

**H-E-B School of Business and Administration
University of the Incarnate Word**

**Cross Border Business Small Business Forum BINT 4360/6399 Syllabus
Syllabus – Spring 2020 – January 11 to May 8 2020**

Class time **Mondays: 18:30pm – 21:15pm, GB 116**

Instructor:	Dr. Adesegun Oyedele
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Office Hours:	Tues. 11:50am to 1:50pm. Thurs. 11:50am to 1:50pm or by appointment
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Prerequisites:	None

Course Description

The goal of the course is to develop strategies and tactics in planning supply chain management in a cross-border context with specific reference to innovating cross border supply chain business models between the U.S., Mexico and Canada. Students will learn how to assess and innovate cross-border supply chain business models. Students will learn about supply chain models and cross-border supply chain business model choices. Students will have the opportunity to gain real world experience by visiting the processing plants of firms in the Bajio region in Mexico whose operations are highly integrated with global supply chain and value chain inside the NAFTA/USMCA trading bloc. Students will have the opportunity to consult with a real world small mid-sized business engaged in cross-border supply chain management or analyze a firm's cross-border supply chain and innovate a new supply model. Students will learn how to innovate a new supply chain business model by capitalizing on new opportunities, leveraging technology, new processes, and emerging conditions associated with contemporary business models (e.g., sharing models, virtual collaboration networks, cooperative networks, integrated networks, global strategic partners etc.). ***The course is heavily weighted towards innovating cross-border chain business model between the U.S. and Mexico.***

Learning Objectives- Upon successful completion of this course, students will be able to:

- Evaluate and innovate cross-border supply chain opportunities & business models- **Assessment:** By hands on experiential project
- Apply design thinking processes to assess problems and opportunities for innovating cross-border supply chain business models- **Assessment:** By business research presentations and hands on experiential project
- Research information required to innovate a new cross border supply chain business model
- Recognize cultural nuances and apply intercultural competence skills in an international business setting (see Figure 1). **Assessment:** By business research presentations and hands on experiential project

The above objectives will be achieved through a variety of teaching approaches including lectures, videos, case study discussion, student groups & individual projects, in-class activities, guest speakers, student presentations and **student participation in a short-term study abroad program**

Course Materials: There is no required text for this class. We will use lecture notes, selected reports, articles, cases and online database resources

Readings - Selected Articles/Reports

Title, Topics, Theme	References, sources & link, URL
1. Supply chain models & trends	
*Perez (2013) Supply Chain Strategies & Types of Supply Chain Models – Which One Hit the Mark- Click link	Click link
*Frietzen et al (2014) Is your Supply Chain Operating Model Right for You?	Click link
*Arora et al (2017) Forces to Watch in Trucking and Rail Freight	Click link
2. Cross-border business-U.S.-Mexico	
<i>a. NAFTA/USMCA</i>	
Here is what you need to know about the USMCA agreement – Yahoo finance	Click link
What is new in US-Mexico Canada Trade Deal?	Click link
UNITED STATES–MEXICO–CANADA TRADE FACT SHEET Modernizing NAFTA into a 21st Century Trade Agreement	Click link
USMCA: Who are the winners and loser	Click link
Food and Beverage Market Entry Handbook – Mexico. Read pp29 to 37 (Overview of the Food and Beverage Market and Demand for Imported Products)	Click link
Inside Mexico’s Processed Food Industry	Click link
*Mexico: Food Processing Ingredient 2019	Click link
<i>b. Cross Border Supply Chain Dynamics- U.S-Mexico Border</i>	
Fox et al (2003) Measuring Border Crossing Costs and their Impact on Trade Flows: The United States-Mexican Trucking Case- In this article you need to adapt Haralambides, Londoño-Kent cost table linked to Figures 1-3 on pp.14-16 to complete assignment # 9.	Click Link
*Cedillo-Campos, M.G., Sánchez-Ramírez, C., Vadali, S., Villa, J.C. and Menezes, M.B., 2014. Supply chain dynamics and the “cross-border effect”: The US–Mexican border’s case. <i>Computers & Industrial Engineering</i> , 72, pp.261-273	
*Molina (2014) The US-Mexico commercial border crossing process	Click link
3. Supply chain digitization, performance evaluation & sustainability	
Digitization of Supply Chain – Mckinsey Article- Combining digital applications with operational changes helps yield significant performance improvements that stand the test of time	Click link or search for title on google
Karlsson et al (2017) My Supply Chain is Better Than Yours	Click link or search title in google

Evaluation Criteria: There are no makeup assignment. Assignment documents are posted on **Black board**. Completion of course assignments and class attendance are mandatory. Late assignments will receive no points. All assignments, problems and projects are to be submitted as a typed report with a front cover/title page identifying the problem, course, section and name of student. **I will deduct points from your work if you do not follow the guidelines provided.** The final grade numerical score is determined from completing the following assignment

Grading Policy:	Points	Percent undergrad	Percent grad
Individual 1- PowerPoint presentation - Research Mexico's history, economy, government & culture	10	3%	3%
Individual 2- PowerPoint presentation- Research business opportunities in the Bajio region in Mexico	10	3%	3%
Individual 3- One Page analysis and summary of online articles- USMCA Trade Fact Sheet Modernizing NAFTA into 21 st Century Trade Agreement; Here is what you need to know about USMCA	10	3%	3%
Individual 4 – One page summary - Perez (2013) Supply Chain Strategies & Types of Supply Chain Models – Which One Hit the Mark	10	3%	5%
Individual 5- One page summary of Chapter 3 - Overview of Mexico's Food and Beverage Market Demand for Imports (pp.29-37) Published in the Euromonitor report titled: The Food and Beverage Market Entry Handbook – Mexico	20	6%	3%
Individual 6 One page summary - Mexico: Food Processing Ingredient 2019 Report	10	3%	3%
Individual 7- PowerPoint Presentation - Preliminary presentation of 2-slide reflection on a potential/exploratory idea of a business opportunity that you want to explore inbound or outbound to US-Guanajuato	15	5%	4%
Individual 8 – One and half Page Case Analysis of Cedillo-Campos et al's (2014) Article/case: Supply chain dynamics and the “cross-border effect”: The US–Mexican border's case	20	6%	5%
Individual 9 or Group – Create and present a preliminary simple excel file showing cross border cost scenario for your proposed business idea by adapting Haralambides, Londoño-Kent cost table linked to figures 1-3, pp.14-16 contained in the required reading. The required Reading is: Fox et al (2003) Measuring Border Crossing Costs and their Impact on Trade Flows: The United States-Mexican Trucking Case Click Link	20	6%	5%
Individual 10 or Group - PowerPoint 4-5 slides presentation of final refined idea to explore inbound or outbound inbound or outbound to US-Guanajuato.	30	10%	8%
Individual 11- Powerpoint Presentation of slides showing documentation of your efforts to develop intercultural competence skills before, during and after the study abroad experience. For this project, you must use video and pictures to capture your experiences (See sample list of intercultural competence activities in Figure 1.)	100	32%	27%
Individual Participation- In-class discussion, group activities, attendance, presentations, guest speaker summary notes, Visits to local companies	60	19%	16%
Total – Undergraduate	315	100%	
Graduate Student Extra - Research Paper	50		14%
Total – Graduate	365		100%

Anticipated Grading Scale:

90% ---- 100%	A	
80% ---- 89%	B	
70% ---- 79%	C	
60% ---- 69%	D	
Below 60%	F	

Knowledge Topics

1. Mexico's history, economy, government and culture
2. Bajio region business opportunities and culture
3. Global supply chain- Integration into GSC, reshoring, horizontal supply chain
4. Supply chain business models
5. Cross-border Business-U.S.-Mexico
6. NAFTA & USMCA effect on Cross-border supply chain emphasis on U.S.-Mexico Trade
7. Business opportunity assessment from observation during excursion to Bajio region in Mexico
8. Cross border supply chain performance
9. Cross border supply chain landing cost estimate
10. Cross border supply chain digitization
11. Cross border supply chain design and innovation

Active Learning/Experiential/Real World Project

1. **Cross border, supply analysis for potential new business venture-** PowerPoint presentation of the analysis is required in the final week of the class.
2. Market analysis – collect, analyze, synthesize and interpret primary and secondary market research data working with a real world client.

Important Course Themes

Intercultural competence, Communication, Global, Critical Thinking, Ethics, & Sustainability

Course Assignments

Students will complete 11 assignments for this course. The assignment document available on blackboard contains the detailed instructions for completing these assignments. The due dates of these assignments are listed in the class schedule presented at the end of this syllabus. **Printed copies** of assignments should be submitted before the due date or on the due date at beginning of class. All assignments classified as late submissions will receive no points.

Important Note: For team projects, team members will evaluate their peers at the end of the semester. Anyone receiving an average of less than 70 points (70%) from their group will receive a lower grade on the project than the group, depending on their “average evaluation” (review peer evaluation rubric in the assignment document).

This will normally lower the student's grade in the course. THERE WILL BE NO NEGOTIATION OF GROUP EVALUATIONS ONCE EVALUATIONS ARE TURNED IN AND GROUP MEMBERS MAY NOT CHANGE THEIR EVALUATIONS ONCE THEY ARE TURNED IN

Attendance Policy

At the beginning of every class session, the instructor will conduct a roll call or take attendance. You need to be in class on time. For this course, class tardiness include - showing up late to class, leaving the classroom for extended periods and leaving class early. TWO TARDIES EQUALS ONE ABSENCE. Students are expected to attend each scheduled class. Missing four or more class sessions will drop your final grade for the course by one letter grade. Missing eight or more class sessions will result in automatic failure of the course, regardless of the reason for the absence.

Although I appreciate notification of a class absence, understand that telling me you will be absent does not necessarily mean that your absence does not "count." Having tests, projects, papers, etc. in other classes is not a valid reason for class absence. **The only exceptions to this policy are students who may be participating in sports or academic competitions recognized by the university and only for the day(s) of competition.**

Participation & Class Etiquette

- In-class participation point is evaluated and earned using the following criteria:
 - **Students must be present in class to earn participation points- No exceptions to this policy**
 - Students are expected to prepare themselves for each class session by completing the required readings and cases
 - Students must come to class prepared to discuss the assigned cases for the day
 - Students must contribute to the class discussion based on the facts of the case or discussion questions
 - Students are expected to respect each other’s point of view and voluntarily contribute to the class discussion
 - Students are not allowed to engage in any of the following activities during classes: Surfing the Internet or checking emails, playing computer games, and sending text messages.
 - If you bring your cell phone to class, you are expected to turn off your cell phone
 - ***Students will earn zero participation points if they fail to comply with all of the criteria outlined above**

Tentative Course Schedule & Class Activities

Dates	Topics	Reading Materials	Assignments & Activities Due
Jan 11	Course introduction	<p>Workshop 1 Topic- Cultural immersion – History of Guanajuato and the indigenous Community in Guanajuato</p> <p>Required Reading Soto, R. C., & Macías, D. V. From Communities to the Cities: Reasons Why Indigenous People Migrate and Settle in Guanajuato, Mexico Perla Shiomara Del Carpio Ovando. http://www.houstonculture.org/mexico/guanajuato.html https://indigenousemexico.org/guanajuato/ https://www.history.com/topics/mexico/guanajuato</p> <p>*Proposed Guest Speaker from Integrantes Consejo Estatal Indigena (e.g., Presidenta- Ma. Cirila Gallegos Gallegos) Individual Voluntary Bonus Assignment (10 points) Read the information contained in the required readings provided for this assignment and scour the internet specifically using google-Mexico search engine to research the history and the needs of the indigenous community in Guanajuato Mexico</p>	<p>“Student Information” due</p> <p>Individual Voluntary Bonus Assignment due</p>

Dates	Topics	Reading Materials	Assignments & Activities Due
		<p>Prepare and submit a 5-slide PowerPoint presentation. Use the last slide on your presentation to reflect on your findings and present one or two discussion questions. Prepare to present and discuss your findings during our regular class session</p> <p>Key outcomes</p> <ol style="list-style-type: none"> 1. Understand the history of the indigenous community in Guanajuato, Mexico 2. Develop knowledge about the needs of the indigenous community and indigenous producers of artisan goods in Guanajuato 	
Jan 18	Dr. Martin Luther King, Jr. Holiday. No classes.		
Jan 25		<p>Workshop 2 Topic – Institutional Interaction Theories, and the Business Model Canvas for Cross Border Startups * <u>Framework for Startups and SMEs Strategies in Emerging Markets</u> Required Reading-one Oyedele, A., & Firat, F. (2019). Institutions, small local firms' strategies, and global alliances in sub-Saharan Africa emerging markets. <i>International Marketing Review</i>. Preparation Questions –</p> <ol style="list-style-type: none"> 1) Explain North's (1990, 2005) definition of institutions 2) What are theories that explains startups/small firms' responses to institutional interactions and internationalization strategies? 3) Explain – Network theory, matching theory, resource dependence theory 4) What are the conditions of institutional complexities in emerging markets? 5) What strategies do startups/small firms employ to overcome institutional complexities? 6) What are the elements of the amoeboid strategic initiatives employed by startups/small firms in emerging markets? <p>* <u>Business Model Canvas for Cross Border Startups</u> Required Reading-two Oyedele, A. (2016). Emerging market global business model innovation. <i>Journal of Research in Marketing and Entrepreneurship</i>. Required Reading-Three Instructors – Lecture notes Preparation Questions –</p> <ol style="list-style-type: none"> 1) Definition of startups, types of innovation 	<p>Individual Assignment # 1 due</p>

Dates	Topics	Reading Materials	Assignments & Activities Due
		<p>2) What factors drive startups to cross border</p> <p>2) Describe the nine elements of Osterwalder’s business model canvas</p> <p>3) Compare and contrast the differences between Osterwalder’s business model canvas and Oyedele’s global business model canvas</p> <p><u>Required Reading-one</u></p> <p>Preparation Questions –</p> <ol style="list-style-type: none"> 2) Explain North’s (1990, 2005) definition of institutions 3) What are theories that explains startups/small firms’ responses to institutional interactions and internationalization strategies? 4) Explain – Network theory, matching theory, resource dependence theory 5) What are the conditions of institutional complexities in emerging markets? 6) What strategies do startups/small firms employ to overcome institutional complexities? 7) What are the elements of the amoeboid strategic initiatives employed by startups/small firms in emerging markets? <p>Brief - Individual Assignment# 1</p> <p>Using the information contained in the article titled: Emerging market global business model innovation or required reading-two – Explain the differences from between Osterwalder’s business model canvas and Oyedele’s global business model</p> <p>*Proposed Guest Speaker Robert Scarlet – Creating & Managing Cross border Startups</p> <p>Key outcomes</p> <ol style="list-style-type: none"> 1. Understand institutional theory 2. Understand theories that explains the behavior and strategies of cross border startups/born globals 3. Understand the basics of the business model canvas applicable to cross border startups 	
Feb 1		<p>Workshop 3</p> <p>Topic – Sustainable Business Model & Supplier Research</p> <p>* <u>Sustainable Business Models & Fair Trade Suppliers</u></p> <p><u>Required Reading-one</u></p> <p>Doherty, B., Haugh, H., Sahan, E., Wills, T., & Croft, S. (2020). Creating the New Economy: Business models that put people and planet first.</p>	Group Assignment # 1 due

Dates	Topics	Reading Materials	Assignments & Activities Due
		<p>Preparation Questions –</p> <p>1) Explain the five unique features of Fair trade enterprises</p> <p>2) What are the 10 principles of business or business practices of the members of the World Fair Trade Organization (WFTO) (e.g., create opportunities for disadvantaged producers)</p> <p>3) Review the cases in the required reading-one and explain the business models of the following Fair trade companies highlighted in the reading: a) Manos de Uruguay, b) a) Manos de Uruguay (Fashion) b) Yabal Guatemala(Indigenous hand-loom weaving) ACP Nepal (home decorative pieces), c) Salay handmade (handmade papers), d) EZA Austria (Handcraft) and e) Mifuko (Artisan baskets)</p> <p>Brief - Group Assignment #1</p> <p>You are required to work in your respective groups to complete this assignment. The assignment entails working collaboratively with your teammates from UIW San Antonio and Bajio to research and compile a list of potential indigenous producers/suppliers of artisan goods that you want to work with. Use the excel vendor-list template provided to complete this assignment. The information and profile of the indigenous suppliers You must present. Prepare and submit the vendor-list using the excel vendor-list template and a 6-slide PowerPoint presentation. Use one of the slides to reflect on your findings and present one or two discussion questions. Also, use the last slide to propose recommendations of artisan goods that you want to buy and sell from the indigenous producers in Guanajuato and explain the rationale for your recommendations.</p> <p>*Proposed Guest Speaker from Ten Thousand Villages</p> <p>Key Outcomes</p> <ol style="list-style-type: none"> 1. Understand sustainable business models 2. Understand the business practices of Fair trade enterprise. 	
Feb 8	NAFTA- USMCA Trade	<p>Workshop 4</p> <p>Topic – U.S-Mexico Trade Relationship & development of group’s business model canvas</p> <p>* <u>US-Mexico Strategic Relationship</u></p> <p>Required Reading-one</p>	Individual Assignment # 2 due

Dates	Topics	Reading Materials	Assignments & Activities Due
		<p>Payan (2020) The Future of Mexico Relations – Strategic Foresight- 2020 Well Fargo Distinguished Lecture Series Click video link https://vimeo.com/471548663</p> <p>Brief – Individual Assignment #2 You are required to watch the video linked to required reading-one. Start watching the video from the 3 minutes 45 second mark to the end. Provide bullet point summary of key take-aways from the information provided the main speaker (Dr. Payan) in the video</p> <p>*Group in-class discussion of business model canvas using canvanizer. Students teams are required to use the business model canvas template in Canvanizer to brainstorm the business model that they want to implement for their selected artisan goods. https://canvanizer.com/new/business-model-canvas</p> <p>*Networking and connecting with mentors from COPAMEX Guanajuato, Mexico – Questions and answer session on startup registration or pymes registration in Guanajuato</p> <p>Key outcomes 1)Understand the challenges and evolution of U.S-Mexico trade relationship – From NAFTA to USMCA 2)Develop hypothesized business model canvas using Canvanizer 3) Establish relationship with mentors from COPAMEX, Guanajuato, Mexico</p>	<p>Group discussion – Breakout rooms</p> <p>Finalize supplier evaluation – Buy Artisan goods from indigenous suppliers and export the goods to San Antonio</p>
Feb 15		<p>Workshop 5 Topics – Identify essential partners and the startup’s value exchange with each partner <u>*Understand potential partner types</u></p> <p>Required Reading-one Preparation questions 1)Strategic alliance 2)Joint new business efforts 3)Cooperation 4)Key suppliers 5)List & identify target partners</p>	<p>Group discussion – Breakout rooms</p>

Dates	Topics	Reading Materials	Assignments & Activities Due
		<p>6) what will the partners provide or contribution; how is your company going to reciprocate or what will your company offer in return</p> <p>7) update business model canvas</p>	
Feb 22		<p>Workshop 6 Market Types, Competitor Analysis, Positioning & Qualifying Partners Required Reading-One Lecture notes <u>*Market types</u> 1) Introducing a product into a known market (i.e., known business models, channels, price) - 2) Bring a new product into an existing market 3) Bring a new product to a new market 4) Bring a new product into an existing market and trying to: Re-segment that market as a low-cost entrant or Re-segment that market as a niche entrant 5) Cloning a business mode that's successful in another country</p> <p><u>*Competitor analysis (Porter's five forces) & Positioning</u> 1) Who are the key competitors/innovators in the space or industry 2) what is driving the existing market 3) industry trends – key players 4) Key unresolved customer needs 5) 3) Define the basis on how you want to change the market 4) Describe your positioning statement</p> <p>*Proposed Guest Speakers from COFOCE- Guanajuato, Mexico –Qualifying business partners in Mexico and developing relationships and buying and selling goods produced by indigenous suppliers Exporting artisan products from Guanajuato to San Antonio Texas</p>	<p>Group discussion – Breakout rooms</p>

Dates	Topics	Reading Materials	Assignments & Activities Due
chMarch 1		<p>Workshop 7 Cross border Supply Chain and Logistics <u>*Supply Chain- US-Mexico Border</u> Required reading-one: Cedillo-Campos et al (2014) Supply chain dynamics and the cross-border effect – The US-Mexico border’s case Preparation Questions 1)What are the steps required for a carrier to transport a cargo from a facility located in Mexico to U.S Port-of-Entry (POE) or U.S customs inspection along the border? 2)What does the acronym C-TPAT and FAST stand for? 3)What is are the advantages of CTPAT and FAST programs for the Mexican exporters? 4)What are the steps required for a carrier to transport a cargo from a U.S land border crossing to a company facility inside the U.S? 5)Identify and critically discuss the factors that create cross border variability and system disruption to MX-US supply chain management</p> <p>*Proposed Guest Speakers from COFOCE-Guanajuato, Mexico –Qualifying business partners in Mexico; developing relationships with local and indigenous suppliers in Guanajuato Mexico Exporting artisan products from Guanajuato MX to USA.</p>	<p>Assignment 3 due</p>
Mar. 8-14		<p>Spring Break – Continue to connect frequently via what’sup and Zoom with team mates and mentors in Mexico</p>	
March 15		<p>Workshop 8 Topic – Cross Cultural Research Model & Customer Discovery <u>* Cross Cultural Research & Customer Discovery</u> Required Reading.- Lecture Note PPT Preparation Questions – 1)Estimating market size – Total addressable market (TAM) – how big is the universe; Served available market (SAM) – how many can I reach with my sales? Target market – who will be the most likely buyers 2)Customer segmentations- customer types; customer architypes 3)Customer research – qualitative interviews 4)how customers time and money are spent 5)Pain or need of customer</p>	<p>Assignment 4 due</p> <p>Group discussion – Breakout rooms</p>

Dates	Topics	Reading Materials	Assignments & Activities Due
		<p>Brief – Individual Assignment #3 Reflect briefly on one possible marketing problem that you may encounter finding buyers in the U.S. for your team’s selected artisan product. Scour and research information from published business articles from the internet to identify possible solutions and then pick the best solution with the rationale provided. Submit a description of the problem and the proposed solution to solve the problem.</p>	
March 22		<p>Workshop 9 Topic- Revenue and Pricing Required Reading-one Lecture Notes</p> <p>Preparation questions 1)What is the revenue model- Sales, subscription, pay per use, referral etc. 2)What are the pricing tactics- value pricing, competitive pricing, freemium, leasing etc. 3) *Proposed Guest Speakers from Agro-bioteg Guanajuato, Mexico – Connecting with the entrepreneurial ecosystem in Mexico with specific reference to financing startup and incubating startups in Guanajuato, Mexico</p>	Group discussion – Breakout rooms
Mar. 29	Group presentation	PowerPoint preliminary presentation of project.- Update of	Group assignment #2 due
April 5	Cross border business U.S.- Mexico	<p>Workshop 10 Topic- Marketing Channels, Customer Relationship (IMC campaign)</p> <p>Required Reading-one Lecture note</p> <p>Preparation questions 1)understanding channel of distribution- Omnichannel 2) Integrated marketing communication 3)Developing a marketing campaign</p>	Group discussion – Breakout rooms

Dates	Topics	Reading Materials	Assignments & Activities Due
Apr 12	Cross border business U.S.- Mexico	<p>Workshop 11 Required reading-one Fox et al (2003) Measuring Border Crossing Costs and their Impact on Trade Flows: The United States-Mexican Trucking Case – Click link</p> <p>Preparation questions 1) Understanding channel of distribution- Omnichannel 2) Integrated marketing communication 3) Developing a marketing campaign</p>	<p>Assignment 9 due- Individual or Group Create and present a preliminary simple excel file showing cross border cost scenario for your proposed business idea by adapting Haralambides- London-Kent cost outline linked to figures 1-3, pp.14-16 contained in the required reading2 –Click link</p>
Apr 19	Study abroad experience and intercultural competence skills	Group workday – preparation of final presentation	<p>Assignment 5 due –</p> <p>Research Paper</p>
April 26	Study abroad experience and intercultural competence skills	Final Group Project PowerPoint presentation	Final Group project Powerpoint due
May 3	Exam Week	Feedback, Reflection and Course Wrap-up 6:30 to 7:10PM	