

# BADM-2790: INTERNATIONAL BUSINESS STRATEGY AND APPLICATION

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## Cuyahoga Community College

### Viewing: BADM-2790 : International Business Strategy and Application

#### Board of Trustees:

March 2021

#### Academic Term:

Fall 2021

#### Subject Code

BADM - Business Administration

#### Course Number:

2790

#### Title:

International Business Strategy and Application

#### Catalog Description:

Capstone course in International Business. Application of knowledge and skills obtained in international marketing, trade documentation, transportation, finance and cultural awareness to real-world international business scenarios. Includes in-class, comprehensive analytical/decision-making case studies.

#### Credit Hour(s):

4

#### Lecture Hour(s):

4

#### Other Hour(s):

0

## Requisites

#### Prerequisite and Corequisite

BADM-2601 Global Commerce and Communication, and departmental approval.

## Outcomes

#### Course Outcome(s):

Analyze the decision-making practices of major global firms and project the consequences of their implementation.

#### Essential Learning Outcome Mapping:

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

Civic Responsibility: Analyze the results of actions and inactions with the likely effects on the larger local and/or global communities.

Information Literacy: Acquire, evaluate, and use information from credible sources in order to meet information needs for a specific research purpose.

#### Objective(s):

1. Suggest the optimum business design and management controls for international market entry, growth, or exit.
2. Identify the best strategic and tactical strategies for allocation of key resources in the development of an international business entity.
3. Implement global market research.

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#### Course Outcome(s):

Employ global financial strategies and financial calculations in the review of multinational financial statements. Apply global currency strategies and calculations to determine the best funding and/or credit options for international transactions.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

Information Literacy: Acquire, evaluate, and use information from credible sources in order to meet information needs for a specific research purpose.

Written Communication: Demonstrate effective written communication for an intended audience that follows genre/disciplinary conventions that reflect clarity, organization, and editing skills.

Quantitative Reasoning: Analyze problems, including real-world scenarios, through the application of mathematical and numerical concepts and skills, including the interpretation of data, tables, charts, or graphs.

**Objective(s):**

1. Suggest the optimum business design and management controls for international market entry, growth, or exit.
2. Identify the best strategic and tactical strategies for allocation of key resources in the development of an international business entity.
3. Apply skills specific to the conduct of international business, including foreign exchange calculation and hedging, research in international markets, establishment of various forms of international business channel partner, and operation under various international laws.

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**Course Outcome(s):**

Apply global currency strategies and calculations to determine the best funding and/or credit options for international transactions.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

Information Literacy: Acquire, evaluate, and use information from credible sources in order to meet information needs for a specific research purpose.

**Objective(s):**

1. Suggest the optimum business design and management controls for international market entry, growth, or exit.
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**Course Outcome(s):**

Analyze an organizational structure to determine its best means of successfully engaging foreign markets.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

Oral Communication: Demonstrate effective verbal and nonverbal communication for an intended audience that is clear, organized, and delivered effectively following the standard conventions of that language.

Cultural Sensitivity: Demonstrate sensitivity to the beliefs, views, values, and practices of cultures within and beyond the United States.

Information Literacy: Acquire, evaluate, and use information from credible sources in order to meet information needs for a specific research purpose.

Written Communication: Demonstrate effective written communication for an intended audience that follows genre/disciplinary conventions that reflect clarity, organization, and editing skills.

**Objective(s):**

1. Suggest the optimum business design and management controls for international market entry, growth, or exit.
2. Identify the best strategic and tactical strategies for allocation of key resources in the development of an international business entity.
3. Exhibit conduct appropriate to the customs and cultural considerations of different business partners in different geographic areas of the world.
4. Implement global market research.

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**Course Outcome(s):**

Construct an appropriate global human resource strategy to optimize profitability.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

Oral Communication: Demonstrate effective verbal and nonverbal communication for an intended audience that is clear, organized, and delivered effectively following the standard conventions of that language.

Information Literacy: Acquire, evaluate, and use information from credible sources in order to meet information needs for a specific research purpose.

Written Communication: Demonstrate effective written communication for an intended audience that follows genre/disciplinary conventions that reflect clarity, organization, and editing skills.

**Objective(s):**

1. Suggest the optimum business design and management controls for international market entry, growth, or exit.
2. Identify the best strategic and tactical strategies for allocation of key resources in the development of an international business entity.

**Course Outcome(s):**

Apply risk aversion strategies to new international market entries.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

Cultural Sensitivity: Demonstrate sensitivity to the beliefs, views, values, and practices of cultures within and beyond the United States.

Information Literacy: Acquire, evaluate, and use information from credible sources in order to meet information needs for a specific research purpose.

Written Communication: Demonstrate effective written communication for an intended audience that follows genre/disciplinary conventions that reflect clarity, organization, and editing skills.

**Objective(s):**

1. Suggest the optimum business design and management controls for international market entry, growth, or exit.
2. Identify the best strategic and tactical strategies for allocation of key resources in the development of an international business entity.
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**Course Outcome(s):**

Apply critical thinking skills in determining global strategy and contingency plans.

**Essential Learning Outcome Mapping:**

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**Objective(s):**

1. Suggest the optimum business design and management controls for international market entry, growth, or exit.
2. Identify the best strategic and tactical strategies for allocation of key resources in the development of an international business entity.
3. Exhibit conduct appropriate to the customs and cultural considerations of different business partners in different geographic areas of the world.
4. Apply skills specific to the conduct of international business, including foreign exchange calculation and hedging, research in international markets, establishment of various forms of international business channel partner, and operation under various international laws.
5. Implement global market research.

**Course Outcome(s):**

Adapt to foreign cultures and business practices in order to optimize individual business relationships, negotiations, organizational growth and profitability.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

Civic Responsibility: Analyze the results of actions and inactions with the likely effects on the larger local and/or global communities.

Oral Communication: Demonstrate effective verbal and nonverbal communication for an intended audience that is clear, organized, and delivered effectively following the standard conventions of that language.

Cultural Sensitivity: Demonstrate sensitivity to the beliefs, views, values, and practices of cultures within and beyond the United States.

Information Literacy: Acquire, evaluate, and use information from credible sources in order to meet information needs for a specific research purpose.

**Objective(s):**

1. Exhibit conduct appropriate to the customs and cultural considerations of different business partners in different geographic areas of the world.
2. Implement global market research.

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**Course Outcome(s):**

Utilize varied forms of global market research to assess competitive strategies, contribute to organizational strategy and investigate the requirements of foreign business cultures and practices.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

Information Literacy: Acquire, evaluate, and use information from credible sources in order to meet information needs for a specific research purpose.

**Objective(s):**

1. Suggest the optimum business design and management controls for international market entry, growth, or exit.
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3. Exhibit conduct appropriate to the customs and cultural considerations of different business partners in different geographic areas of the world.
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**Methods of Evaluation:**

1. Case studies
2. Simulation games
3. Projects
4. Essay exams
5. Performance at internship locale

**Course Content Outline:**

1. Corporate strategy overview
  - a. Methods of analysis for the global strategic plan
  - b. Techniques for identifying competitive advantage
  - c. Implementation structures for various levels of planning
  - d. Mechanism of contingency plans
  - e. Means to evaluate plan objectives against outcomes
  - f. Intervention in, and correction of, plan exceptions
  - g. Selection and application of risk aversion tactics in cases of competitive or environmental threats
  - h. Market research options for global strategy development

- i. Application of global models, such as the CAGE model and the Three Pillar model
- j. The International Business Model Competition
- 2. Corporate direction: Global versus Local
  - a. Methods to attain company-wide commitment for global expansion
  - b. Algorithms for assessing financial requirements for global expansion
  - c. Determination of international versus local profit opportunities
  - d. Research and modeling devices for forecasting global business and economic trends
  - e. Procedures of vetting global business partners, including attorneys, bankers, accountants, transport specialists and sales partners
- 3. Financial procedures for global business
  - a. Application of currency and asset valuations to international business scenarios
  - b. Calculation of total cost of imported goods
  - c. Accommodation and calculation of export costs in global product pricing
  - d. Financial risk aversion via hedging, forward trading and proper valuation of foreign assets
- 4. Schemas for, and development of, global human resource organizations
  - a. Benefits and disadvantages of varied global organization structures
  - b. Options for attracting and retaining global talent
  - c. The certified global business professional
  - d. Procedures for managing inter-cultural conflict within a global organization
  - e. Educational options to encourage global cultural, religious and business sensitivity
- 5. Exemplifying global management leadership
  - a. Personal traits of global leaders
  - b. Methods of leadership across cultures: diversification of leadership styles
  - c. Management of family issues associated with global business
  - d. Procedures for safe and efficient travel
  - e. Geert Hofstede's cross cultural profiles and management
  - f. Leading by example: cross-cultural adaptations
- 6. Global Negotiation Strategy
  - a. Adapting to negotiation patterns in foreign countries and cultures
  - b. Negotiation and the FCPA
  - c. Getting to yes
  - d. Optimizing profitability and longevity
- 7. Global ethics dilemmas
  - a. Application of ethical concepts to global business case studies
  - b. Managing global versus local ethics issues (situational ethics and moral relativism)
  - c. Methods to quantify the greatest good among conflicting ethical dilemmas
  - d. Critical thinking skills applied to global ethics issues
  - e. Synthesis of international legal requirements and ethical action
- 8. Community consulting
  - a. Research a local business's products, customers and profit objectives to assess global market readiness
  - b. Suggest strategic plan options for global market entry
  - c. Provide an operational framework for the global transition
  - d. Offer options for local global business partners
  - e. Prepare a brief on the cultures and customs of global areas to be penetrated
  - f.

## Resources

Cullen, J.B., Parboteeah, K.P. (2009) *Strategy and the Multinational Company*, London: Taylor and Francis.

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Hartman, L.P., Werhane, P.H. (2013) *The Global Corporation: Sustainable, Effective and Ethical Practices. A Case Book*, Oxfordshire: Routledge.

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Maidment, Fred. *International Business Annual Editions*. 17th ed. New York: McGraw Hill Higher Education, 2013.

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Alain Verbeke. (2013) *International Business Strategy*, Cambridge: Cambridge University Press.

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Peter Zamborsky. (2013) *International Business and Global Strategy*, London: BookBoon Publishing.

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Peter Zamborsky. (2018) *Global Strategy: Thriving in a World of Uncertainty*, Toronto: Top Hat Publishing.

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#### Resources Other

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4. International Trade Administration. Retrieved November, 2020 from: [www.ita.doc.gov](http://www.ita.doc.gov) (<http://www.ita.doc.gov>)
5. IIDM International Business Case Studies. Retrieved November, 2020 from: [https://www.iidmglobal.com/case\\_studies/case-study-categories/cs-growing-your-business/overseas](https://www.iidmglobal.com/case_studies/case-study-categories/cs-growing-your-business/overseas) ([https://www.iidmglobal.com/case\\_studies/case-study-categories/cs-growing-your-business/overseas/](https://www.iidmglobal.com/case_studies/case-study-categories/cs-growing-your-business/overseas/))
6. European Journal of International Management, Ilan Alon, Ed. ISSN 17516757
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10. International Negotiations: Cross-Cultural Communication Skills for International Business Executives. Harvard University School of Law, Program on Negotiations. Retrieved November, 2020 from <https://www.pon.harvard.edu>
11. Massachusetts Institute of Technology Global Strategy and Organization. Retrieved November, 2020 from: <https://ocw.mit.edu/courses/sloan-school-of-management/15-220-global-strategy-and-organization> (<https://ocw.mit.edu/courses/sloan-school-of-management/15-220-global-strategy-and-organization/>)
12. Global Strategy. Retrieved November 2020 from: <https://www.global-strategy.net/>
13. *The Wall Street Journal*. New York: Dow Jones & Company.
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