

To: Kolb
12/1/04

04-31 UWUCC Appr
11/30/04

Undergraduate Distance Education Review Form

(Required for all courses taught by distance education for more than one-third of teaching contact hours)

Senate
Info
2/1/05

Existing and Special Topics Course

Course: MGMT 454

Instructor of Record: Gibbs/Wisnieski phone: 72535 e-mail: mgibbs@iup.edu and wisnie@iup.edu

Step One: Department or its Curriculum Committee

The committee has reviewed the proposal to offer the above course using distance education technology, and responds to the CBA criteria as follows:

- 1. Will an instructor who is qualified in the distance education delivery method as well as the discipline teach the course? Yes No
- 2. Will the technology serve as a suitable substitute for the traditional classroom? Yes No
- 3. Are there suitable opportunities for interaction between the instructor and student? Yes No
- 4. a. Will there be suitable methods used to evaluate student achievement? Yes No
- b. Have reasonable efforts been made to insure the integrity of evaluation methods (academic honesty)? Yes No

LIBERAL STUDIES
LIBERAL STUDIES

DEC - 2 2004

NOV 15 2004

5. Recommendation:
 Positive (The objectives of the course can be met via distance education.)
 Negative

Justin Wisnie Bradley B-W 11/12/04
signature of department designee date

If positive recommendation, immediately forward copies of this form and attached materials to the Provost and the Liberal Studies Office for consideration by the University-Wide Undergraduate Curriculum Committee. Dual-level courses also require review by Graduate Committee for graduate-level offering. Send information copies to 1) the college curriculum committee, 2) dean of the college, and 3) Dean of the School of Continuing Education.

Step Two: UNIVERSITY-WIDE UNDERGRADUATE CURRICULUM COMMITTEE

Positive recommendation
 Negative recommendation

Gail S. Schriest 12/2/04
signature of committee chair date

Forward this form to the Provost within 24 calendar days after review by committee.

Step Three: Provost
 Approved as distance education course
 Rejected as distance education course

[Signature] 12/4/04
signature of Provost date

Step Four: Forward materials to Dean of the School of Continuing Education.

MGMT 454

INTERNATIONAL COMPETITIVENESS – Spring 2005

ONLINE

Joette M. Wisnieski and Manton Gibbs, Jr. Course Number: MGMT 454

Phone: 724-349-0385 (Home) Semester: Spring 2005

724-357-2535 (Office) Room 308L and 308E

Email: Wisnie@iup.edu; mgibbs@iup.edu

Office Hours: To be announced

**Text: *Competition Forum*, Volume 1(1) & (2). American Society for
Competitiveness, Annual Publication, 2004 ISSN 1545-2581.**

Course packet at ProPacket.

**This course syllabus provides a general plan for the course; deviations may be
necessary**

Catalog Course Description:

Course Description:

Prerequisite: MGMT 350

The study of the most important challenges that face nations and firms alike in gaining or restoring competitiveness. Focuses on factors that determine the success of nations and their firms in highly dynamic world markets. Various theories, models, and cases dealing with competitive advantage are examined.

Course Objectives:

To identify the critical competitive forces, players and certain dynamic factors that affect a firm's and nation's ability to compete in the global marketplace.

To assist the students in learning and understanding how the various forces interact upon society, capitalism, democracy, and upon individual cultures within the firm and within the nation state.

To help gain mastery of the subject through intensive writing and in class participation and to provide feedback to the instructor

Course Structure:

Presentation of Subject Matter: A variety of methods will be used for presenting and explaining the concepts, theories and practices of international competitive management. This will include case work, and readings in addition to lectures. The objective of lectures is to clarify material in the assigned readings and to add important salient and relevant information. This course will primarily use the case method. This forces students to think, analyze, and defend their positions on the various real-life situations presented in the text.

Assignments and Grading:

GRADING: 90 - 100 = A; 80 - 89% = B; 70 - 79% = C; 60 - 69% = D; 00 - 59% = F

1. Competitive Forum Assignments -- 20 pts.

COMPETITIVE FORUM ASSIGNMENTS: Title, Student Name(s), Section(s) Summarized, Single spaced. Describe Each Chapter in assigned Section (summary or essence). Cite a common thread or theme that ties each chapter together. State the importance of the concepts and cross-reference to handouts and class webCT discussion. Show the relevance to the course.

2. Case Analysis – 20 pts.

Title, source (which text and page) Assignment number, critical issues, answers to text questions, if any, and possible solutions and implications or fall out. Cross reference to relevant concepts in text

Please use html language or word when writing your cases and competitive forum assignments. THIS IS CRITICAL. I CANNOT READ THEREFOR I CANNOT GRADE CASES OR ASSIGNMENTS DONE IN WORKS OR OTHER LANGUAGES. All cases and assignments should be named the following way

yourlastnameasename (all lowercase). Ex: wisnieskidell

Please leave no spaces or add any punctuation as webct will reject the name. ALSO, YOU MUST INCLUDE YOUR NAME ON THE CASE ITSELF.

All assignments must be posted in the drop off box by the Exact Date And Time. Late cases will not be accepted by the drop off box or by me. DO NOT EMAIL ME THE CASES. If you are having trouble working the drop off box, call or email me. I WILL NOT GRADE CASES NOT IN THE DROP OFF BOX. My advice is not to wait till 5 minutes before the assignment is due to try to drop it off. Cases turned in late will be accepted but will be dropped by one letter grade for each day it is late.

- 3. Midterm and Final – 20 pts. (Ten points each.) Objective questions and essay.**
- 4. Class participation – 20 pts.**

Discussion boards will be available each week. You must participate in these discussions with at least two substantive comment in each discussion. THIS IS A 20 PER CENT OF YOUR GRADE—DO NOT BLOW IT OFF UNTIL THE END OF THE SEMESTER. Discussion boards for each case will be open approximately for one week and will open after the case or assignment due date.

- 5. Term Paper—20 pts.**

TERM PAPER: Must have an original idea or thought. For example, taking two old ideas and combining them to make a novel new idea or theme. Restating history or statistics is unacceptable unless it was done to support your idea or clarify your suppositions.

- 1. You may utilize CURRENT EVENT's, Journal summaries, and Handouts as references or as a basis for the paper or as a thread/theme to unify the discussion.**
- 2. Must demonstrate a relationship to the text, to the practicing manager, and to one or more of the discussion terms and concepts as previously noted.**
- 3. Abstract, introduction, search of the literature and other sources, identification of issues/problems, discussion, importance, implications, conclusion and recommendations. Headings and sub-headings are required and necessary. All major views must be fairly presented, for example, Topic Ethics, what are the strengths/weaknesses of the Deists', Agnostics', and Secularists' positions. Give balance in the end. You may take sides but support your position. Source page at end. Footnote by using (Gibbs, 1995, p3) or by listing number: (3,p6). DO NOT use a folder or plastic covers. Six to 15 single-spaced pages.**
- 4. Spend a significant amount of time on what the outcomes, impact or effect your subject or topic may have on our lives, on the firm, its employees and so on.**

TERM PAPER GRADING: Abstract and Format (10%); Introduction and Literature Review (10%); Purpose and Importance of the Work (5%); Problem/Issue Identification, Analysis, Logic, and Examples (20); Conclusions, Implications and Recommendations (20%); Completeness, Clarity and Currency

(15%); Sources and Footnotes (10%), AND RELEVANCE TO THE COURSE (10%).

Special Resource Requirements:

Computer hardware and software needed for webct will be provided through the PC lab.

SCHEDULED TOPICS

WEEK

- #1** **HISTORICAL PERSPECTIVE**
Introduction to power leadership elites, optimistic and pessimistic cultures, predictability & control, designing and shaping reality.
Pro-packet readings: *3rd Rome; Creating Optimistic or Pessimistic Cultural Pockets*, and *US Opportunities in the Americas* and review the *Cultural Context Set*
- #2** **LEADERSHIP ISSUES AND FACTORS AFFECTING COMPETITIVENESS**
Pro-packet readings: *Middle Class Bridge; Lion & Fox*, and *From Mao to Zemin an Economic and Leadership Change with International Business Implications*, and *How the United States used Competition to win the Cold War*
- #3** **DETERMINANTS OF COMPETITIVENESS**
Discussion: CF: VOL 1 (1): Reference pp. 13 and 23
Written: CF: VOL 10 (1): Reference pp. 1, and 35
- #4** **KNOWLEDGE MANAGEMENT**
Discussion: CF: VOL 10 (1): Reference pp. 111 and 117
Written: CF: VOL 10 (1): Reference pp. 55, and 105
- #5** **BUILDING RELATIONSHIPS & PROMOTING CONFIDENCE**
Discussion: CF: VOL 10 (1): Reference pp. 127, and 136
Title of Term Paper and outline due
Written: CF: VOL 10 (1): Reference pp. 186, and 248
- #6** **PUBLIC POLICIES**
Discussion: CF: VOL 10 (1): Reference pp. 192, and 214
Written: CF: VOL 10 (1): Reference pp. 259, and 271
- #7** **PUBLIC POLICIES, EXAM REVIEW & ONLINE EXAM**
Discussion: JGC: VOL 10 (1): Reference pp. 227 and Exam Review.
Exam I: CF articles, and supplementary pro-packet articles.
- #8** **COMPARITIVE ADVANTAGE & ACOUNTABILITY ISSUES**
Discussion: CF: VOL 10 (1): Reference pp. 290 and 324
Written: CF: VOL 10 (1): Reference pp. 282 and 332

Rough draft/outline Term Paper Due

- #9 **COMPETITIVE & NON-COMPETITIVE BEHAVIOR**
Discussion: CF: VOL 1 (2): Reference pp. 415 and 425
Written: CF: VOL 10 (2): pp. 348 and 357
- #10 **COMPETITIVE FOREIGN DIRECT INVESTMENT**
Discussion: CF: VOL 10 (2): Reference pp. 439 and 487
Written: CF: VOL 10 (2): Reference pp. 386, 466
- #11 **INTERNATIONAL PURSHASING & MARKETING**
Discussion: CF: VOL 10 (2): Reference pp. 495, 529
Written: CF: VOL 10 (2): Reference 479
Term Paper Rough Draft due.
- #12 **GLOBAL POLITICAL RIVALRY**
Discussion: CF: VOL 10 (2): Reference. pp. 535, 552
Written: CF: VOL 10 (2): Reference pp. 544
- #13 **COMMUNICATION ROLE IN COMPETITIVENESS**
Discussion: CF: VOL 10 (2): Reference pp. 560, 571
Written: CF: VOL 10 (2): Reference pg. 583 and 597
- #14 **EXAM REVIEW, TERM PAPER & FINAL EXAM**
Exam Review
Revised term paper due
- #15 **Exam II (FINAL)**

SUGGESTED READINGS:

1. Ali, *Globalization of Business*, International Business Press (Haworth Press, 2000. ISBN: 078904127
2. *Alternatives to Economic Globalization: A Better World Is Possible* (ISBN: 1-57675-204-6)
3. Collins, Chuck and Veskel, Felice, *Economic Apartheid in America: a primer on economic inequality & insecurity* (The New York Press, New York 2000, ISBN: 1-56584-594-3)
4. Friberg, *NUTS!*, Bard, 1996. ISBN: 1-885167-180
5. Korten, David, *The Post-Corporate World: Life After Capitalism* (Kumarian Press and Berret-Koeler Publishers, Inc., 1999, ISBN: 1-887208-03-8)

Korten, *When Corporations Rule the World*, Kumarian Press, 1st Ed. 1996. ISBN: 1-887208011
6. Barnet, *Global Dreams: Imperial Corporations and the New World order*, Simon & Shuster, 1994.
7. Ritzer, *The McDonaldization of Society*, Pine Forge Press (Revised) 1996.
8. Orwell, George, *ANIMAL FARM*, Signet Classic, Penguin 1996. ISBN: 0-451-52634-1.
9. Orwell, George, *1984*, Signet Classic, Penguin 1994. ISBN: 0-451-52493-4
10. Cliffs notes on *A TALE OF TWO CITIES* (0-8220-1255-3); *ANIMAL FARM* (0822001748); *Plato's Republic* (0-8220-1129-8); *A Huxley's BRAVE NEW WORLD* (0-8220-0256-6), and *Goethe's FAUST* (0-8220-0479-8).
11. Ohmae, *THE BORDERLESS WORLD*, Harper Perennial, 1994.
12. Ohmae, *The End of the Nation State*, Free Press, 1995. ISBN: 0029233410.

SUGGESTED REVIEW FOR CURRENT EVENTS:

1. *FORTUNE*, 2. *ECONOMIST*, 3. *WALL STREET JOURNAL*
4. *NY TIMES* 5. *BUSINESS WEEK*

SUGGESTED JOURNALS:

Competitiveness Review;

International Journal of Commerce & Management;

Academy of Management Review; Journal of Small Business Strategy;

Journal of Business Strategy; Strategic Management;

Long Range Planning; California Management Review

Executive - Academy of Management; Harvard Business Review.

INTERNATIONAL COMPETITIVENESS – Fall 2004
MGMT 454-B01 AND MGMT 581 TR 1:15– 2:45pm, Room ECOBIT 310

INSTRUCTOR: Dr. Manton C. Gibbs, Jr.
OFFICE: ECOB 308E
OFFICE HOURS: TR 10-12pm and W 10-12pm and W 1-2pm or by appointment.
PH: (724) 357-5751 FAX: (724) 357-5743 E-MAIL: mgibbs@grove.iup.edu

COURSE REQUIREMENTS:

- A. MGMT 310, MGMT 350 or approval of the Instructor for MGMT 350 waiver.
- B. Completion of basic core courses
- C. Despite prerequisite requirements for this course there may be gaps in your knowledge in specific areas. You are expected to perform your own research to fill these gaps, as they become identifiable.
- D. Open or non-judgmental mindset. Discussions will focus on the macro (Big Picture) and micro dynamics, transactions between leaders and the led, organizations, and groups with emphasis on outcomes and implications.

COURSE DESCRIPTION:

Study of the most important challenges that face nations and firms alike in gaining or restoring competitiveness. The course focuses on factors that determine the success of nations and their firms in highly dynamic world markets. Various theories, models, and cases dealing with competitive advantage are examined.

REQUIRED TEXTS: *Competition Forum*, Volume 1(1) & (2). American Society for Competitiveness, Annual Publication, 2003 ISSN 1545-2581.

COURSE OBJECTIVES:

To identify the critical competitive forces, players and certain dynamic factors that affect a firm's and nation's ability to compete in the global marketplace.

To assist the students in learning and understanding how the various forces interact upon society, capitalism, democracy, and upon individual cultures within the firm and within the nation state.

To help gain mastery of the subject through intensive writing and in class participation and to provide feedback to the instructor.

TEACHING METHOD:

- A. Discussion Teaching which focuses on questioning through which the instructor guides student in analyzing case studies and other learning material.
 1. Broad diagnostic questions - What is the problem?
 2. Specific questions of action - Give an example - Suggest what should be done.
 3. Questions of priority - What is the most important?
 4. Questions that challenge - Do you really believe that?
 5. Questions that clarify - Meaning?
 6. Hypothetical questions - Suppose?
 7. Summary questions - What lessons have emerged?

B. **Case Method:** The burden of creative discovery rests upon the student. The students are required to present and defend an in depth analysis of real life situations and their views under the auspice and challenge of their peers.

D. **Lectures:** The objective is to clarify material in the assigned readings and to add important salient and relevant information.

GRADING: 90 - 100 = A; 80 - 89% = B; 70 - 79% = C; 60 - 69% = D; 00 - 59% = F

Grading will be in percent on the work below. Awarded percentages on individual assignments in a given category will be summed and averaged. The adjusted percentage then will be taken from the allotted points which are the weight.

	Points
Term Paper (G) or (I)	200
Rough draft (G) or (I)	50
Summary & Analysis of CF Articles (G) or (I)	300
Video Analysis (I)	50
Paper Presentation (G) or (I)	50
Current Events (G) or (I)	50
Participation, Exercises, quizzes	100
Exams (2) 100 pts. Each	<u>200</u>
	1000

G = Group I = Individual # = number required

JS = journal summaries (Mgmt 581); Current Events (MGMT 454)

NOTE: The instructor reserves the right to modify assignments to meet the needs of the number of students enrolled and to adjust for unforeseen events.

EXAM TYPE: Objective and Short Essay

EXAM MAKE-UP ONLY WITH PRIOR APPROVAL OR DOCTOR'S EXCUSE.

Announced and unannounced quizzes and exercises may be given at any time. There will be no make up for quizzes. Incompletes Grades (I) are rare and not automatic. Incomplete work will be considered final unless the student applies for and incomplete grade be documenting an unforeseen hardship such as illness or some other intractable event. Late Rule Applies.

ATTENDANCE: All students are *required* to attend all classes. Prompt arrival is appreciated. Roll will be taken. Two tardies no deduction, there after 2 tardies equal one absence. Two absences no deduction. There after each absence will reduce the participation category by 5%. A signed doctor's excuse is required (visiting slip from Peacan Medical Center is not acceptable) or if official IUP activity, then a signed letter from authorized staff or faculty. **ATTENDANCE is required for participation points. Students are encouraged to attend all classes. Prompt arrival to each session is appreciated.**

PARTICIPATION: Students will be graded on participation. Obviously, students must attend to receive participation points. Class discussions must be civil. All views will be heard. The purpose of college level disputations means examination of the issue, concept, theory or idea. Attempting to discredit the presenter personally will be discouraged and such improper behavior will affect the participation

EXAMS: Objective and short essay. ***EXAM MAKE-UP ONLY WITH PHYSICIAN'S WRITTEN EXCUSE OR PRIOR APPROVAL.***

QUIZZES: Announced and unannounced quizzes and exercises may be given at any time. ***No make up for quizzes.***

TERM PAPER or PROJECT: Students may select either the standard term paper on course related subject matter or a term project which may involve an in depth and original analysis of a business, government, or non-for-profit organization.

TERM PAPER: Must have an original idea or thought. For example, taking two old ideas and combining them to make a novel new idea or theme. Restating history or statistics is unacceptable unless it was done to support your idea or clarify your suppositions.

1. You may utilize all resources available including, CE's, Journal summaries, and Handouts as references and as a basis or a thread to unify the discussion.

2. Must demonstrate a relationship to the text, to the practicing manager, and to one or more of the discussion terms and concepts as previously noted.

3. Abstract, introduction, search of the literature and other sources, identification of issues/problems, discussion, importance, implications, conclusion and recommendations, and headings and sub-headings are required and necessary. All major views must be fairly presented, for example, Topic Ethics, what are the strengths/weaknesses of the Deists', Agnostics', and Secularists' positions. Give balance in the end. You may take sides but support your position. Put source page at the end. Footnote by using (Gibbs, 1995, p3) or by listing number: (3, p6). DO NOT use a folder or plastic covers. Six to 15 single-spaced pages.

4. Spend a significant amount of time on what the outcomes, impact or effect your subject or topic may have on our lives, on the firm, its employees and so on.

TERM PAPER GRADING: Abstract and Format (10%); Introduction and Literature Review (10%); Purpose and Importance of the Work (5%); Problem/Issue Identification, Analysis, Logic, and Examples (20); Conclusions, Implications and Recommendations (20%); Completeness, Clarity and Currency (15%); Sources and Footnotes (10%), AND RELEVANCE TO THE COURSE (10%).

ALL ASSIGNMENTS MUST SHOW COURSE RELEVANCE AND DRAW RELATIONSHIPS TO THE TEXTS, TO HANDOUTS, TO SUGGESTED READINGS, TO THE LECTURES AND TO YOUR OWN ADDITIONAL RESEARCH SEARCH AND INVESTIGATION.

CURRENT EVENT ARTICLES: Single Spaced. Student's name on upper right hand side with course and section. Title, source, author, date, and page(s). Major or key concepts, cross-referenced to text. Essence. Implications. Why important. Identify the relevant Big Picture and how the article(s) is related to it.

Summary & Analysis of CF Articles: Single Spaced. Student's name on upper right hand side with course and section. Title, source, author, date, and page(s). Major or key concepts, cross-referenced to text. Describe Each Chapter or article in the assigned Section. Or in other words summarize or describe the essence. Cite a common thread or theme that ties each chapter or article together. State the importance of the concepts and cross-reference to handouts and class discussions. Show the relevance to the course, to the employee, and managers and why the subject matter important. Put into perspective by identifying the relevant Big Picture and how the article(s) is related to the essence or the various themes.

VIDEO ANALYSIS: Same instructions as cited above. Title of film. When presented, roll will be taken and a 1-2-page report (See Current Event) from each individual will be required. Late work will not be accepted.

CASE ANALYSIS FORMAT: Title, source (which text and page) Assignment number, critical issues, answers to text questions, if any, and possible solutions and implications or fall out. Cross reference to relevant concepts in text

TERM PAPER (or Project) PRESENTATION: Each group or individual as the case may be will share the highlights or the sense and importance of their term paper (2-3 minutes). The grade or earned score will be recorded under "exercises" or "other".

DISCRETIONARY POINTS: the instructor may from time to time award additional discretionary points to a given assignment to recognize and to encourage superior work. These points are NOT extra credit. This means that all categories are capped as described and indicated under "GRADING". For example, current events cannot exceed the total listed.

APPROXIMATE DATES & TENTATIVE SCHEDULE & TOPICS

NOTE: Case briefs and special exercises will be assigned with advance notice. Exams, assignments are subject to modification and change to meet the unexpected needs of the students or the instructor.

8/31T Introduction /Overview,
Class #1

9/02R Introduction to Power leadership elites, feudalism, optimistic and
#2 pessimistic cultures, predictability & control, designing and shaping reality.
Read 3rd Rome handout

9/06M Labor Day Recess

9/07T Concept discussions
#3

9/09R Discussion: CF: VOL 1 (1): Reference pg. 10
#4

9/14T Written: CF: VOL 10 (1): Reference pp. 1, 29, 37
#5

9/16R Discussion: CF: VOL 10 (1): Reference pp. 75, 85
#6

9/21T Written: CF: VOL 10 (1): Reference pp. 47, 51, 64
#7

9/23R Discussion: CF: VOL 10 (1): Reference (Internet) pp. 131, 140, 152
#8 *Title of Term Paper and outline due*

9/28T Written: CF: VOL 10 (1): Reference pp. 131, 140, 152
#9

9/30R Discussion: CF: VOL 10 (1): Reference pp. 159, 167, 187
#10

10/05T
#11 **Written: CF: VOL 10 (1): Reference pp. 104, 123**

10/07R
#12 **Discussion: CF: VOL 10 (1): Reference pp. 220, 233 & Exam Review.**

10/12T
#13 **Exam I: CF articles, Cases, Handouts, Lecture, class discussion, handouts and study guide.**

10/14R
#14 ***FILM: Attendance and report required***

10/19T **Fall Recess, no class**

10/21R
#15 **Discussion: CF: VOL 10 (1): Reference pp. 242, 251**

10/26T
#16 **Written: CF: VOL 10 (1): Reference pp. 202, 210**

10/28R
#17 **Discussion: CF: VOL 1 (2): Reference pp.285, 296, 303**

11/02T
#18 **Written: CF: VOL 10 (2): Reference pp. 260, 277**

11/04R
#19 **Discussion: CF: VOL 10 (2): Reference pp. 359, 385, 402**

11/09T
#20 **Written: CF: VOL 10 (2): Reference pp. 331, 490
Rough draft/outline Term Paper Due**

11/11R
#21 **Discussion: CF: VOL 10 (2): Reference pp. 501, 519 *Film report due***

11/16T
#22 **Written: CF: VOL 10 (2): Reference 658**

11/18R
#23 **Discussion: CF: VOL 10 (2): Reference. pp. 531, 573 & *Term Paper Rough Draft due.***

11/23T
#24 **Written: CF: VOL 10 (2): Reference pp. 663**

11/24-11/28 **Thanksgiving Holiday**

11/30T
#25 **Discussion: CF: VOL 10 (2): Reference pp. 563, 634**

12/02R
#26 **Written: CF: VOL 10 (2): Reference pg. 669**

12/07T
#27 **Paper Presentations**

12/09R
#28 **Exam II (Final) Revised term paper if any term paper due on or before December 14, 2004.**

12/14T **Final Day: Final Meeting and wrap up day or to be determined..**

SUGGESTED READINGS:

1. Ali, *Globalization of Business*, International Business Press (Haworth Press, 2000. ISBN: 078904127
2. Friberg, *NUTS!*, Bard, 1996. ISBN: 1-885167-180
3. Korten, *When Corporations Rule the World*, Kumarian Press, 1st Ed. 1996. ISBN: 1-887208011
4. Barnet, *Global Dreams: Imperial Corporations and the New World order*, Simon & Shuster, 1994.
5. Ritzer, *The McDonald ization of Society*, Pine Forge Press (Revised) 1996.
6. Orwell, George, *ANIMAL FARM*, Signet Classic, Penguin 1996. ISBN: 0-451-52634-1.
7. Orwell, George, *1984*, Signet Classic, Penguin 1994. ISBN: 0-451-52493-4
8. Massie, Robert, *PETER the GREAT*, Ballantine Books, NY, 1980. ISBN: 0-345-33619-4
9. Cliffs notes on *A TALE OF TWO CITIES* (0-8220-1255-3); *ANIMAL FARM* (0822001748); *Plato's Republic* (0-8220-1129-8); *A Huxley's BRAVE NEW WORLD* (0-8220-0256-6), and *Goethe's FAUST* (0-8220-0479-8).
10. Ohmae, *THE BORDERLESS WORLD*, Harper Perennial, 1994.
11. Ohmae, *The End of the Nation State*, Free Press, 1995. ISBN: 0029233410.
12. Maidment, *Annual Editions: International Business, 01/02*, McGraw Hill/Dushkin, 2001, ISBN: 0-07-243344-2.
13. Annual Editions: *BUSINESS ETHICS 97/99*, The Dushkin McGraw-Hill, 1998. ISBN: 0-697-39184-1.
14. Dreesky, Helen, *INTERNATIONAL MANAGEMENT* 2nd Edition, Addison Wesley Ed. Pub. 1997. ISBN: 0-673-98091-X

SUGGESTED REVIEW FOR CURRENT EVENTS:

1. *FORTUNE*, 2. *ECONOMIST*, 3. *WALL STREET JOURNAL*
4. *NY TIMES* 5. *BUSINESS WEEK*

SUGGESTED JOURNALS:

Competitiveness Review;
International Journal of Commerce & Management;
Academy of Management Review; Journal of Small Business Strategy;
Journal of Business Strategy; Strategic Management;
Long Range Planning; California Management Review
Executive - Academy of Management; Harvard Business Review.

**DISCUSSION TERMS, CONCEPTS &
HANDOUTS:**

1. Political and/or Business Elite
2. Character versus Intellect
3. Competition/Competitiveness
4. Democracy and Free Trade
5. Managed Trade
6. Cultural War and Cultural Imperialism
7. **Predictability and Control**
8. Survival
9. **Survival Cancels Out Programming**
10. **Voice Control**
11. **Designing and Shaping Reality, Spin Doctors or Spin Meisters**
12. **Cultural Shift**
13. **Inventing an Enemy**
14. **Bureaucracies, power, control, cost and benefits**
15. The Administration and Stratagems of Peter The First (Great)
16. Politics of Strategic Choice and Change
17. Optimistic and Pessimistic Culture
18. **General or Gibbs Evaluation Review Model**
19. Conflict Resolution
20. Discrediting the Opposition and Bearer of Bad News
21. Dualistic Nature of Leadership; **Servant Leadership**
22. Constituency Requirement and Discipline
23. **CEO's compensation**
24. **Strategic Process Model**
25. Middle Management and Middle Class Control, Checks & Balances
26. Benevolent Hegemony
27. **Resource Dependency**
28. **First, Second, Third Waves**
29. **Economic vs. Political Freedoms vs. Security**
30. **Critical Success Factors**
31. **Successful Customer, and Successful Employees**
32. Dual Economy
33. **The Grook**
34. The New Secular Religion: Secularism, "Democracy" and "Free" Markets
35. Global Reach or Global Breach
36. Goyim (Dictionary derisive meaning: Human Cattle)
37. **Pro-technology Nationalism**
38. Caliph Syndrome/paradox
39. **Combinations** (in an organizational context, secret or otherwise: an alliance or association of persons or parties for a common cause, purpose or goal.
40. **Transnational** (interchangeable with global): ownership and top management found in several countries. It is also, a firm with joint ventures with two or more nations.
41. **Multinational**: Produces in, markets in multiple countries and obtains factors of production from them.
42. **Cultural Marxism**
43. **Cultural war**
44. **Post modernism and postmodern deconstructionism**
45. **Necessity vs. individualism (free of government intervention)**
46. **THE "WAVE"**
47. **Moral Hazard (as used in Finance and Economics)**
48. **Flummox, Flums and Flummoxery, Chaos**
49. **The 5th New Economy, E-Commerce (in America, USA)**
50. **THE 3rd WAY, Paternalistic Capitalism**
51. **Civil Minimum (Ohmae)**
52. **Fiefdoms within the organization and the organization itself.**
53. **Legal Plunder**
54. **Lion & Fox, and 3rd Rome Leadership**
55. **Globalization and its End**
56. **Aversion Therapy**
57. **Rent Seekers**
58. **Outsourcing Boon or Bane**

Analyzing International Opportunities

Learning Objectives

- **Explain market-and site-screening processes**
- **Analyze international market research**
- **Review secondary international data**
- **Learn how to conduct primary international research**
- **Learn to evaluate new investment projects**
- **Study issues that are important to evaluating investment proposals**

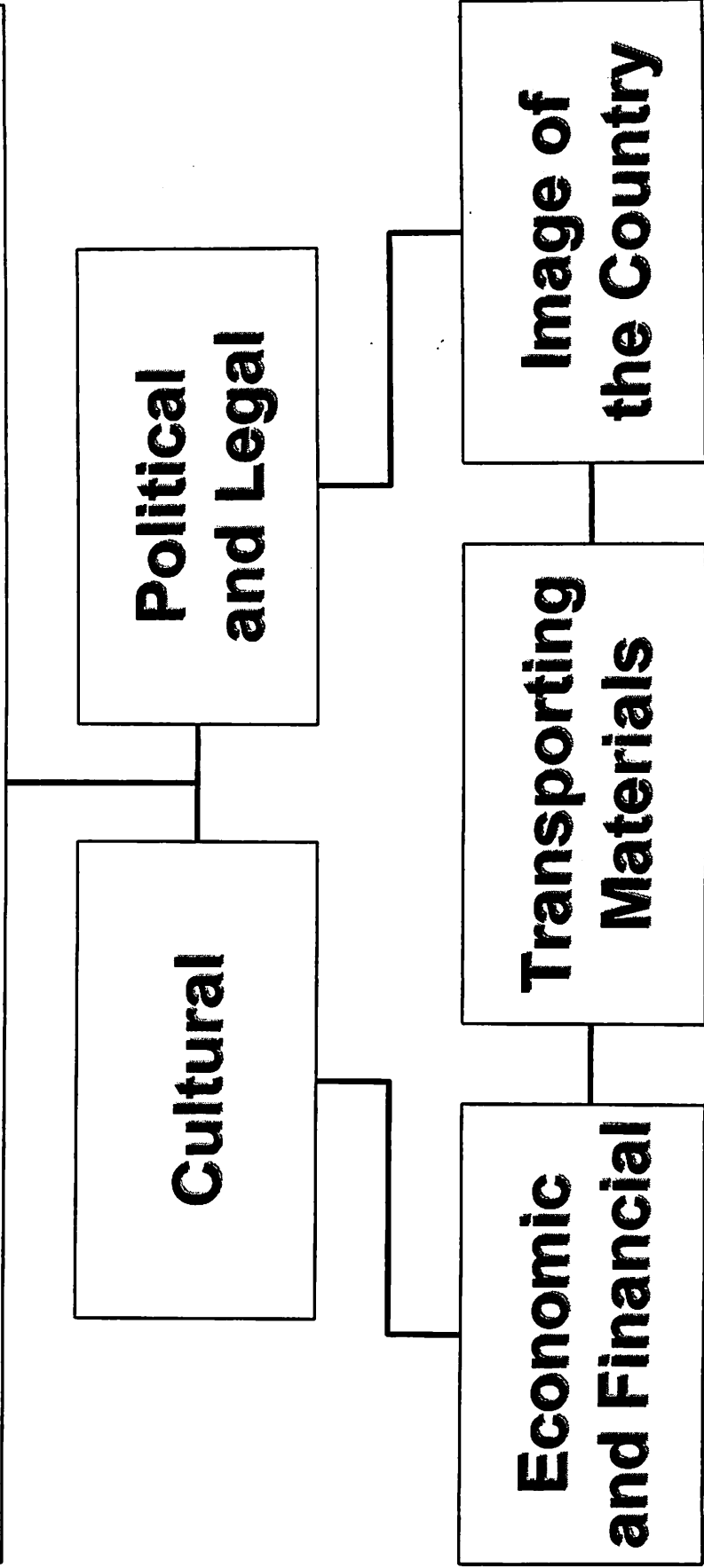
Screening Potential Markets and Sites

Identify Basic Appeal

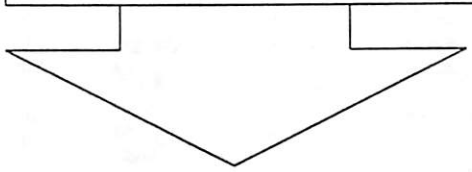
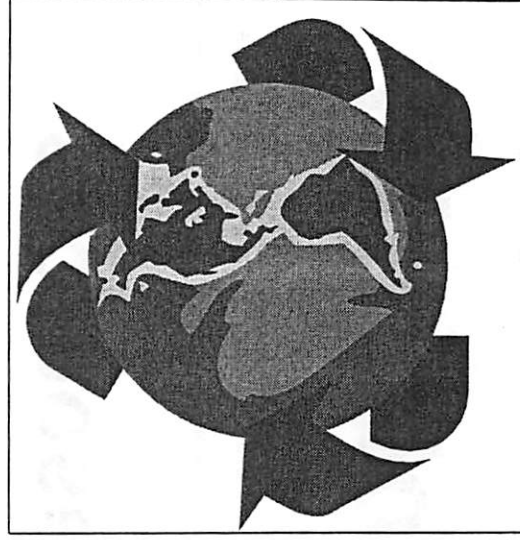
**Basic
Demand**

**Availability
of Resources**

The National Business Environment



**Measure
Market
Potential**



**Industrialized
Markets**



**Emerging
Markets**

Measure Site Potential

Quality of Local Resources

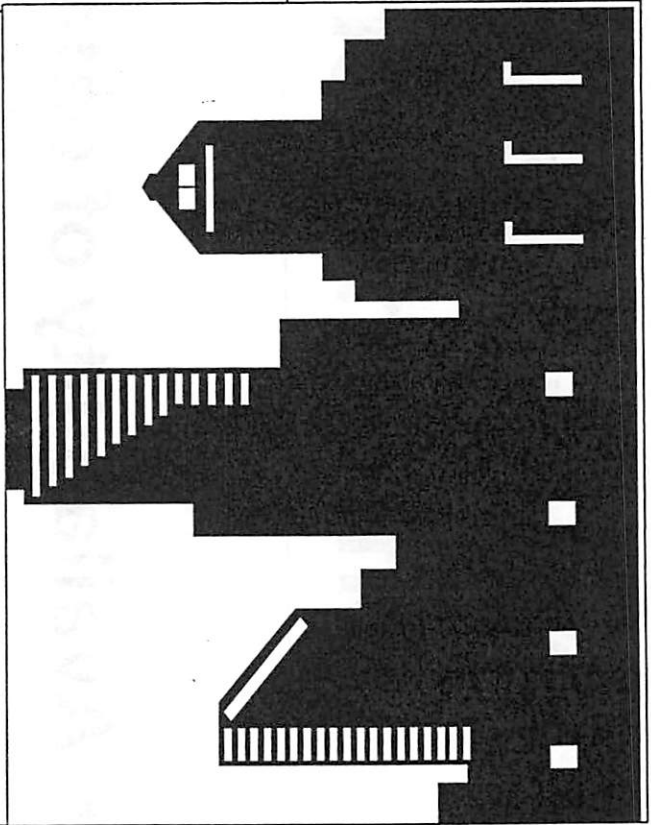
Investment of Time and Money

Stability of Local Infrastructure

**Select the
Market
or Site**

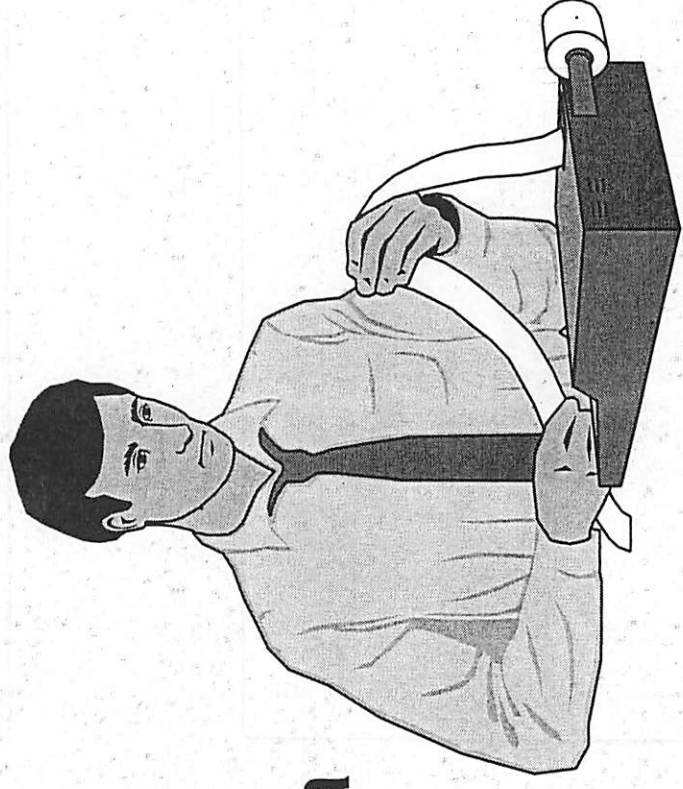
**Field
Trips**

**Competitor
Analysis**



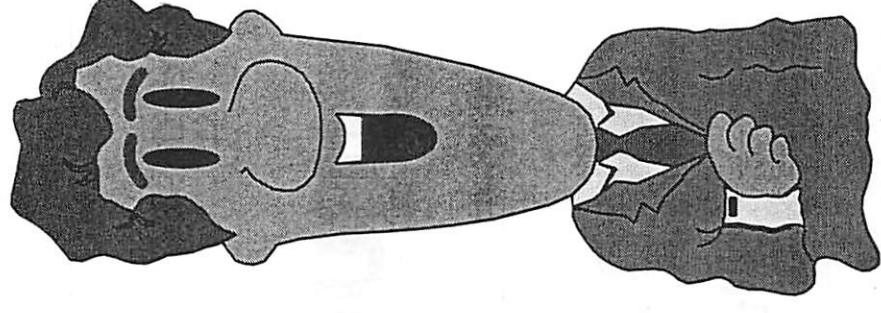
Difficulties of Conducting International Research

- **Availability of data**
- **Comparability of data**
- **Cultural problems**



Secondary International Data

- **International organizations**
- **Government agencies**
- **Industry and trade associations**
- **Service organizations**
- **Internet and World Wide Web**



**Trade Shows
and Trade Missions**

**Interviews and
Focus Groups**

**Primary International
Research**

Surveys

**Environmental
Scanning**

Evaluating Investment Proposals

Estimating Future Cash Flows

Present Value

Return on Investment

Risk and Return

How Countries Evaluate Investment Projects

**Home-
Country**

Considerations

Host-

Country

Considerations