

University of Economics, Prague
Summer 2012
ESAC

GLOBAL BUSINESS SYLLABUS

COURSE NUMBER: 2FF301

Each course is worth 4 US/7 ECTS semester credits (for a total of 8 US/14 ECTS credits)

45 direct contact hours (includes class lectures, mandatory site visits and direct instruction. All site visits, including the German Foreign Ministry are required)

CLASS TIME AND DATES: Monday – Friday 10:00-11:30 (Plus Afternoon and Saturday sessions, exceptions are noted)

FINAL EXAM: Thursday July 28

SYLLABUS REVISED:

REQUIRED TEXTS: course pack will be provided

STUDENT: _____

INSTRUCTOR: Kristine Zamastil, PhD. JD
Chad Durham, MBA

OFFICE HOURS: Monday/Wednesday 2:00-4:00

INSTRUCTOR AVAILABILITY: IT IS POSSIBLE TO REACH ME BY EMAIL AT ANY TIME, AS I REGULARLY CHECK MY MESSAGES AND YOUR QUERY WILL BE RESPONDED TO AT ONCE. YOU MAY ALSO SCHEDULE A MEETING OUTSIDE OF OFFICE HOURS AT ANY TIME. YOU MAY CONTACT ME AT MY LOCAL PHONE IN PRAGUE DURING THE DAY OR *LET'S HAVE LUNCH!*

ABOUT YOUR INSTRUCTORS: Kristine Zamastil

Ph.D. University of Denver

J.D. John Marshall Law School

B.A. University of Northern Colorado

ATTORNEY AT LAW, COOK COUNTY STATE'S ATTORNEY 1991–1994, VISITING LECTURER, CHARLES UNIVERSITY LAW FACULTY, PRAGUE, CZECH REPUBLIC 1994 - 1997, INTERNATIONAL SOLE PRACTITIONER 1995 -1998, CENTRAL EUROPE, ASSISTANT PROFESSOR, JOHNSON & WALES UNIVERSITY JULY 2000 -2004, DENVER, DEPARTMENT CHAIR COLLEGE OF BUSINESS, DENVER CAMPUS,

2001-2002, MANAGING DIRECTOR ESAC, 2002-PRESENT, LECTURER, UNIVERSITY OF DENVER 2004-2005, VISITING PROFESSOR, KAZAKHSTAN INSTITUTE OF MANAGEMENT, ECONOMICS, & STRATEGIC PLANNING 2005-2006, ALMATY, KAZAKHSTAN, UNIVERSITY OF ECONOMICS, PRAGUE, 2006-PRESENT.

Chad Durham, MBA. University of Miami

B.S. Middle Tennessee State University

Six Sigma. Villanova University

Chad's organizational experience includes technology marketing and training management for the world's leading wireless manufacturer where he was involved in numerous technology and new product launches, healthcare sales at a large European pharmaceutical company, agricultural and industrial equipment international brand management, strategic marketing consulting and entrepreneurial endeavors. Chad built his reputation in both complex strategic management and as a corporate trainer. Most recently Chad was teaching international business and management in China. Prior to going to Shanghai he owned a specialized consulting firm serving the private and public sector in communications, process management and business formation.

BUSINESS ADMINISTRATION FACULTY, RDI AT DONG HUA UNIVERSITY, SHANGHAI, CHINA 2009-2011
DE CONSULTING & TRAINING, WORLDWIDE 2005 - PRESENT
NOVARTIS AG, ORLANDO, FL 2006 -2008
JDPATH INCORPORATED JACKSONVILLE, FL 2004-2006
NOKIA/MARKETSOURCE SOUTHEAST USA 1999-2004
AGCO CORPORATION ATLANTA, GA 1997-1999

ATTENDANCE REQUIREMENTS AND SUBMISSION DEADLINES:

YOU ARE REQUIRED TO SUBMIT ALL HOMEWORK ASSIGNMENTS AS LISTED BELOW ON THE SCHEDULED DATE AND ATTEND THE IN CLASS PROJECT PRESENTATION DURING THE SCHEDULED DATES. PLEASE MAKE EVERY ATTEMPT TO BE IN CLASS DURING ALL SESSIONS. ALL SITE VISITS LISTED BELOW ARE REQUIRED!

COURSE DESCRIPTION AND GOALS:

This course studies the issues involved in conducting business in the international arena including the business environment, global public relations strategies, organizational behavior, international human resources, ethics, social responsibility, law, and information technology. The nature and economic role of the multinational corporation, including the impact of legal, political, educational, and cultural variables are examined for their influence upon business performance and managerial activity. This course will incorporate a number of guest lecturers, site visits, and case studies that illustrate the many activities of a firm across international boundaries. International Business provides students with key concepts and skills to identify international opportunities/threats, analyze their impact, formulate appropriate strategies and implement applicable action plans to achieve company goals. The course will help students understand today's competitive global environment, marketing, finance and policy. The course examines legal, logistical, organizational and cultural issues.

COURSE OBJECTIVES:

- A. Given the expansion of global business, the student will demonstrate an understanding of what globalization means to managers and the changes that have resulted from the expansion of global business.
- B. Given the existence of wide variance in national cultures, political systems, economic systems, social structures, languages and corporate cultures, the student will demonstrate an appreciation of the impact this has on managing in a global environment.
- C. Given the increased importance of international trade, the student will demonstrate an understanding of how international law impacts trade policy and finance and the development of world trading systems as it pertains to management issues. We will explore the GATT & WTO as part of this discussion.
- D. Given the rise of economic organizations, the student will demonstrate an understanding of the different forms of business ownership in a foreign market and explore the impact of FDI on the home and host country, the growth of FDI and the implications that FDI decisions have on management issues.
- E. Given the impact of the foreign exchange market and the role of the international monetary system in business decision-making, the student will demonstrate an appreciation of foreign exchange management as well as the impact of international financial institutions on financial decision-making.
- F. Given the complexities involved in the international business environment, the student will demonstrate an appreciation for the strategic shifts and organizational adjustments required by business involved in global trade. As an example, we will explore the European Union as a unified market.
- G. Given the wide variety of options available in exporting and importing, the student will demonstrate familiarity with the various techniques and how to select the appropriate strategy for a given industry.
- H. Given the impact of differing cultures and norms, different channels and standards and the challenges posed by new market realities, the student will demonstrate an understanding of the issues involved with global marketing.
- I. Given the current economic climate, gain a thorough understanding of the core micro- and macro-economic principles that underlie international economic relations; you will comprehend the basic economic theories of trade, trade barriers, and the impact of trade policy on firms.
- J. Given the expansion of global business, the student will understand the basics of exchange rates and how they affect economic agents and government policy and will learn the fundamentals of foreign exchange markets, balance of payments, and international monetary systems.
- K. Given the challenges presented by managing in a multi-cultural environment, the student will demonstrate an understanding of the issues involved in international human resource management i.e. leadership, selection, training and repatriation.
- L. Given the increasing influence of the global element in business, the student will develop a plan or strategy that enables a business to grow with or accommodate global business and take the mystery out of approaching business with a *boundaryless attitude!!*

GRADING CRITERIA:

YOUR GRADE WILL BE EVALUATED ON THE FOLLOWING:

ATTENDANCE & PARTICIPATION	10%
SITE VISIT WRITE UPS	10%
FINAL EXAM	30%
GROUP PRESENTATION	25%
INDIVIDUAL PAPER	25%
TOTAL	100%

University of Economics Grading Scale

A	90 %	–	100 %
B	75 %	–	89 %
C	60 %	–	74 %
D/F	0 %	–	59 %

LATE ASSIGNMENTS: THE INSTRUCTOR RESERVES THE RIGHT TO REDUCE THE STUDENT’S GRADE FOR THE COURSE BY ONE FULL LETTER GRADE IF THE STUDENT DOES NOT COMPLETE THE ASSIGNMENT ON THE SCHEDULED DATE. THIS HOLDS PARTICULARLY TRUE FOR THE FINAL PAPER.

HOMEWORK ASSIGNMENTS: THIS WILL CONSIST OF COMPLETING READINGS PRIOR TO CLASS AND ANSWERING QUESTIONS AT THE END OF THE ASSIGNED CASE STUDIES WHEN APPLICABLE. SEE SYLLABUS FOR ALL READINGS.

SITE VISIT WRITE UPS: YOU MUST COMPLETE A TWO-PAGE SUMMARY OF THREE OUT OF FOUR OF YOUR INDEPENDENT SITE VISITS. INCLUDE A BRIEF OVERVIEW OF THE ISSUES DISCUSSED THE VALUE OF THE VISIT.

EXAMS: THERE WILL BE one FINAL EXAM. THE EXAM WILL CONSIST OF SHORT ANSWERS AND SEVERAL LONGER ESSAYS. PRIOR TO EVERY EXAM, I WILL DO A FULL REVIEW AND ANSWER ANY QUESTIONS YOU HAVE ABOUT THE MATERIALS.

FINAL PAPER: YOUR FINAL PROJECT IS A **GROUP PRESENTATION & AN INDIVIDUALLY WRITTEN PAPER:** YOUR FINAL PROJECT IS OUTLINED IN THE COURSE PROJECT HAND OUT INCLUDED AT THE END OF THIS SYLLABUS.

Pre-departure Assignment: Set up independent Site. Visits to companies located in Prague (information below)

Pre-departure Reading Assignment: Microsoft Case Study & EBay Globalization (I will send you these two cases)

Course Content:

This is subject to change depending on how we as a group move through the materials. We may spend more time on something particularly interesting to you. Generally we will try to stay close to these topics so you know what you need to read in advance.

WEEK 1 – Thursday July 7- Friday July 8

Special events: Orientation Session Thursday July 7- Breakfast and Orientation to begin at 8:30, Lunch, Walking Tour and first site visit to Holmes Place Fitness at 1:00-3:00

Other events this week: Friday July 8, afternoon with Michal, Communist Museum, Optional but good Saturday July 9, Visit to Karlstijn Castle with Katerina

Introduction to International Business Course

Ethnicity Dyad in class/I am the Ugly.....

Syllabus & Student Responsibilities/ESAC & Class requirements

Explanation of Student Independent Site Visits to businesses (Misa and Kristine to assist)

Case study method: preparing an effective case analysis

- why cases are used in teaching
- an effective case analysis process
- preparing an oral / written case presentation
- discuss homework, readings, and course project

Topic: What is a business? Why is studying business so important? What is international business? What does it take to be a global manager? What does it take to compete on an international level? What is globalization? Outline the challenges and opportunities that face international businesses.

Topic: Discuss what it takes to manage with a *boundaryless attitude*.

Cultural Considerations

- different types of mindsets
- knowledge components of the global mindset
- the global logic concept
- customer-based global logics
- industry-based global logics
- global market and opportunity assessment
- individual skills for a global mindset
- what is an expatriate?

*****HOMEWORK:** Skim Intro to International Business handout in course pack for overview and read *Will Tokyo Embrace Another Mouse?* And Read *West Indies Yacht Club* Case Study

Topic: Discuss cultural dimensions to doing business internationally and identify how culture affects international management.

- a) What is culture?
- b) What are the components that make up a culture?
- c) How do they affect doing business on an international level?
- d) How is culture impacted by globalization?

Game: List all the foreign products you use on a daily basis.

In class worksheet on cultural do's and don'ts (not graded, used for discussion). Discuss Microsoft case.

Discuss Case Study: *Will Tokyo Embrace Another Mouse? Disney!*

Select your groups for your project/presentation. Meet briefly.

*****HOMEWORK:** Skim through case studies course pack & *A Strategic Shift at Microsoft*

 Topic: Discuss the economic challenges facing global business and competing in global markets, discuss eBay

- a) How do we cope with exchange rates?
- b) How does fluctuation affect our financial decision-making?
- c) Do we stand to make a profit in an emerging market that has a poor exchange rate?

In class task: You are to plot out a vacation for yourself. Traveling from the country you are from, you have \$500 for a flight and \$500 spending money. You must survive on \$500 for 10 days. Where would you go?

Discuss: *A Strategic Shift at Microsoft & West Indies case*

By the end of this class session, you should have selected your country and started researching. Brief time to meet with teams.

Topic: Forms of business ownership, FDI and International Entrepreneurship

This session will include effective negotiations around the world and the keys to being a successful international Entrepreneur

- the need for linguistic proficiency in global business (language debate)
- making deals in strange places: a beginner's guide to international business negotiations
- cultural variables influencing business behavior
- what is an international entrepreneur and do you have what it takes to be one?

Think about the following issues prior to meeting Mr. Munson/Jama Owner

- a) How do we analyze international opportunities?
- b) Why is it valuable to assess the potential market share before diving in?
- c) Discuss entrepreneurship in an international market
- d) International Business Management and Leadership

HOMEWORK: Read the rise of Finland's Nokia from course pack

WEEK 2 – Monday July 11- Friday July 15

Special events: Monday July 11- Independent Site Visit #1
Tuesday July 12 – Entrepreneur Max Munson (lunch included) 10:30-12:30
Wednesday July 13 – 4:00 wine tasting
Thursday July 14 – Independent site visit #2

Discussion: National & International Ethics and Corporate Social Responsibility

Topic: Ethics and Corporate Social Responsibility in the International Arena. In many regions, bribery and corruption are commonplace. This contradicts Western business ethics and corporate social responsibility. The question becomes: how to incorporate ethical behavior in an international marketplace that does not recognize ethical business conduct? What does it mean to be a productive global citizen?

- a) Is it better to stick to your ethical guns or when in Rome.....?
 - b) How to curtail unethical workplace behavior?
 - c) What do we do about sexual harassment and racial discrimination if it is not recognized by a foreign country's laws?
 - d) Acting ethically to satisfy society-what can YOU do?
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Topic: International Law as it relates to Business and Trade Policy

Overview of international legal concepts and identification of key sources of international law

- host country political forces
- host government actions
- home country political forces
- sudden changes in the political climate
- political risk assessment and risk reduction strategies
- international and global legal forces
- international organizations, GATT, WTO

Answer key questions:

- a) What are the political systems?
- b) What can be done to minimize political risk?
- c) What are the different types of legal systems?
- d) What are the current global legal issues worth identifying?
- e) Is contacting a local law firm a wise idea?

More Considerations: The global economy and international trade Preview: (i) why do countries trade?, (ii) what do they trade?, (iii) how are the gains from trade distributed?

- the basis for trade: absolute and comparative advantage
- balance of payments, exchange rates
- international agencies for promoting economic and monetary stability
- international trade: does it deserve special treatment?
- protectionism and trade restrictions
- economic integration as a means of promoting trade

Discussion: Think about the market you are entering. For example, would it be worthwhile to spend a great deal investing in marketing your snowboard business in Ireland or England? Would it make sense to try to sell beef in Saudi Arabia? Should you send a woman CEO to Japan to bring home the deal?

*****HOMEWORK:** Read *Starbucks* Case Study from course pack

Considerations: Global management strategy/Starbucks Case

- identifying international opportunities: the incentive to pursue an international strategy
 - international strategies (business and corporate level)
 - environmental trends
 - choice of international entry
 - strategic competitiveness outcomes
 - risks in an international environment
 - case study: Starbucks/How they moved into the International Arena (we will answer the questions in class)
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Topic: International Human Resource Management (country exercise in class)

- a) How do we acquire our international team?
- b) How do we transfer our corporate culture to our new colleagues without being accused of coming in and changing everything?
- c) How do we assess which things simply can not be altered due to cultural differences?
- d) How do we keep competent employees in our foreign city?

Discussion: International Customer Service. Suppose you are transferred to Bulgaria to launch a new product of Coca Cola. What is the work ethic of the culture? Does it match that of your western based company? Do they interpret customer service the same way you do? Chances are they do not. Explore this section in depth.

*****HOMEWORK:** Read *IKEA* case study And Read *Amazon* Case Study and review www.eurunion.org website Explore the Radio Free Europe website and learn something about them before the site visit

WEEK 3 – Monday July 18-Friday 22

Special events: Monday July 18 –Independent Site Visit #3

Wednesday July 20, 2:30-4:00 Ernst & Young Accounting & Legal

Thursday July 21- Depart for Vienna

Topic: International Marketing and Competing in Global Markets -Evaluate Global E Commerce/Amazon Case Study

- a) What is e business?
 - b) Amazon.com Case Study-discuss
 - c) Why does global e business make sense, why is it a potential goldmine? What are the drawbacks?
-

Global marketing strategy

- indicators requiring a global strategy; motivations underlying global marketing strategies
- standardization versus customization
- strategic alliances

- developing new products for global markets
- global product strategies
- new-product development process for global markets
- globalization of the product development process
- introducing new products to global markets

Topic: Introduction to the European Union. We will examine the driving forces behind the EU cooperation, accession of the 12 most recent countries and further expansion. We'll examine life and business under a closed planned economy and the transition to a free market based economy

Discussion & debate topics:

- How a society copes with changes (transformation from socialist to a free-market system)
- What does the transition mean to Czechs?
- Economic Development after May 2004
- How companies are making these changes and impacts of changes – emergence of regulatory bodies, environmental reform, etc.
- Is further expansion good?
- Should Turkey be a member of the EU?

Homework: Read the chapters provided by Yarbrough, Beth V. and Robert M. Yarbrough, *The World Economy: Trade and Finance*, 7th edition. (materials to be included in your course pack) .

WEEK 4 – Monday July 25 – Friday July 29

Special events: Monday July 25 – Independent Site Visit #4
Tuesday July 26 - Wednesday July 22- 3:00-5:00 IKEA
Wednesday July 27-Final Exam 9:00-11:30
Thursday July 28-IB Presentations
Friday July 29 – Radio Free Europe Visit with lunch
SUNDAY July 31 ----AMAZING RACE (over night in village)
Tuesday August 2 - Room Inspections (Renata, Kristine and David 3:00PM)

Thursday: In class debate sessions:

- 1) Should Turkey gain membership into the EU?
- 2) Will individual countries cultures die out and be replaced with a European culture?
- 3) How much further should the EU expand?

Concluding Topics: International Monetary Systems with a focus on the role of an international financial manager

The Economic Environment and Forces

We will be looking at three key issues:

1. why do countries trade?, 2. what do they trade?, 3. how are the gains from trade distributed?

- International Finance and Payments
- The Foreign Exchange Market: Microeconomics

- The Balance of Payments
- Adjustment under Fixed and Flexible Exchange Rates
- Open Economy Macroeconomics
- The Market for Goods and Services in an Open Economy – How this relates to the EU

The issue of the Euro dollar is unfolding before our very eyes. It is history in the making and most people have no idea why Europe has moved in the direction of a common currency and how logistically the 12 new countries will roll out the Euro over the next few years. We will look at the pros and cons, an examination of implications on business, and how England's participation or non-participation will affect the scheme overall.

Guest Speaker George Collins to discuss:

- Money and Foreign Exchange in an Open Economy – A comparison with China
- Fiscal and Monetary Policy in an Open Economy-Fixed Exchange Rates
- Fiscal and Monetary Policy in an Open Economy-Flexible Exchange Rates

Suggested Readings and Additional Resources:

- Aaker, D.A. 1998. *Strategic marketing management*, 5th edition, John Wiley & Sons, New York, NY.
- Hisrich, R.D., P.P. McDougall, and B.M. Oviatt. 1997. *Cases in international entrepreneurship*, Irwin, Chicago, IL.
- Hitt, M.A., R.D. Ireland, and R.E. Hoskisson. 1999. *Strategic management: competitiveness and globalization: concepts and cases*, 3rd edition, South-Western College Publishing, Cincinnati, OH.
- Hofstede, G. 1991. *Cultures and organizations: software of the mind*, McGraw-Hill, Berkshire, UK.
- Jain, S.C. 1996. *International marketing management*, 5th edition, South-Western College Publishing, Cincinnati, OH.
- Jeannot, J.-P., and H.D. Hennessey. 2002. *Global marketing strategies*, 5th edition, Houghton Mifflin Company, Boston, MA.
- Leenders, M.R., H.E. Fearon, A.E. Flynn, and P.F. Johnson. 2001. *Purchasing and supply management*, 12th edition, McGraw-Hill, New York, NY.
- Maidment, F.H. (editor). 2002. *Annual editions: international business 2002/2003*, McGraw-Hill, Guilford, CT.
- Whybark, D.C. 1989. *International operations management: a selection of IMEDE cases*, BPI Irwin, Homewood, IL.
- Yarbrough, Beth V. and Robert M. Yarbrough, *The World Economy: Trade and Finance*, 7th edition.

INTERNATIONAL BUSINESS COURSE PROJECT

Your project will begin in the first week of the summer session and you and your teammates will work on it until its completion in August, when we will begin presentations. We will spend time in class discussing the project in more detail and I am available to guide you through your research. You will be given time in class to work with your groups. You will find it necessary to meet outside of class at times to make sure you are meeting your timetable.

1. Select groups of three or four people.
2. Between your group, chose a country you wish to research. You will be looking at this country from every possible perspective, so make it a country or region that has something interesting going on. You should consider culture, doing business in a foreign country, politics & law, international trade, currency and exchange rates, the economic climate, trade barriers, international economic relations, international strategy, management, including human resource management, and any other aspect deemed important or relevant to the region you select.
3. Devise a plan between your partners as to how you plan to approach your country research-in other words, each of you will be responsible for which aspect i.e. culture, religion, business, foreign trade, traditions, food, etc. Be sure to include lifestyle and social issues. (Remember you will need to cover every important aspect of this country and its people.) *Think of it this way, you are a manager at a mid-sized technology firm and you have just been told by your boss that you are going to Japan for 2-3 years. What things would you like to know before you leave your home country and what issues do you want to know about for your arrival?*
4. Develop a timetable to ensure you have both materials for a 20-minute group presentation. Each of you will be responsible for turning in an **individual paper** that reflects your portion of the group presentation-so whatever topics you research and cover will be the topics of your final paper. There is no page limit; you just need to make sure that your paper is all-inclusive. Your written material will be 5-7 pages and will include citations from your research.
5. Your research could include an interview with a person who has either lived or worked in this country, or who is from this country. It might be very interesting to have a first hand impression of life in this region. You may interview them or submit a list of questions for them to fill out. **In week 2, you will turn in a rough outline of your paper.** (There is no page limit and it doesn't have to be perfect at this stage. I just want to make sure you are on the right track and far enough along at this point.)
6. Your presentation can and **should** be fun and creative. You should include music and prepare a native dish for everyone in the class to try. (Hint: go to the local restaurant if possible. What do they eat there? Can you bring some to try? Local dance? Local dress? Incorporate some local customs or traditions into your presentation)
7. Your written materials should be in essay format and you must cite your resources. The paper can include articles, interview records, observation summaries and documented Internet sources. You may include all your resources and supplemental materials in a notebook. (I would recommend that you begin typing early on in the process and not leave it till the last week)
8. Each of you must be committed to sharing responsibility for this project. If you do not pull your weight, your group can exercise their right to oust you and you will then have to take on the project alone.
9. Your grade will be broken down as follows according to the rubric:

Group Presentation: 25%

I will be looking for organization, creativity in delivery, content, explanations of the main issues and insight into the culture of this country. Most of all; “Did we learn something new from your presentation?”

Paper suggested outline:

1. Select your country and identify which topic about this country you will be responsible for, culture, doing business, economics, politics & law, etc.
2. Provide a historical perspective on the issue, coming current to modern times
3. Integrate your interviews with your research – what opinions do they have that might resolve the issues that you are exploring?
4. Draw a list of conclusions
5. Provide your personal opinion and insight into all aspects of this paper-commenting on what you think about this country, is this a place you would like to conduct business in or travel to?

Individual written materials: 25%

I will be looking at content, description, organization, breakdown of critical issues (politics, government, trade, are they in a war?), spelling, grammar and appearance, and finally adequate resource documentation.

10. **Have fun!** This project will be an excellent way for us to learn about a number of different countries in a short period of time. Hopefully you will be able to follow up with a visit in the near future! My goal is to open you all up to the world we live in and share with you my love of travel and culture.

SITE VISITS & WRITE UPS – hints and strategy for success

Throughout the term and during your stay in Prague, you will meet many different business people, both as part of our class and externally as you move about this international city. While I have a number of scheduled visits and speakers coming in, you will also be required to set up on your own 4 independent professional site visits to companies of your choice. This means that you must identify, locate, and organize four meetings with local or international firms in Prague. See the [Prague Book of Lists](#) for ideas on which companies or firms to visit.

The great thing about these visits is you select the site you want to go to. There is no time limit, but you should be prepared to stay one full hour at each. Consider travel time when planning. Get out the map and look at the location. Begin this process early in the term as they will be due during our final week of class and you only have four weeks. If you don't start contacting people early, it will be more difficult for you to get into the companies or firms you want to visit. A few things to consider when setting up your meetings:

1. Write an introduction letter to the company explaining to them that you are a student and you wish to learn more about their company or firm. You would like to set up a 30 minutes meeting to discuss a few aspects of their business with them. You will happily come to their office at their convenience.
2. Send them an email. If they do not respond, follow up with a reminder. If still no response, is email the best means of contacting them? Should you maybe consider calling? Why haven't they responded? Is this perhaps a cultural difference? What would have made you respond to this type of request immediately?
3. Remember many people in Europe take lengthy vacations -up to five weeks. They may not have been in the office. Again, why not send a friendly reminder? Or maybe try someone else in the company?

4. Still no response? Don't panic. You may have to try some other avenues. Why not hotel chains? They have accounting depts. and human resource depts. etc. Or maybe you could consider a business as obvious as McDonalds? Tesco? Be creative and do the best you can. After all these are all businesses!
5. Do not panic if you don't get all 4 visits set up. We have pre-arranged several other options for you and we can help you once you arrive in Prague. Also, work together-there is nothing wrong with you going in groups of three. ***But not more than three students in each group....***
6. You must establish a structured set of interview questions in advance. You should start to draft these questions immediately. Come up with truly interesting and reflective questions to ask your site visit contacts. Remember, these people may turn into valuable contacts for you in the future. ***We expect that all interviews and meetings are authentic and documented. They are to be learning experiences for you that will lead to invaluable networking opportunities. Take it seriously.***
7. Once you make the appointment, be sure you know where it is and do not be late. Ask a few good questions and see where the discussion takes you. Jot down a few notes. Your interview notes should be reflected in your write up. In your write up, discuss the company, the person you spoke with and whatever other key points are worthy of mentioning.
8. Conduct a two page review of 3 out of 4 of your site visits. This should be a review of your experience and should touch on: identification of the organizations mission, their key objectives and responsibilities within the business environment. Conduct a critical review of this company. What are they doing right and what could they do better? Would you like to work here, why or why not?