

# William's Update

COMM 498

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August 3, 2025

## Abstract

This document presents updated materials based on William and Ilan's meeting on August 1, 2025 and provides updates and recommendations for the upcoming course COMM 498.

## Table of contents

<b>1</b>	<b>Housekeeping</b>	<b>1</b>
<b>2</b>	<b>Slides</b>	<b>2</b>
2.1	Class 1 Introduction . . . . .	2
2.2	Class 2/3 Globalization and Slowbalization . . . . .	2
2.3	Class 4/5 Threats to globalization and Gains and costs from trade . . . . .	2
2.4	Class 6 Trade institutions . . . . .	2
2.5	Class 8/9 Internationalization and location . . . . .	2
2.5.1	Understanding Eastern Culture . . . . .	3
2.6	Class 13/14 FDI and M&A . . . . .	3
2.7	Class 11/12/16/17 Exporting, licensing, global and regional strategies, technological disruptions . . . . .	4
2.8	Class 19 Political Risk . . . . .	4
2.9	Class 21/22/23 Cross Cultural Management . . . . .	5
2.10	Class 24 Ethics . . . . .	5
2.10.1	Ethics of AI Use . . . . .	5
2.11	Appendix . . . . .	5
<b>3</b>	<b>William and Camille's Exercise Recommendations</b>	<b>5</b>
3.1	Roleplay . . . . .	5
3.1.1	Interactive trade or market entry game . . . . .	5
3.1.2	International crisis response simulation . . . . .	5
3.1.3	Final Project - International Expansion Case . . . . .	6
3.1.4	Notes & suggestions: . . . . .	6

## 1 Housekeeping

- William will meet with the Sauder Canvas assistant on Tuesday, August 5, 2025, to finalize course setup.

- He has updated the syllabus with key dates and incorporated feedback from Ilan.
- He removed the case studies that Ilan indicated were not of interest.
- A copy of the updated syllabus is available [here](#).

## 2 Slides

### 2.1 Class 1 Introduction

Possible additional reading on inequality and economic growth: [The Impact of Wealth Inequality on Economic Growth](#).

### 2.2 Class 2/3 Globalization and Slowbalization

Possible additional reading on slowbalization and political polarization: [Globalisation Backlash](#).

### 2.3 Class 4/5 Threats to globalaization and Gains and costs from trade

Additional reading on Trump's 30-Day Tariff Sprint: [Economist analyzes Trump's trade deals as tariff deadline approaches](#).

Additional reading on Liberation Day tariffs: [Liberation Day Tariffs Explained](#).

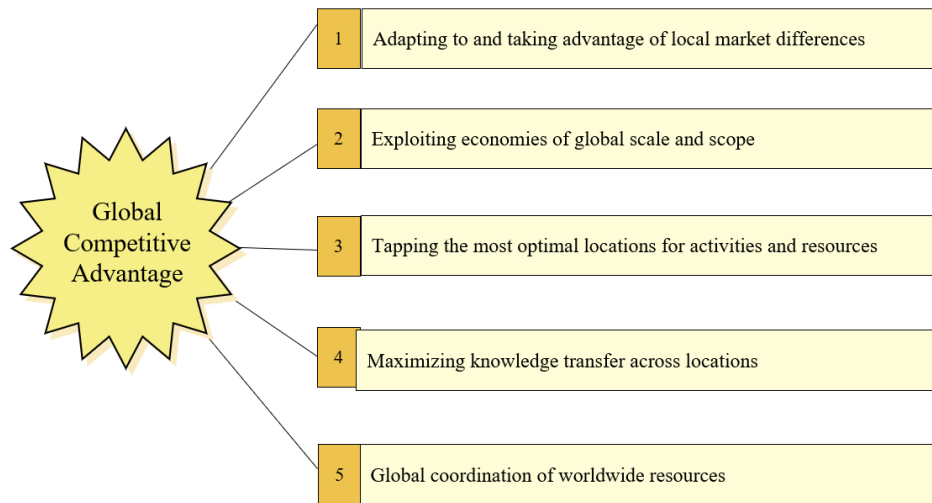
### 2.4 Class 6 Trade institutions

Additional reading on transshipment and tariff-circumvention strategies: [Trump US-Vietnam trade deal and China transshipments](#).

### 2.5 Class 8/9 Internatiliazation and location

- The shown graphic below can be updated to a more modern aesthetic

## SOURCES OF GLOBAL COMPETITIVE ADVANTAGE



Source : Govindarajan and Gupta (2001)

6

Figure 1: 2001 Graphic

- Star TV case study maybe to dated (1993)

### 2.5.1 Understanding Eastern Culture

#### 2.5.1.1 Ebay

- Possible more recent study: [How eBay failed in China](#)
- More analysis on eBay's China failure: [Why eBay failed in China – Taobao, Swift Guanxi](#)

#### 2.5.1.2 AirBNB

- [Airbnb in China before, during, and after COVID-19](#)
- [Airbnb's China exit: Strategic missteps in a complex market](#)

#### 2.5.1.3 Exercise

- Do a location grid exercise

### 2.6 Class 13/14 FDI and M&A

- The shown graphic below can be updated to a more modern aesthetic

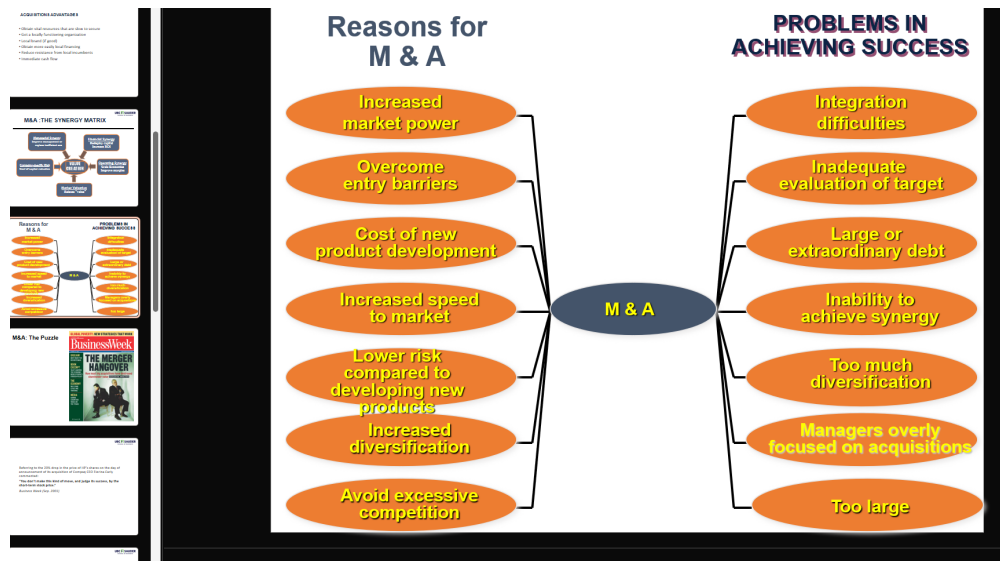


Figure 2: Updated Modern Graphic

- Discuss the Renault-Nissan joint venture: [Designing Durable Alliances: Lessons from Renault-Nissan](#).  
– [Another Source](#)

## 2.7 Class 11/12/16/17 Exporting, licensing, global and regional strategising, technological disruptions

- This exercise is acceptable. No further improvements are needed; it is a reasonable exercise.

## 2.8 Class 19 Political Risk

Discuss the geopolitics of AI chips and related supply withholding issues:

- [AI Chip Controls, Smuggling, and Geopolitics](#)
- [FT: AI Chip Export Controls](#)
- [Archived: AI Chip Geopolitics](#)

Discuss the politics of Didi's NYSE IPO and its aftermath:

- [Didi's Delisting from NYSE and Its Implications](#)
- [Atlantic Council: Lessons from the Didi IPO](#)

Recent ICE Raids:

- [Archived: ICE Raids](#)
- [Guardian: Trump Immigration Crackdown, Labor Shortages](#)

TikTok Politics:

- [National Security and the TikTok Ban](#)
- [AP News: TikTok Ban Timeline](#)

## 2.9 Class 21/22/23 Cross Cultural Management

- Revisit the Renault–Nissan joint venture case ([Class 13/14](#)).
- Discuss the role of religion in cross-cultural management practices.
- Offtopic but it is a interesting story about the Colonel and Japan baseball: [The Curse of the Colonel \(Cracked\)](#) and [HowStuffWorks: The Ridiculous History of the Curse of Colonel Sanders](#)
- [OpenAI in firm cultural clash](#)

## 2.10 Class 24 Ethics

### 2.10.1 Ethics of AI Use

- IP and AI [The Week article on AI fair use](#)
- Raytheon Ethics: [RTX agrees to more than \\$280 million in penalties to settle Qatar bribery & arms control violations](#)
- Glencore Ethics: [Inside the bribery scandal that's sweeping through the oil industry](#)
- OpenAI ethical disputes within companies: [OpenAI in firm cultural clash](#)
- Glencore Ethics: [Inside the bribery scandal that's sweeping through the oil industry](#)
- OpenAI ethical disputes within companies: [OpenAI in firm cultural clash](#)

## 2.11 Appendix

- [Details about Lawrence Jones Case](#)
- I will be meeting with Sauder Canvas assistant this coming tuesday to add myself to canvas.

# 3 William and Camille's Exercise Recomndataions

## 3.1 Roleplay

students have now learned about how firms act when engaging in IB; they should apply and test this knowledge in roleplay situations; professor evaluates how effective their choices are and whether this accurately reflects real decisions.

### 3.1.1 Interactive trade or market entry game

Turn international market analysis into a competitive activity where teams act as firms choosing where to expand. Each country option has different risk-reward profiles (tariffs, cultural barriers, supply chain complexity), and teams justify their choices. Makes theoretical frameworks more tangible. Acts as a low-stakes preliminary activity for final project - gets students acquainted with this, may assist them in ideation or execution of this project.

### 3.1.2 International crisis response simulation

Present a scenario involving a sudden geopolitical, economic, or health-related disruption. Students take on roles (e.g., regional director, risk analyst, COO) and collaborate to draft a real-time global adaptation strategy (encourages fast thinking and practical problem-solving).

### **3.1.3 Final Project - International Expansion Case**

Objective: Apply strategic analysis tools to identify and solve a company's core business challenges within an international context, resulting in a recommendation that addresses both firm-specific and global market dynamics

#### **3.1.4 Notes & suggestions:**

- Rubric could include section on presentation of case report (eg. visuals, organization of information, logical flow of report).
- Could include contingency analysis: missing a risk assessment and plan to mitigate potential challenges.
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