



**Boston University** International Programs  
London

**Boston University British Programmes**  
**International Management Environment**  
**SMG IM 345 (Core course)**  
**Spring 2011**

**Instructor Information**

|                 |   |
|-----------------|---|
| A. Name         | Professor Roy McLarty   |
| B. Day and Time | Wednesdays, 1.15-5.15pm, and Thursdays, 9am-1pm   |
| C. Location     | Prince Consort room, 43 Harrington Gardens, SW7 4JU   |
| D. BU Telephone | 020 7244 6255   |
| E. Email        | [REDACTED]  |
| F. Webpage      | <a href="http://www.bu-london.co.uk/academic/im345">http://www.bu-london.co.uk/academic/im345</a> |
| G. Office hours | By appointment  |

**Course Objectives**

This course has been designed to appeal to students who wish to gain an international perspective on the environment faced by business organisations. In today's business environment, with the pressures of an evolving global economy, managers must take into account many ways in which differences are apparent when compared with the domestic scene. It is essential to look beyond the traditional domestic concepts in order to compete effectively in the global environment. Managers must adapt their approaches to take account of the strong international competition, which is increasingly apparent and which is critical to successful business performance. They also need to be informed as to how firm strategies may be developed. Whatever your major maybe, it is a must for business students to learn the international dimensions of business activities in order to be successful in today's business world. That is why this course is one of the core requirements for business students.

On completion of this course participants should be able to:

- Appreciate the dimensions of international business activities
- Discuss the significance of the international environment
- Exhibit familiarity with a range of writers and theorists
- Explain how external and internal cultures influence activities
- Apply skills relevant to managers of multinational corporations and those active within SMEs
- Maintain an awareness of global dimensions such as standardisation and differentiation and how organisations develop their policies

**Assessment**

The delivery of Course Objectives is a continuous process throughout the course and this depends upon attendance at lectures and seminars. Furthermore the willing participation of students in pre-class reading, class discussions, visits etc. is an essential requirement. Overall assessment will be the outcome of four distinct assessment components, each carrying weights as follows:

1. Quiz. This will form the initial assessment and take place midway through the course. It will comprise a set of 20 questions some of which will be multi-choice. The quiz forms 10% of the course grade.
2. Group Projects and Presentations. Students will work in groups of 4/5 on a topic to be set by the instructor and which will have a strong international flavour. Projects are likely to have the following requirements:
  - a. Analysis of a country's environment
  - b. Critique of the dynamics faced by international organisations
  - c. Suggestions as to an appropriate strategy to be implemented
  - d. Recommendations for strategy implementation
 The group project forms 20% of class assessment and will include peer assessment.

- 3 Term Paper. Students are required to submit an essay paper of 2000 words on a topic to be set by the tutor. **Deadline: Thursday 10 February 2011, by 1pm to the Student Affairs Office.** A possible topic could be:

“In what ways does the economic environment around the world create challenges for international businesses? How would a firm operating in South America be affected by the dynamic international environment?”

The term paper forms 30% of the final assessment

4. Final Exam. This will count for 40% of your final grade. It will be in the form of a take-home case study. Questions will be made available on the day of the exam.

### **Grading**

Please refer to the Academic Handbook for detailed grading criteria, attendance requirements and policies on plagiarism:

<http://www.bu-london.co.uk/files/images/ACADEMICHANDBOOKSP11.pdf>

The final grade will be based on a total of 100 points and weighted according to the scheme summarised in the following table.

|            |   |            |      |
|------------|---|------------|------|
| Quiz       | 1 | Individual | 10%  |
| Project    | 1 | Group      | 20%  |
| Term paper | 1 | Individual | 30%  |
| Final exam | 1 | Individual | 40%  |
| Total      |   |            | 100% |

## **Course Chronology**

**ONE:** Thursday 13 January, 1.15pm

**Lecture: Introduction, Overview and Globalisation: Hill Chapter 1**

**Tutorial Topic:** Your US company wants to open one or two facilities in Europe to take advantage of the European Single Market. Discuss the types of investigation required and some of the risks involved in the pet foods sector.

“Critical Thinking and Discussion Questions” 1, 2, 3, 4, 5: Hill page 35

Case Study “Globalisation at General Electric” pp36 & 37

**TWO:** Wednesday 19 January, 1.15pm

**Lecture: Scanning the International Environment**

**Tutorial Topic** “Identify and discuss three situations where significant changes have taken place in the international business environment and which has caused difficulties for firms.” Pay attention to the causes and suggest how the firms accommodated the impact

Video: Impact of Globalisation 1

**Tutorial Topic:** “ How can organisations reduce the impact of the dynamic business environment?

**THREE:** Thursday 20 January, 9.00am

**Lecture: The Political and Economic Environments: Hill Chapters 2 & 6**

**Tutorial Topic:** Hill page 80 topics 1 & 5

Video: Impact of Globalisation Parts 2& 3

**FOUR:** Wednesday 26 January, 1.15pm **Hill Chs 3 & 4**

Visiting speaker: Clive Francis (Late of Associated British Foods) on **Culture**

**Lecture: Ethical Implications: Hill**

Video: Fair Trade in Action

Critical Thinking and Discussion Questions – 1, & 3, (Hill - Page 147)

Assessment Quiz (essential assessment)

**FIVE:** Thursday 27 January, 9.00am

**Lecture: Foreign Direct Investment: Hill Chapter 7**

**Regional Economic Integration** (The EU and Euro Zone)

Critical Thinking and Discussion Questions – 1, 2, 3, (Hill page 259)

Video: Theo’s Adventure Capitalists 1

**SIX:** Wednesday 2 February 1.15pm

**Lecture: Financial and Legal Foundations Hill Chs. 9,10 & 11**

**Groups 1 – 4 presentations to be assessed**

Critical Thinking and Discussion Questions Hill page 394 – 1, & 2 Video : Theo’s Adventure Capitalists 2

**SEVEN:** Thursday 3 February 9.00am

**Lecture: Human Resource Management, Hill Ch 18**

Case “Office Equipment Company in Columbia”

Critical Thinking Questions Hill Page 625 – 1 & 2

**Groups 5 – 8 presentations to be assessed**

**EIGHT:** Wednesday 9 February, 1.15pm

**Visit out to Lloyds of London**

**NINE:** Thursday 10 February, 9.00am

**Lecture: Market Entry and Strategy: Hill Chapters 12 & 17**

Case study: Tesco’s International Growth Strategy p 472

Video: Tesco takes on America

Critical Thinking Question: Page 596 Q 3

**Term Papers hand-in, by 1pm to the Student Affairs Office.**

**EXAM: Monday 14 February. Exam times and locations will be posted on the BU London website and in the Student Newsletter two weeks before exam dates.**

**\* Contingency Class Date: Friday 4 February.** Students are obligated to keep this date free to attend class should any class dates need to be rescheduled.

**\*\* Please note: students will have their first Internship Tutorial meeting on the day of their eighth or ninth (last) Core lecture, 9 or 10 February.**

**In addition, all students must attend a Mandatory Internship Briefing that will not conflict with your exam on Monday 14 February at the Cine Lumiere, 17 Queensberry Place, London, SW7 2DT. You will be emailed with the time closer to the date.**

### **Readings**

#### **Required Text for Course:**

Hill, G., 8<sup>th</sup> Edition International Business (2011), McGraw-Hill International Edition

#### **Additional Reading:**

International Management, (2007) Helen Deresky 4<sup>th</sup> Edition Prentice Hall

International Business, (2007) Daniels, Radebaugh and Sullivan 11<sup>th</sup> Ed. Pearson Prentice Hall

International Business, (2005) Griffin And Pustay, International Business, Pearson Prentice Hall

International Business, (2006) Wild, Wild and Han, Pearson Prentice Hall

European Business, (2007) Johnson & Turner, Routededge

Additional readings may be posted on the course webpage:

<http://www.bu-london.co.uk/academic/im345> (you must be logged in to view materials).

Consider regular reading of the following: The Economist and Financial Times