at: http://studentconduct.rutgers.edu/university-code-of-student-conduct/
  and the University’s policy about “Sex Discrimination, Harassment and Assault and Title IX” for further information at: http://studentconduct.rutgers.edu/sex-discrimination-harassment-and-assault-and-title-ix/

DISABILITY SERVICES
Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines.

If the documentation supports your request for reasonable accommodations, your campus’s disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form.

NOTE: The instructor reserves the right to add, discontinue, or modify its programs and policies at any time. Modifications subsequent to the original publication of this syllabus may not be reflected here.