

The University of Texas at Dallas  
Global Leadership Executive MBA Program

**International Business Plan (IBP)**  
**March 15 – September 1, 2006**

**Instructor:**

**Jonathan Hochberg**

**Email : Blackboard**

**Course Objectives**

- Develop an in-depth understanding of strategies for entering an international market, including joint ventures and alliances
- Develop the knowledge, skills, and tools necessary for generating an International Business Plan.
- Provide a practical “hands-on” experience with insight into what it takes to create a bankable business plan.

**Learning Outcomes**

**Resources**

Library and Internet research  
Business Plan examples  
Assigned articles

**Evaluation**

Participation during web conferences discussions	15%
Short write up	10%
Completed business plan	75%

**Late Assignments**

If you need to miss an assignment deadline, you must pre-notify the instructor and course manager before the deadline. You should provide the reason for missing the deadline and an alternative date for submitting the assignment. The instructor and course manager must approve the extension and the new deadline. The maximum extension for an assignment is 1 week. If you do not pre-notify the instructor and course manager or if you exceed the one-week maximum, deductions on the assignment may be taken by the instructor.

## **Format for Written Assignments**

Written assignments should be Word documents (no html formats) that are:

- **Double-spaced, 12 pt. Arial or Times New Roman font**
- **Each section should be 7 to 10 pages with the exception of the financial plan section (spreadsheets)**
- Clearly identified by team
  - Team number and names of team participants on the first page AND the team number as part of the document name i.e. Team2MNCs.doc when it is posted clearly identified by team

**All assignments** should be posted on Blackboard (Bb) posted to the *Digital Drop Box* under *Tools* tab within the course area by the due date. Be sure to use the SEND command when submitting to the *Digital Drop Box*. Do not use ADD command.

## **Peer Evaluation**

After submittal of the final plan, students need to complete a peer evaluation. The peer evaluation is an electronic document whose link is located on Blackboard (Bb) in the course area under *WebSites*. Students allocate 100 points among the team members to reflect the level of contribution made by each team member on a specific assignment.

## **Course Evaluation**

The completion of a course evaluation is a course requirement. Students need to complete a course evaluation form which is an electronic document whose link is located on Blackboard (Bb) in the course area under *WebSites*. Students who do not submit a course evaluation by the due date will receive an incomplete grade for the course.

## **Notice of UTD Policy in Cheating**

Policy on Cheating: Students are expected to be above reproach in all scholastic activities. Students who engage in scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and dismissal from the university. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, and the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts. (Regents' *Rules and Regulations*, Part One, Chapter VI, Section 3, subsection 3.2, Subdivision 3.22.) Since scholastic dishonesty harms the individual, all students, and the integrity of the university, policies on scholastic dishonesty will be strictly enforced.

## Schedule of Assignments

**February 1**

Assignment of regions to teams posted on Bb  
Teams determine product/service for business entry and conduct research on countries and develop rationale for country selection

### **Retreat Slides (Course Materials)**

International Business Plan 06 retreat slides.ppt  
Team Assignments  
Country details

### **Syllabus (Course Materials)**

Syllabus

### **Suggested Readings**

Business Plan for a start up business  
A Business Plan for an established business  
Getting your plan started

**March 19**

**Web conference 4:00 – 5:30 pm**

Teams present and discuss choice of product/service and country during web conference

**March 20 – April 22**

Teams write Sections 2 and 3 of plan  
Teams research industry analysis and write Section 4 of plan  
***Country analysis with ECLIPTEP (Course Materials Section 3)***

**Assignment: team paper**  
**Course: Multinational Firm**

***Industry Analysis (Course materials Section 4)***

**Assignment: team paper**  
**Course: International Marketing**

**April 21**

**Team Submits sections 2 - 4 to Digital Drop Box**

**April 23**

**Web conference 4:00 – 5:30 pm**  
Teams present and discuss Country and Industry analysis

**April 24 – May 6**

Students read assigned articles on entry strategies

**Mode of Entry (Course Materials Section 5)**

**Assignment: team paper**

**Assigned Readings**

Bamford, James, David Ernst, and David G. Fubini, "Launching A World Class Joint Venture", Harvard Business Review, Feb., 2004

Bernhut, B., "After the Deal is done: Four keys to Managing an alliance", Harvard Management Update, Dec., 2002

Chan, Pang S., "International Joint Ventures vs. Wholly Owned Subsidiaries", Multinational Business Review, Spring, 1995

Dyer, Jeffrey H., Prashant Kale, and Harbir Singh, "How to Make Strategic Alliances Work", MIT Sloan Management Review, Summer, 2001

Kelly, Michael and Jean-Louis Schaan, "Strategic Alliances That Work: Implementing Winning Conditions", Richard Ivey School of Business, 2005

Haspeslagh, Philippe, "Maintaining Momentum in Mergers", European Business Forum Limited, 2000

Hoffmann, Werner H. and Wulf Schaper-Rinkel, "Acquire or ally? – A Strategy Framework for Deciding Between Acquisition and Cooperation", Management International Review, 2<sup>nd</sup> Qr.,

Kelly, Michael and Jean-Louis Schaan, "Strategic Alliances That Work: Should You Build A Strategic Alliance?", Richard Ivey School of Business, 2005

Kelly, Michael and Jean-Louis Schaan, "Strategic Alliances That Work: Selecting the Right Partner?", Richard Ivey School of Business, 2005

Lalgee, John C., "Five Steps to Finding the Right International Partners", World Trade, June 2001

Roberts, Edward B. and Wenyun Kathy Liu, "Ally or Acquire? How Technology Leaders Decide", MIT Sloan Management Review, Fall 2001

**May 7**

**Web conference**

**4:00 – 5:30 pm**

Instruction and discussion of entry strategies

**May 21**

**Web conference**

**4:00 – 5:30 pm**

Instruction and discussion of entry strategies

**Short paper due**

**May 22 – July 1**

Teams decide on entry strategy and write Section 5 of plan

Teams determine Marketing and Operations plans and draft sections 6 and 7 of plan (**Course Materials Section 6 & 7**)

**July 1**

**Teams submit Sections 5 – 7 to Digital Drop Box**

**July 9 – July 22**

**Discussion of Marketing and Operations plans  
Teams schedule one hour sessions for individual team discussion**

**July 23 – August 12**

Teams research cultural and human resource implementation issues and write Section 8 of plan  
***Cultural Due Diligence (Course Materials Section 8)***

**Assignment: team paper  
Course: Comparative Management**

Teams develop financial plans and write Section 9  
***Financial Plan (Course Material 9)***

**Assignment: team paper  
Course: Financial Management and International Corporate Finance**

**August 13**

**Sections 8 and 9 submitted to Digital Drop Box**

**August 14 – August 19**

Teams write Executive Summary Section 1  
Teams write Section 10 of plan (**Course Material Section 10**)

**August 20**

**Teams submit Draft Business Plan (Sections 1 – 10) to Digital Drop Box**

**September 1  
September 1  
September 1**

**Final Business plan submitted to Digital Drop Box  
Peer evaluation due  
Course evaluation due**

**October 15**

**Pre-retreat assignment: Prepare team plan PowerPoint's  
Team plan PowerPoint posted to digital drop box**