

SEMESTER AT SEA COURSE SYLLABUS
International Business
Spring 2012
COMM 3845

COURSE OVERVIEW

Spring 2012

Discipline: Business/Management

Course Title: COMM 3845 International Business

Division: Upper

Faculty Name: Margaret Takeda

Pre-requisites: Economics 100 Level

COURSE DESCRIPTION

This is an introductory course in international business. The basic content of the course includes (1) an overview of the means of conducting international business, with an emphasis on what makes international different from domestic; (2) the effects of the social systems within countries on the conduct of international business; (3) the major theories explaining international business transactions and the institutions influencing those activities; (4) the financial exchange systems and institutions that measure and facilitate international transactions; (5) the dynamic interface between countries and companies attempting to conduct foreign business activities; (6) corporate strategy alternatives for global operations; and (7) international activities that fall largely within functional disciplines.

This course is tailored for the unique needs of Semester at Sea students. Specifically, the required readings and assignments align with the semester calendar so that learning, testing, preparation for Faculty Directed Practicas and consequent evaluations fall in a logical and helpful sequence. Case assignments, Faculty Directed Practicas, and individual evaluations will be negotiated up front so a tailored lesson plan is created for each student, guiding them to optimize their study/living/learning experience on and off the ship.

Please keep in mind – this syllabus acts as an Agreement between me, the instructor, and you, the student, and as such means we both try to adhere to its requirements. However, given the fluid nature of the SAS program (no pun intended), this Agreement may need to be revised. In this case, I will consult the entire class and be as clear as possible as to suggested revisions or changes, their logic and importance, and how best to implement them.

Please consider bringing a separate hard drive with you for downloading from the ship and my library. You will build your own library for use in the future ... and it will be an incredible

resource!

COURSE OBJECTIVES

Course Objectives:

1. Understand the different challenges business face when they operate in an international environment;
2. Examine the various cultural, political and legal issues that impact international business activity;
3. Examine the international institutions and practices that impact international business;
4. Understand trade and investment theory, foreign exchange and the determination of foreign exchange rates;
5. Appreciate the interaction of business and government as they relate to international commerce;
6. Develop insight into the management implications of international business organization and operations.
7. Apply new understanding of international business theory and practice within experiential Faculty Directed Practicas, tailored case studies and in-class and out-of-class communication.

REQUIRED READING

TEXTBOOK:

AUTHOR: Hill, Charles W.

TITLE: *International Business: Competing in a Global Marketplace*

PUBLISHER: McGraw-Hill

ISBN #: 0078137195

DATE/EDITION: 8e, 2011

COST: \$139.00

COUNTRY REPORTS:

Mergent Online and Doing Business In (for all Countries)

REQUIRED DVD Viewing (provided onboard ship)

Hachi-Ko (Japanese version by K. Shindo) and **Hachi: a Dog's Tale** (US Version) or **Shall We Dansu?** (Japanese Version) and **Shall We Dance?** (Us Version)

Sou Meninos do Morumbi (Brazil)

Capitalism: A Love Story (M. Moore, US)

Koyaanisqatsi

Which BRAIN Do you Want? Or What the Bleep do we Know?

Going International

The Power of Vision

(All DVDs provided by instructor for viewing on CCTV onboard ship)

COURSE TOPICS:

- I. Introduction to International Business/ Global and Local
 - Globalization
 - National Differences in Political Economy
 - Differences in Culture
 - Ethics in International Business
- II. The Global Trade and Investment Environment
 - International Trade Theory
 - The Political Economy of International Trade
 - Foreign Direct Investment
 - The Political Economy of Foreign Direct Investment
 - Regional Economic Integration
- III. The Global Monetary System
 - The Foreign Exchange Market
 - The International Monetary System
- IV. The Operations of International Business
 - The Organization of International Business
 - Exporting, Importing and Countertrade
 - Global Production, Outsourcing and Logistics
 - Global Marketing and R&D
 - Global Human Resource Management
 - Accounting in International Business
 - Financial Management in International Business

COURSE SCHEDULE and TOPIC OVERVIEW (Revised Nov 1, 2011)

Part 1 of COURSE: Foundations of International Business

Section I: Introduction to International Business

Globalization, Culture and Ethics

Calendar A1-A3 / Faculty Directed Practica Brazil

In this introductory section, students will understand what is meant by the term globalization, become familiar with the main drivers of globalization, appreciate the changing nature of the global economy, understand the major arguments in the debate over the impact of globalization, and appreciate how the process of globalization is creating opportunities and challenges for business managers. Differences among country political environments, cultural differences and challenges they pose when entering a market and sustaining business growth for the longer term are explored, as well as ethical dilemmas faced by managers faced with balancing the needs of the company with the demands of their local operations.

Students will be eased into learning how to learn on and off the ship, how to remain focused, organized and committed to getting every last drop of learning from this experience. The Amazon jungle of Brazil, a perfect metaphor for richness, sustainability, growth, and complexity will provide the first sample of action learning for this course.

- A1 Welcome/Introduction to the Course (1/21)
Chapter 1: Globalization
DBI: Dominica

COUNTRY STOP: DOMINICA (Rousseau) Jan 23-24, 2012

- A2 Chapter 2: National Differences in Political Economy (1/25)
Chapter 3: Differences in Culture
DBI AND MO: Brazil

(Reading Day)

- A3 Chapter 4: Ethics in International Business (1/28)
Case Management, Field Project Management, Etc.
Overview Brazil Economy and the BRICS

(BRAZIL DAY)

COUNTRY STOP: BRAZIL (Manaus) Jan 31 – Feb 3, 2012

Faculty Directed Practica: Brazil

MNS12 DAFRA MOTOS BRASIL (1300-1700) Minimum 16/Maximum 45 (PRICE: \$57)

[FDP: TAKEDA & MORTON]

Students will get a rare glimpse of a young company that has “gone global” in a very short amount of time. Since 2009, DAFRA has established global strategic partnerships with major international motorcycle manufacturers such as BMW, Motorrad, Haojue, SYM and TVS Motor Company.

These companies have extremely important characteristics in common, such as product quality, technological superiority in terms of designs and manufacturing processes,

excellence in development and extensive experience in the two-wheel sector. Haojue and TVS are among the world leaders in motorcycle production and sales, while BMW is internationally renowned for its premium products and high technological level and SYM has a strong presence in key markets such as Asia, Europe and the United States. Dafra has leveraged these relationships to create a firm that absorbs the best of technological know-how, management expertise and operational effectiveness to have become an emerging market success story in Brazil and the surrounding region.

Students will meet the president and founder of Dafra Motos, tour the plant, experience an interactive presentation about the company's history, current operation, strategic plans and challenges in the global economy. A few surprises are planned for some fun, interactive learning involved various company products.

MNS41 MERCANTILE NOVA ERA – GLOBAL DISTRIBUTOR (1100-1500)
Minimum 20/Maximum 45 (PRICE: \$57)
[FDP: TAKEDA]

This Field Visit provides students with a learning experience designed to challenge their pre-conceived notion of what constitutes a “distribution center”. Typically this concept brings to mind an old fashioned building with long conveyor belts and bored workers. This field visit will open their eyes to the future, a multinational venture bringing together the latest technology, top minds, and energetic managers creating a state-of-the-art system designed to meet the rapidly growing appetite for high quality, high technology goods in the emerging world.

Students will be treated to a presentation, tour and question/answer session with the CEO and management of an entrepreneurial global assembly and distribution company – designed by a multinational team of experts to serve the rapidly changing needs of a fast growing “emerging” market – Brazil. The company serves a long list of high profile clients including Toshiba, Panasonic, Unilever and others.

Section II: Global Trade and Investment Environment

Calendar A4 - A7 / Country: Ghana

Students will understand why nations trade with each other, become familiar with the different theories explaining trade flows between nations, understand why many economists believe that unrestricted free trade between nations will raise the economic welfare of countries that participate in a free trade system, be familiar with the arguments of those who maintain that government can play a proactive role in promoting national competitive advantage in certain industries, and understand the important implications that international trade theory holds for business practice.

Students will be challenged to question past assumptions, discover their own biases about business and trade, and seek alternative business models that solve decades old trade dilemmas.

- A4 Chapter 5: International Trade Theory (2/4)
DBI AND MO: Ghana
- A5 Chapter 6: The Political Economy of International Trade (2/6)
- A6 Chapter 7: Foreign Direct Investment (2/9)
- A7 Chapter 9: Regional Economic Integration (2/11)

Overview Ghana Business Environment

Country Stop: GHANA (Tema) Feb 13 – 17, 2012

FDP - GHANA

ACR51 BAMBOOSERO BICYCLE COMPANY TOUR (0800-1200) Minimum
15/Maximum

20 (PRICE: TBA)

[FDP: MORTON & TAKEDA]

This is a rare opportunity to meet one of the world's most talented and successful bicycle designers and see how he is changing the game with his bamboo-made high- end bikes. Students will meet Craig, hear his story, meet his employees and tour the Bamboosero operation. They will see how a sustainable, local and green business is built from vision into daily reality. Craig Calfee, a frame designer who has built bikes for Greg Lemond and other professional racers, founded Bamboosero with the idea that teaching a person to build bikes is a long-term solution that can have a lasting impact.

The use of bamboo makes this possible. Bamboo grows in most of the developing world, making it far easier to supply a bike builder with raw materials. Its use in making bikes also makes a common resource more valuable. Much better than mining or cutting down the forest. Oh...and it rides like a dream!

Section III: Global Monetary System

Calendar A8 – A10 / South Africa

In this section, students will become familiar with the historical development of the modern global monetary system, be able to describe the role played by the World Bank and the IMF in the international monetary system, be familiar with the differences between a fixed and a floating exchange rate system, learn what exchange rate systems are used in the world today and why countries adopt different exchange rate regimes, understand the debate surrounding the role of the IMF in the management of financial crises, and appreciate the implications of the global monetary system for currency management and business strategy.

Students are challenged in class and through Faculty Directed Practicas to dig deeper when analyzing the global financial system and its impact in different country contexts. Learning will focus on not only understanding what went wrong in the global monetary system, but what went right, and discover alternative approaches to building a more sustainable system.

- A8 Chapter 10: The Foreign Exchange Market (2/18)
DBI AND MO: South Africa
- A9 Chapter 11: The International Monetary System (2/20)
Overview South Africa Trade and Business History
Exam Review

A10 MIDTERM EXAM

COUNTRY STOP: SOUTH AFRICA (Capetown) Feb 24-29, 2012

PART 2 of COURSE: The Operations of International Business

In this final section students turn their attention to the functional side of international business. First, they learn about various structural approaches to managing operations around the globe. Next, they understand the process of internationalization through exporting, importing, franchising, etc. Finally, they address each functional area of business in the international context, namely: production, outsourcing, logistics, marketing, human resource management, accounting, and global financing.

Throughout this action packed finale to the course, students are challenged to apply onboard learning to off-board experience, to “feel” whether or not what is thought to be true in the business world classroom is what is happening on the ground in the business world reality. Critical thinking, challenging assumptions and relying on past weeks of hands on experience will allow students to step into their new role as global citizens and grow into future global leaders.

Section IV: The Structure of International Business

Calendar A11 – A14 / India

- A11 Chapter 12: Strategies of International Business (3/2)
DBI AND MO: India
- A12 Chapter 13: The Organization of International Business (3/4)
- A13 Chapter 14: Entry Strategies in Emerging Markets (3/7)

Neptune Day

- A14 Chapter 15: Exporting, Importing and Countertrade (3/10)
Overview INDIA

COUNTRY STOP: INDIA (Chennai) Mar 12 – 17, 2012

- A15 Chapter 16: Global Production, Outsourcing and Logistics (3/19)
DBI AND MO: Singapore
Overview SINGAPORE

COUNTRY STOP – SINGAPORE March 22, 2012

- A16 Chapter 17: Global Marketing and R&D (3/23)
DBI AND MO: Vietnam
Overview VIETNAM

COUNTRY STOP: VIETNAM (3/25 – 3/30)

Faculty Directed Practica - VIETNAM (Ho Chi Minh)

HCM17 ICP GROUP – COMPANY TALK AND TOUR (0800-1200) Minimum
25/Maximum 45 (PRICE: \$19)
[FDP: TAKEDA]

The ICP Group represents a true success story of growing a business from a vision through to reality. Mr. Phan Quoc Cong, founder of ICP, started out with the idea that the Vietnamese market needed a local presence in the personal care market—so he set out to create a business that relied on sound management principles, ethical leadership, a positive corporate culture and a focus on sustainability. Today the ICP Group boasts more brands than any other firm in the industry. We will meet Mr. Cong, learn his ideas about the secrets of making business really work in his country, region and the world. Then we will get to see firsthand how the employees, working with a common vision and purpose in mind, create the products that are so popular throughout the region.

Students will be transported from the ship to the ICP Headquarters for a presentation by Mr. Cong, president of ICP. The presentation will be followed by a tour of the facilities and close with a question and answer session. Students will have the opportunity to apply their in class learning by seeking to understand how the ICP group follows prescribed norms of business behavior as well as how it uniquely manages within its own business culture.

- A17 Chapter 18: Global Human Resource Management (3/30)
DBI AND MO: China
Overview Hong Kong and Shanghai, CHINA

COUNTRY STOP: CHINA (Hong Kong) April 1-2, 2012

Faculty Directed Practica - Hong Kong / ROC

HKG08 GLOBAL BUSINESS DEVELOPMENT COMMUNITIES OF THE FUTURE
(1230- 1600) Minimum 15/Maximum 20 (PRICE: \$72)

[FDP: TAKEDA]

Mr. Andrew Jessop will lead a presentation and discussion about the new Future Community Model of Development in Hong Kong that brings together business, educators, civil servants, civic leaders and community members to design, build and enact Communities of the Future. Mr. Jessop is a specialist in business planning and strategic development. He will take students on a tour of Hong Kong Future Communities and cap off the visit with a local meal.

This FDP will allow students to understand and experience how globalization impacts communities. Hong Kong is a business community, city and global hub all wrapped into one. The city planners and business people of Hong Kong understand that they lead the way for other major cities in designing communities that are sustainable and invest in the local culture while growing outward into the global marketplace. Students will have a unique experience on this trip and a rare opportunity to learn about the business significance of Hong Kong from a specialist who plays an important role in planning the city's future.

COUNTRY STOP: CHINA (Shanghai) April 5-7, 2012

Faculty Directed Practica – Shanghai, PROC

SHA76 SHANGHAI ECONOMIC STRATEGY TOUR AND AUTHENTIC CHINESE BUSINESS LUNCH (1000-1400) Minimum 15/Maximum 20 (PRICE: \$59)

[FDP: TAKEDA]

Keith Barr is a longtime resident of China who has been at the center of city, region and growth planning in the multi-billion dollar leisure industry (tourism, hotels, retail, city planning, events planning, etc). He has graciously accepted our invitation to host a small number of students (twenty) for a talk, walking tour and traditional “business” lunch in the heart of the bustling business section of Shanghai—Pudong. Students will learn how the city, region and country have undergone rapid transformation and how Shanghai has positioned itself as a major global hub of the future. They will explore topics such as infrastructure investment, global strategic planning, industrial policy and others. Students will participate in an interactive presentation by Mr. Barr, convene to a walking tour of the business district and complete the FDP with an open dialogue session conducted over a traditional Chinese Business Lunch.

- A18 Chapter 19: Accounting in International Business (4/8)
Chapter 20: Financial Management in International Business (4/8)
DBI AND MO: Japan
Overview Japanese Management Systems

COUNTRY STOP: JAPAN (Kobe, Yokohama) April 10-14, 2012

Faculty Directed Practica – JAPAN, Osaka

KOB01 JETRO OSAKA (1200-1700) Minimum 20/Maximum 20 (PRICE: \$119)

[FDP: TAKEDA]

The purpose of this visit is to educate students about JETRO, the role of industrial policy, economic planning and national strategy on the globalization of Japanese firms. JETRO has a unique history as an organization that ensured the rapid and sustained growth of Japanese firms throughout Asia and the world. It is an organization that re-invents itself in order to provide the support that Japanese firms need to remain competitive no matter what challenges the global economic and competitive environment presents.

Students will learn from JETRO experts about how in Osaka and in Japan more broadly, JETRO promotes trade with foreign markets into and out of Japan. They will learn about economic growth strategies, cutting-edge research on global competitiveness, some of the latest trends, including robotics, and integrated international strategic “special” zones.

(ASIA REFLECTION)

A19 Faculty Directed Practica Presentations (4/16)

A20 Faculty Directed Practica Presentations (4/18)

A21 Faculty Directed Practica Presentations (4/20)

A22 Faculty Directed Practica Presentations / Part II Review (4/22)

(READING DAY)

(STUDY DAY/Global Studies EXAM)

COUNTRY STOP: UNITED STATES/HAWAII

No Faculty Directed Practica

(STUDY DAY)

A23 FINAL EXAM (4/27)

(REFLECTION/RE-ENTRY)

(PACKING/CONVOCATION)

ARRIVE SAN DIEGO

Reading Assignments – Due Dates Schedule

READING ASSIGNMENT

DUE DATE (Before Class)

Chapter 1: Globalization	1/21	1/21
DBI AND MO: Dominica		
Chapter 2: National Differences in Political Economy	1/25	
DBI AND MO: Brazil		
Chapter 3: Differences in Culture	1/25	
Chapter 4: Ethics in International Business	1/28	
Chapter 5: International Trade Theory	2/4	
DBI AND MO Ghana		
Chapter 6: The Political Economy of International Trade	2/6	
Chapter 7: Foreign Direct Investment	2/9	
Chapter 8: The Political Economy of Foreign Direct Investment	2/9	
Chapter 9: Regional Economic Integration	2/11	
Chapter 10: The Foreign Exchange Market	2/18	
DBI AND MO South Africa		
Chapter 11: The International Monetary System	2/20	
Chapter 12: The Strategy of International Business	3/2	
DBI AND MO India		
Chapter 13: The Organization of International Business	3/4	
Chapter 14: Entry Strategy and Strategic Alliances	3/7	
Chapter 15: Exporting, Importing and Countertrade	3/10	
Chapter 16: Global Production, Outsourcing and Logistics	3/19	
DBI AND MO Singapore		
Chapter 17: Global Marketing and R&D	3/23	
DBI AND MO Vietnam		
Chapter 18: Global Human Resource Management	3/30	
DBI AND MO China		
Chapter 19: Accounting in International Business	4/8	
DBI AND MO Japan		
Chapter 20: Financial Management in International Business	4/8	

COURSE EVALUATION

METHODS OF EVALUATION:

Assignment Type	Course Points	% Total Grade
Quizzes (5@ 20 points)	100	10%
Case Preparation/Class Participation	200	20%
Faculty Directed Practica	200	20%
MidTerm Exam	200	20%
Final Exam	<u>300</u>	<u>30%</u>
TOTAL	1000	100%

Students will be expected to attend all classes. Written excuses must be submitted prior to class for consideration of an excused absence. In class participation includes coming prepared to class having done the assigned reading prior to class, having all assignments completed and ready before class time, asking thoughtful and relevant questions and giving thoughtful and relevant ideas in class is rewarded, anything else is subject to a negative rating. Cases will be assigned in part based upon class interest. The Mid-Term Exam and Final Exam both include multiple choice, short answer, long answer and essay type questions. The Final Exam is non-cumulative (covers only the second half of the course).

FACULTY DIRECTED PRACTICA - OPTIONS

FACULTY DIRECTED PRACTICA (FDP)

FDPs make up 20% of your course grade. **You must complete 2 Field Directed Practica approved in advance by me in order to receive 20% credit toward your final grade.**

I was required to schedule the FDPs on the first (or in some cases, last) days in port. I tried to schedule FDPs to 3-5 hours, in order to allow time for other activities. Most FDPs will include a trip to a factory, office or place of business, so proper business casual attire is desired. Details of these assignments, advice about procedures, and how grades are awarded will be given in class before we reach Brazil. Please speak with me if you have questions or concerns.

In order to receive full credit for your FDP, you must complete a summary of your findings via one of three methods; individual written, individual presentation, or group written & presentation type (this is not 2X the work, it is a combination of part written, part presented). Please understand that group assignments are not “easier” because there are more people involved to share the burden. Groups must be kept to 5 people maximum and must show strong and clear evidence of individual contribution.

Each FDP will have its own unique *Country Profile Survey* - an organized set of questions designed to integrate the reading from the course with the Country being visited. The CPS is the analytical foundation for your report or presentation. You should begin to consider your plans for FDP early so you can choose your group, receive your CPS and begin preparing for your trip.

FDP Reporting Types:

1. Individual assignment with written report.
2. Group Assignment with group report (individual contribution must be obvious and peer performance ratings will be used to ensure fairness)
3. Group Assignment with group presentation (individual contribution must be obvious and peer performance ratings will be used to ensure fairness).

Each FDP is worth 10% of your grade. I encourage you to talk with me as soon as you have reviewed all the FDPs and together we will create a bespoke study plan for you.

EXTRA FDP OPTION

In order to encourage more FDPs, I will allow 1 Faculty Directed Practica Grade to substitute for Quiz Grades (10% of the grade). More details will be given on the first day of class.

Please Note: Any student who fails to complete this course's required faculty directed practica, either as stipulated on this syllabus or, if that is for some reason impossible, as worked out in advance with the instructor, may fail the course regardless of her or his performance in the rest of the course.

RESOURCES

Prior to Leaving – If you want to download files or reports:

www.wsj.com
www.ft.com
www.globaleedge.msu.edu
www.cia.gov
<http://www.doingbusiness.org/>

On the Ship Via the Library:

Students will be expected to use business periodicals provided by the library in order to research current events in business relating to the countries they will visit, especially for research on the countries they choose for their Faculty Directed Practica. Websites, which are highly recommended, include:

- **Business Source Complete** is a large database covering topics such as marketing, management, accounting, finance and economics. It includes financial data, case studies, market, industry, and country research.
- **Factiva** includes company and business information from Dow Jones in addition to articles from 6,000+ newspapers and magazines.
- For company information, there are several good sources:
 - **Mergent Online** has reports on over 35,000 current and former publicly traded companies from all over the world, including annual reports, and historical stock prices.

- [LexisNexis Academic](#) also includes company profiles, under the “Companies” heading on the main search screen.
- [Plunkett Research Online](#) features profiles of selected industries, with reports on individual companies in those industries.
- [OECD iLibrary](#) includes economic statistics and data – primarily for OECD countries, but for some developing countries too.

Additional Resources – May or May Not be Available on the Ship

The following are source of information about what it's like for a U.S. company to do business in a particular foreign country. Some of these will be available through the library. I will bring others. ALL DBI AND MO reports in the syllabus are REQUIRED reading. *I suggest downloading as much as you can prior to the voyage. I will do the same (I am bringing a 1 TB hard drive loaded to the gills).*

- (a) The World Bank's [Doing Business Project](#).
- (b) The PriceWaterhouseCoopers "Doing Business in _____" series.
- (c) The free Deloitte [International Tax and Business Guides](#).
- (d) The looseleafs *Doing Business in Europe* or *Doing Business in Asia*, if applicable.
- (e) U.S. State Department's [Background Notes](#), plus information on [traveling and living abroad](#).
- (f) The *Statesman's Yearbook* provides basic background information about a country.
- (g) The Martindale-Hubbell Law Digest for that country provides a summary of the country's laws.
- (h) The CIA's [World Factbook](#), which provides general information on individual countries.
- (i) The IMF's economic data for individual countries in its annual report (www.imf.org) -- although this information is generally two to three years old.
- (j) The U.S. Export-Import Bank's Internet site (www.exim.gov).
- (k) The International Trade Administration export-import data, presented by region and industry (www.ita.doc.gov).

- (l) The Economist Intelligence Unit's Market Research databases, for European and Asian countries, available from the [EIU](#), [Lexis](#) (WORLD library) and [Dialog](#) (File 768).
- (m) Investext reports and other analyst reports on the economic prospects of the country in question (see "Analyst Reports.")
- (n) A Dun & Bradstreet report on the country would give you a good idea of the national government's financial situation.
- (o) Follow the links in the "Countries" section of [FDI^{net}](#).
- (p) Foreign news databases (e.g., on [Lexis](#), [Westlaw](#), [Dialog](#) and/or [Factiva](#)), which can provide information about the country's economy, major businesses moving into and out of the country, the government's business attitudes toward business, etc.
- (q) The "Business Operations in _____" series in the [BNA Foreign Income](#) tax portfolios.
- (r) The Matthew Bender and Lex Mundi "[Doing Business in](#)" guides available on [Lexis](#).
- (s) The "Doing Business in ..." guides by [Baker & McKenzie](#) (type "Doing business in" into the site's search box).
- (t) If relevant, see the special sources for information on offshore businesses, below.

Special Subjects

Business Etiquette and Local Customs: A number of books discuss business etiquette and local customs in multiple countries (e.g., *Kiss, Bow and Shake Hands*), while some focus on individual countries (e.g., *Chinese Business Etiquette*). Generally, I think the fewer the countries the better, and I would recommend checking the reader reviews on [Amazon](#) before relying on any of these books.

I haven't used the site, but I have read that the subscription-based [Global Road Warrior](#) is a reliable source for information about business etiquette and local customs in foreign countries.

Corporations: To get materials on how to set up / dissolve / etc. a foreign corporation, call [CSC](#) (800-221-0770), [CT](#) and/or Thomson Research Services (800-874-4337).

Offshore Businesses and Tax Havens: Reliable country-by-country information on "offshore jurisdictions" a/k/a "tax havens" in *Tax Havens of the World* (Matthew Bender) and *Langer on Practical International Tax Planning* (PLI). *Tax Havens* is available on [Lexis](#) (2NDARY;TAXHAV), and *Langer* is available on [Westlaw](#) (PLIREF-INTXTP). Also useful: *Foreign Tax and Trade Briefs* (Matthew Bender), which is also available on Lexis

(2NDARY;FORTAX).

The [Trident Trust](#) company posts an overview of the business climate in key offshore countries. [KYC News](#) (formerly Offshore Business News & Research) sells information on incorporations civil lawsuits, bank & insurance licenses (granted or revoked), companies liquidated & more from the Cayman Islands, Bermuda & the Bahamas (with more hopefully coming soon). The corporate laws of most "offshore" countries are published in *Commercial Laws of the World*, now part of RIA's World Wide Tax Law Service, available by subscription through [Checkpoint](#).

[Appleby](#) is a leading Offshore law firm. Their [publications](#) discuss leading offshore practice areas and jurisdictions.

U.S. Companies Doing Business Abroad: You can look up U.S. companies doing business abroad in [American Firms Operating in Foreign Countries](#) (also available in print), the *Directory of Corporate Affiliations* and Dun & Bradstreet. You could also try contacting the relevant U.S. embassy, chamber of commerce, Foreign country's trade agency, etc.