Course Overview
- This course deals with the development of strategies for business logistics and supply chain management involving the transfer of goods and services across national boundaries.
- Topics include the impact of economic globalization on supply chain strategies; the design of global logistics networks; managerial processes and systems for international production and distribution; and risk management for international logistics.

Course Objectives
- Develop an understanding of the concepts attendant to international logistics
- Develop an understanding of the challenges and opportunities faced international logistics management

This course meets a requirement for the International Affairs certificate (equivalent to a minor). For more information, see your advisor, the Bulletin, or the International Studies website: www.cfis.umsl.com.”

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Email: Navarror@umsl.edu

This class will be delivered / administered primarily as traditional lecture / discussion classroom sessions with, potentially, occasional Alternative Learning Experiences. Such alternative learning experiences may include team work sessions in lieu of normal class activities, On-Line classes, Live Classroom Sessions, etc.


Readings from the literature as assigned
Readings from the business press pertinent to the weekly subject

Weekly Participation 10%          A: 90% or higher
Group Case Studies 15%         B: 80% - 89.9%
Term Paper 25%                  C: 70% - 79.9%
First Exam 25%                 D: 60% - 69.9%
Second Exam 25%                F: less than 60%
University policy stresses the principle of academic honesty; violation of this principle may result in zero credit for the assignment / task in question and may also result in further disciplinary action.

All students are expected to respect their class-mates, the instructor and the university; Civility is a basic requirement.

This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.

Pre-Assignment for Week 1
Readings from the business press ... find and bring to class ready to discuss a current article re: International Logistics

Part I .... IB/LOM 5381 / 4381 – Introduction to the Field

<table>
<thead>
<tr>
<th>Week One</th>
<th>This Week ... Introductions</th>
</tr>
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<tbody>
<tr>
<td>19 Jan</td>
<td>Discussion Topics</td>
</tr>
<tr>
<td></td>
<td>➢ Introductions</td>
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<td>➢ Expectations</td>
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<tr>
<td></td>
<td>➢ Overview of the course</td>
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</tbody>
</table>

Discussion Question(s):
1. What is this thing called International Logistics?
2. How is it different from International Business? Or is it?
3. Why do we care?

Assignment for Week Two
1. Readings from the business press ... find and bring to class ready to discuss a current article re: International Logistics
2. Reading Assignment: TL Friedman (2005) … The World is Flat ( pp 5-12)

<table>
<thead>
<tr>
<th>Week Two</th>
<th>This Week … The World as it Is … The Context for Today’s International Business and International Logistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>24/26 Jan</td>
<td>Discussion Topics</td>
</tr>
<tr>
<td></td>
<td>➢ Friedman … The World is Flat</td>
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<tr>
<td></td>
<td>➢ Zakaria … The Post-American World</td>
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</tbody>
</table>

Discussion Question (s)
1. Friedman discusses Ten Forces that Flattened the World … are they real? how do they impact the International Business climate in general and International Logistics in particular?
2. Zakaria discusses a world where the dominance of former economic superpowers is waning as “the rest” grow … … how does this impact the International Business climate in general and International Logistics in Particular?
### Assignment for Week Three

1. Readings from the business press ... find and bring to class ready to discuss a current article re: International Logistics
2. Reading Assignment International Logistics Pierre David and Richard Stewart: Chapters 1 and 2

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### Part II .... IB/LOM 5381 / 4381 – International Logistics and Business … The Context

<table>
<thead>
<tr>
<th>Week Three</th>
<th>This Week ... International Business Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>31 Jan/02 Feb</td>
<td>Discussion Topics ...</td>
</tr>
<tr>
<td></td>
<td>- History ... Major laws and Treaties</td>
</tr>
<tr>
<td></td>
<td>- Drivers ... Efficiency, market, resources</td>
</tr>
<tr>
<td>Discussion Question(s)</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>What social and economic factors are driving the increase in International or global logistics?</td>
</tr>
<tr>
<td>2.</td>
<td>What fundamental theories of the firm / of economics provide grounding for the study of international logistics and supply chains?</td>
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<tr>
<td>3.</td>
<td>How have basic strategic business principles such as leanness, value contribution, postponement, diversification, redundancy, collaboration, core competency, differentiation, responsiveness, flexibility, speed, agility, and best-in-breed impacted the development of international business operations and logistical systems?</td>
</tr>
<tr>
<td>4.</td>
<td>What pressures have economic, political and legal forces exerted on International Business and International Logistics?</td>
</tr>
</tbody>
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### Assignment for Week Four

1. Readings from the business press ... find and bring to class ready to discuss a current article re: International Logistics and culture / language impacts thereon
2. Reading Assignment: { read for concept only } Leung et.al., Culture and International Business: recent advances and their implications for future research
3. Reading Assignment: { read for concept only } Hofstede, Motivation, Leadership and Organization: Do American Theories Apply Abroad?
4. Reading Assignment: { read for concept only } Peek, Linguistic Relativity
5. Reading Assignment: { read for concept only } Lucy, Linguistic Relativity

<table>
<thead>
<tr>
<th>Week Four</th>
<th>This Week ... Culture and Linguistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/9 Feb</td>
<td>Discussion Topics ...</td>
</tr>
<tr>
<td></td>
<td>- Cultural Norms ... Expectations and interactions</td>
</tr>
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<td></td>
<td>- Linguistic relativity ... Sapir Whorf Hypothesis and the implications to working internationally</td>
</tr>
<tr>
<td>Discussion questions(s)</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Why is it critical for the International Logistics manager to fully understand the implications varying global cultures may have on business?</td>
</tr>
</tbody>
</table>
2. What are the major impacts culture can have on International Logistics; How can the Parsons et.al., frameworks be used to understand culture and to develop strategies for appropriate management?

3. Is language important? Does the Sapir Whorf hypothesis teach us anything about conducting International Logistics?

Assignment for Week Five

1. **Group Case Study Number One: Working in assigned groups, review the assigned case study (Culture vs the International Logistics Business); prepare a five to seven page report and be prepared to present group findings in class using a brief PowerPoint presentation as a presentation aid.**

2. Readings from the business press ... find and bring to class ready to discuss a current article re: International Logistics and Legal, Political, and Financial Infrastructure

Part III .... IB/LOM 5381 / 4381 – Infrastructure and Environments

**Week Five**

14/16 Feb  **This Week ... Legal, Political and Financial Infrastructure**

Discussion Topics

- Stable government
- IP
- Quotas and Tariffs
- Local Content Requirements
- Banking Systems

Discussion Question(s)

1. Given that local and national governments throughout the world may or not be in a state of turmoil at any given time, what are the implications to international logistics?

2. Given that countries throughout the world have differing banking systems and regulations, what are the implications to international logistics?

3. If one is to do business in a company with a fiscal / banking system that lacks stability and maturity, what actions or strategies may be appropriate?

4. How can one provide protection against changes in foreign exchange rates, international trade agreements and governmental regulations?

*Case Study Number One ... Group Reports*

Assignment for Week Six

1. Readings from the business press ... find and bring to class ready to discuss a current article re: International Logistics and Trading Blocs

2. Reading Assignment: {Read for Concept only} Burfielder et.al., *The Impact of NAFTA on the United States*

3. Reading Assignment: {Read for Concept only} Pauwelyn, *The Transformation of World Trade*
Reading Assignment: {Read for Concept only} Burfisher et.al., Multilateralism and Regionalism
5. Reading Assignment: {Read for Concept only} Aggarwal, Between Regionalism and Globalization

Week Six
21/23 Feb
This Week ... Trading Blocs
Discussion Topics
- EEU, NAFTA, AATF, et.al.
- Relationship to WTO
- Implications
- Doing business with
Discussion Questions(s)
1. What opportunities for business logistics are created by the WTO and regional trading blocks (e.g., NAFTA, EU)?
2. What effects have international trade agreements had on industrial concentration, locations of business activity, etc.
3. Despite the rhetoric for free trade and formal international agreements, how do national values, domestic political pressures, and governmental actions interfere with international logistics?

Assignment for Week Seven
1. Reading Assignment (Read for concepts and general understanding of alternate modality) ... International Logistics Pierre David and Richard Stewart: Chapters 3, 11, 12, and 13

Week Seven
28 Feb/02 Mar
This Week ... Physical Infrastructure
Discussion Topics
- Ports and Sea lanes
- Rail
- Roads
- Air Traffic Systems
- Multimodal Logistics
Discussion Question(s)
1. What are the practical alternatives available to the international logistician
2. What are the advantages and disadvantages of each shipping approach?
3. What are the rules, laws, and complexities associated with sea, rail, air and multi-modal transportation?
4. What products and resources best fit those rules, complexities, pros and cons?

Assignment for Week Eight
1. Readings from the business press ... find and bring to class ready to discuss a current article re: International Logistics and the impact of modern technologies
2. Review for Examination One

Week Eight
7/9 Mar
This Week ... Technology
Discussion Topics
- Information Management
- EDI
Communications

Discussion Question(s)
1. How have modern technologies changed the landscape, the state of the practice, of international logistics?
2. How are businesses involved in international logistics capitalizing on emerging technologies?

Examination One

Assignment for Week Nine …
1. Group Case Study Number Two: Working in assigned groups, review the assigned case study (General Maritime Transportation); prepare a five to seven page report and be prepared to present group findings in class using a brief PowerPoint presentation as a presentation aid.
2. Reading Assignment International Logistics Pierre David and Richard Stewart: Chapter 4

Part IV …. IB/LOM 5381 / 4381 – Managing and Executing

Week Nine 14/16 Mar This Week … International Logistics Strategies … Market Entry Discussion Topics.

- How does a business decide to engage in international business / international logistics?
- A major portion of an international logistician’s responsibility is choosing the markets to enter into and then developing an International logistics strategy to effect that entry

Discussion Question(s)
1. What are the primary factors affecting choice of production location, scale of investment, and selection of distribution channels?
2. In moving from a localized focus to a global focus for production and logistics, what will be the general effects upon costs associated with production, raw materials, inventory, transportation, customs duties, taxes, workforce development, and organizational coordination?
3. How do modular design and standardization of products, diversification of supply sources, and postponement of processing provide leverage for a manufacturer involved in International Logistics?
4. How can local adaptation in product design and customer service be facilitated while adopting a global perspective on sources for raw materials, locations of production activity, and distribution systems?
5. How must managerial practices and contractual terms be adapted to accommodate different regulations and cultural norms?
6. What special provisions are required for security of personnel and facilities in different regions of the world?

Group Case Study Two … Group Reports

Assignment for Week Ten
1. Reading Assignment International Logistics Pierre David and
<table>
<thead>
<tr>
<th>Week Ten</th>
<th>This Week ... International Logistics’ … Contracts Law and Mechanisms … Part I … International Law</th>
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<tbody>
<tr>
<td>21/23 Mar</td>
<td>Discussion Topics:</td>
</tr>
<tr>
<td></td>
<td>› International contracts and contractual mechanisms</td>
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<td></td>
<td>› International laws and their impact on logistics</td>
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<td></td>
<td>Discussion Question(s)</td>
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<tr>
<td></td>
<td>1. What contractual relationships typify International Logistics operations?</td>
</tr>
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<td>2. How are decisions regarding organizational structures and supply-chain strategies affected</td>
</tr>
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<td>by domestic legal frameworks and international agreements (e.g., labor law, income-tax rates</td>
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<td>and regulations, environmental regulations, transfer-pricing practices, bilateral treaties,</td>
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<td></td>
<td>multilateral trade agreements, domestic content regulations, creation of free-trade zones, etc.)?</td>
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</table>

Assignment for Week Eleven
1. Reading Assignment *International Logistics* Pierre David and Richard Stewart: Chapters 9, 10

<table>
<thead>
<tr>
<th>Week Eleven</th>
<th>This Week ... International Logistics’ … Contracts Law and Mechanisms … Part II … Export and Import Documentation</th>
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<tbody>
<tr>
<td>4/6 Apr</td>
<td>Discussion Topics</td>
</tr>
<tr>
<td></td>
<td>› What contractual documents are typically used International Logistics operations ?</td>
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</tbody>
</table>

Assignment for Week Twelve
1. *Group Case Study Number Three: Working in assigned groups, review the assigned case study (Synnex International); prepare a five to seven page report and be prepared to present group findings in class using a brief PowerPoint presentation as a presentation aid.*

<table>
<thead>
<tr>
<th>Week Twelve</th>
<th>This Week ... IL Partnerships; IL Risk Management</th>
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<tbody>
<tr>
<td>11 Apr</td>
<td>Discussion Topics</td>
</tr>
<tr>
<td></td>
<td>› Every business enterprise entails risk</td>
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<tr>
<td></td>
<td>› What are the primary risk elements attendant to International Logistics</td>
</tr>
<tr>
<td></td>
<td>› What strategies can / ought to be used to mitigate that risk?</td>
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<tr>
<td></td>
<td>Discussion question(s)</td>
</tr>
<tr>
<td></td>
<td>1. What types of risks (business, financial, regulatory, political, legal, social, currency-exchange) accompany</td>
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<td>business activity in different parts of the world?</td>
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<td>2. What risk-mitigation or hedging strategies may be employed?</td>
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<td>3. What opportunities and risks occur in forging alliances with foreign suppliers of materials, components, and</td>
</tr>
<tr>
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<td>services? What control mechanisms are required?</td>
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<td></td>
<td>4. What opportunities and risks accompany foreign direct investment to acquire raw materials and productive capacity?</td>
</tr>
</tbody>
</table>
Assignment for Week Thirteen
1. Reading Assignment  *International Logistics* Pierre David and Richard Stewart: Chapters 7, 8

Week Thirteen
18/20 Apr

This Week ... Executing ... Shipping and Paying

Discussion Topics

- International law and commercial agreements establish a formal basis for shipping and settlement (paying) in International Logistics
- What are the primary vehicles for shipping? What are the pros and cons of each?
- What are the primary vehicles for settlement? What are the pros and cons of each?

Discussion Question(s):
1. What are the alternative terms and contractual arrangements under which goods may be shipped internationally?
2. What are the advantages and disadvantages of using direct shipment, consolidation at source, regional consolidation, break-bulk at trans-shipment points, and break-bulk at final destination when production occurs in one country and final markets are in another?
3. How can freight integrators and international logistics service companies help to reduce transit times, facilitate customs clearance, assist in tracking shipments, and improve reliability of delivery times?
4. How do characteristics of transportation modes, seasonal business patterns, commodity prices, taxes, surcharges, quotas, transport regulations, and the ocean liner conference system affect the choice of transportation mode and carrier?
5. What are special packaging considerations in international shipping and distribution

Assignment for Week Fourteen
1. Reading Assignment  *International Logistics* Pierre David and Richard Stewart: Chapters 14, 15, 16,
2. Reading Assignment: *read for concept* OSAC Publication Guidelines for Protecting US Business Information Abroad

Week Fourteen
25/27 Apr

This Week … Shipping and Paying, Continued

Discussion Topics

- Packaging for International Shipment
- Logistics Security
- Clearing Customs
Discussion Question(s)
1. What are the alternative strategies for packaging for International Shipment?
2. We live in an increasingly complex world, one where international terror is becoming a major force. How has Logistics Security increased since 9/11?
3. International logistics is only complete when an importer has been successful in clearing customs … are there any concerns that ought to drive international logisticians?

Assignment for Week Fifteen
1. Review for Examination Number Two
2. Each student shall prepare a term paper on the general subject of International Logistics

Week Fifteen 2/4 May
This Week Review and Examination Two
Discussion Topics
- Review
- Examination Two