Management 405.03 –International Business Strategy & Integration
Spring 2013 – Wednesday 1600-1840 – GMCS 314 - Schedule #21832

PREREQUISITES: You must have completed the following prerequisites: BA 300, IDS 301 or 302, FIN 323, MGT 350 and MKT 370. If your Major catalog year is 2005-2006 or earlier, BA 300 is not a prerequisite for you. If you are an IB major and your catalog year is 2006-2007 or earlier, BA 300 is not a pre-requisite. Concurrent enrollment in one or more of the prerequisite courses is unacceptable.

1. INSTRUCTOR: William W. Sannwald
   
   E-mail: sannwald@mail.sdsu.edu
   Voice Messages Mgt. Office 619.594.5317 (emergencies)
   Appointments Please schedule appointments via email
   Office: SSE 3409
   Blackboard (BB) Course is supported through SDSU BB

2. COURSE DESCRIPTION & LEARNING OUTCOMES:

The course is the integration of business administration principles and concepts for strategy design, implementation and control in domestic, international, and global markets. Establishment of top management policy emphasized through case studies, experiential exercises, and simulations.

BSBA students will graduate being Effective Communicators, Critical Thinkers, Able to Analyze Ethical Problems, Global in their perspective, and Knowledgeable about the essentials of business. This class contributes to those goals through its student learning outcomes.

At the end of this course students should be able to (Rev 2011/07/26):

2.1. Define and explain concepts, frameworks, and techniques of international strategic management.

2.2. Identify and apply relevant concepts, frameworks, and techniques to identify, define and describe opportunities and problems in the global business context faced by top management.

2.3. Identify and apply relevant concepts, frameworks, and techniques to formulate strategies to address strategic business problems in a global context from a general management perspective, cutting across functional areas.

2.4. Identify and apply relevant concepts, frameworks, and techniques to implement strategies to address strategic business problems in a global context from a general management perspective, cutting across functional areas.

2.5. Develop the ability to think strategically from a general management perspective and define global business problems and offer solutions.

2.6. Apply teamwork skills as they pertain to international strategy analysis, formulation and implementation.
2.7. Apply communication skills as they pertain to international strategy analysis, formulation and implementation.

3. GENERAL GOALS AND LEARNING OUTCOMES FOR THE B.S. IN BUSINESS ADMINISTRATION PROGRAM

Goal I: Written and Oral Communication - Communicate effectively with individuals, teams, and large groups, both in writing and orally.
Learning Outcomes:
**SLO 1.1:** Write well-organized and grammatically correct papers including letters, memos, case analyses, and research reports.
**SLO 1.2:** Make effective oral presentations that are informative as well as persuasive, as appropriate.

Goal II: Analytical and Critical Thinking Skills - Demonstrate effective analytical and critical thinking skills to make an appropriate decision in a complex situation.
Learning Outcomes:
**SLO 2.1:** Collect and organize critical data and information to solve a problem.
**SLO 2.2:** Find appropriate models and frameworks to analyze information and follow logical steps to reach an effective decision.

Goal III: Ethical Reasoning - Distinguish and analyze ethical problems that occur in business and society, and choose and defend ethical solutions.
Learning Outcomes:
**SLO 3.1:** Explain the various ethical dimensions of business decision making.
**SLO 3.2:** Explain the role of various affected parties in business decision making.
**SLO 3.3:** Assess the ethics of decision alternatives using different ethical decision rules.
**SLO 3.4:** Apply ethical decision-making rules to cases drawn from various business sub-disciplines.

Goal IV: Global Perspective – Demonstrate a global perspective and an understanding of the dynamics of the global economy in making decisions.
Learning Outcomes:
**SLO 4.1:** Identify and describe the impact of the global economy on business decisions.
**SLO 4.2:** Explain and apply a global perspective in making business decisions.

Goal V: Essential Business Knowledge - Demonstrate an understanding of the major functional areas of Business.
Learning Outcomes:
**SLO 5.1:** Describe basic concepts in each major functional area of business.
**SLO 5.2:** Apply techniques and theories from various areas of business to business situations.
4. Text


McGraw-Hill Irwin has a WEB site that supports the text: [http://highered.mcgraw-hill.com/sites/0078029317/student_view0/](http://highered.mcgraw-hill.com/sites/0078029317/student_view0/)

Go to the site and click on “Student Resources.” You will find a variety of resources that will help you prepare for the two tests, and to aid you with your cases and experiential exercises. At the site, you will also find sample quizzes, chapter summaries and PP slides, and other resources to help you during the semester.

*McGraw Hill Primis Online Management 405 Case Pack*

The campus bookstore and your instructor will have forms to subscribe at student rates to *The Wall Street Journal* if you are interested *(not required)*

5. GRADES:

5.1. Your scores on the following assignments will determine your grade for the semester:

- Exams (2 @ 27% each): 54%
- Business Assessment Test (BAT) (1 @ 2%): 02%
- Individuals Quizzes (4 @ 1%): 04%
- Team Case Analysis & Presentation (18%): 18%
- Team Critique (2%): 02%
- Capstone Final Essay Exam (20%): 20%

5.2 Grade Standards are as follows:

- **A** = 95 & above
- **A-** = 90 - 94
- **B+** = 87 - 89
- **B** = 84 - 86
- **B-** = 80 - 83
- **C+** = 77 - 79
- **C** = 70 - 76
- **D** = 60 - 69
- **F** = 0 - 59

5.3 Grade Scale: Grades from A to F distinguish levels of academic accomplishment. The grade for average undergraduate achievement is “C,” and University wide grading standards determine your final grades.

5.4 Class Size: Assignments may be modified depending on the number of students on the final class roster, and if a system-wide, comprehensive test is given.

5.5 Scantron: Use an [882-E Scan-Tron](http://www.scantron.com) form for the exams.

5.6 Exam Policy: Out of fairness to other students, no one will be allowed “in and out” privileges during exams (i.e., no leaving the room and returning to continue working on the exam).

5.7 Academic Honesty: University Policies prohibit inappropriate conduct by students, and the student committing the inappropriate behavior is subject to
discipline. Cheating, plagiarism, or other forms of academic dishonesty that are intended to gain unfair academic advantage are considered to be unacceptable student behavior and must be reported for review.

5.8 Assignments may change due to acts of nature or other unforeseen factors.

6. EXAMS:

6.1. Text Exams: There will be two exams during the semester, and each exam will consist of 50 multiple-choice questions. Some of the questions may come from items discussed in class, but not in the text. Please see the schedule in the syllabus.

6.2. Business Assessment Test (BAT): A California State University Business Assessment Test (BAT) consisting of approximately 90 MC questions that measure your mastery of essential business principles learned in your business classes is required this semester. All sections of MGT. 405 are scheduled to take the test during the week of April 16 – 20, although dates may change. CSU Long Beach will grade the test and return the results by the second week in May. The top 25% of the students in this class will receive an “A”, the middle 50% will receive a “B”, and the lower 25% will receive a “C” on the test.

6.3. Final Exam: Group Final Exam for all Sections of Management 405: May 11 (13:00-15:00) which is a Saturday. Location TBD. NO EXCEPTIONS

6.3.1. Exam Preparation:
- You will be required to have a good understanding of the concepts included in the text chapters covered this term. In addition, you will be required to apply these concepts to the long cases we discussed in the term. Integration of concepts and case data is critical and you need to be familiar with a number of cases presented this semester.
- There will be SAMPLE questions on BB to guide your preparation for the essay exam. There will also be a grading rubric to help you prepare for the exam.

6.3.2. Exam Format:
- The exam will be comprised of ONE question with multiple parts to it.
- You will be given an exam booklet and you will record your answers in the booklet within the allocated space.
- You will be provided some blank pages to jot your thoughts down before responding to the questions.
- I will not be able to give you credit for your answers unless your writing is legible. If this may be a problem, consider printing your responses.
7. QUIZZES:

Four random quizzes will be held during the semester, and you must be present and participate in the exercises in order to earn credit. The only excuse for absence is for taking part in a SDSU activity (sports, business competition, clubs, etc.).

8. TEAMS

A portion of your work this semester will be in teams. Learning to work together in teams is a vital skill that you will use throughout your professional career, and the experience you gain in understanding the strengths and limitations of team problem solving will be to your advantage.

You will be on one of 12 teams (approximately 5 members or less per team) for your work in presenting cases and for discussion and submission of the experiential exercises. You are responsible for forming the teams and your team should contain as much diversity as possible in sex, age, work experience, major, primary language, physical abilities, ethnic background, etc. You will start to form the teams at the first class meeting.

Because a good portion of your grade depends on teamwork, inform me of any issues involving your team as soon as they arise. However, I will not solve team problems for you—we will work together to solve them. In severe cases where the problem is not solved, the group can call for the termination of a group member which I will review. A Group Rubric Audit Form that every member of the group may complete at the end of the semester is on BB, and this is required if not all team members contributed equally.

9. TEAM CASE PRESENTATION

Your Team Case Presentation is an oral presentation of approximately 40 minutes including a short amount of time for Q & A, and a written case analysis. You must deliver a paper copy of the CASE SCORING RUBRIC (available on BB) with your case title and team members to your instructor before the start of your presentation. Please email or deliver an electronic copy of your visual aids (PP slides for example) the night before making your presentation, and indicate if your instructor may use your presentation as an example for future classes.

9.1. Cases will be assigned for each of the 12 teams. A professional presentation should explain what is taking place in the case, the key issues and the recommended course of action. It should be apparent that the presentation was carefully planned and coordinated (i.e., presenters should know their parts without confusion). The structure for the presentation must be announced and followed with transitions and internal summaries to help listeners follow the report. High quality linking and supporting visuals should be used when appropriate. Presenters should not be tied to notes or address remarks to the visuals on the screen or the lectern instead of to listeners. Please review the College of Business Administration Oral Presentation Rubric on BB.

9.2. Each presentation should include all members of the group as participants, but not all members of the team have to speak. Different people can have different roles as long as everyone makes an equitable contribution.
9.3. You **may** update the information in the case if you chose, or you may just use the information and time-period of the written case. Please explain what you are planning to do at the start of your presentation and, if you do update the materials, please cite your sources in a bibliography.

9.4. Case information will be the materials you will need to know in order to successfully complete the final exam.

9.5. Review Chapter 13 of the Dess text for suggestions on how to Analyze Strategic Management cases. Also review Appendix I of Chapter 13 which provides a summary of how to do complete a Financial Ratio Analysis, as well as the Finance Overview on BB.

9.6. **Team Critique:** In addition to presenting a team’s assigned case, your team is also to evaluate the presentation of another team using the Team Case Evaluation Rubric.

9.7. **Team Member Evaluation:** A rubric is available on BB to evaluate your team members. The evaluation should measure participation on both the experiential exercise and the team case presentation. Team members scoring less than 100% will have their grade reduced for the case presentation. On the day of your case presentation, one team member should collect all the evaluations and put them in a sealed envelope for me.

### 10. Spring 2013 Team Case Assignments (From Dess Text and/or Case Pack)

<table>
<thead>
<tr>
<th>Team #</th>
<th>Case</th>
<th>Critique Team #</th>
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<tbody>
<tr>
<td>1</td>
<td>Heineken</td>
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<tr>
<td>2</td>
<td>McDonald’s</td>
<td>11</td>
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<tr>
<td>3</td>
<td>World Wrestling Entertainment</td>
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<tr>
<td>4</td>
<td>Samsung</td>
<td>9</td>
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<td>5</td>
<td>Ford</td>
<td>8</td>
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<tr>
<td>6</td>
<td>Apple Inc. Taking a Bite Out of Competitors</td>
<td>7</td>
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<tr>
<td>7</td>
<td>Southwest Airlines</td>
<td>6</td>
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<tr>
<td>8</td>
<td>eBay</td>
<td>5</td>
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<tr>
<td>9</td>
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<td>10</td>
<td>Weight Watchers International Inc.</td>
<td>3</td>
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<tr>
<td>11</td>
<td>Ann Taylor</td>
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<td>12</td>
<td>Build-A-Bear Again?</td>
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### 11. Blackboard Documents (Under Course Documents)

- **11.1.** Syllabus (under Syllabus)
- **11.2.** Power Point Slides (Folder)
- **11.3.** *Finance – An Overview* (Prepared by SDSU Finance Department)
- **11.4.** Rubrics (Folder)
  - 11.4.1. CBA Oral Communications Rubric
  - 11.4.2. CBA Written Communication Rubric
  - 11.4.3. Case Presentation Evaluation Rubric
  - 11.4.4. Capstone Case Final Exam Evaluation Rubric
  - 11.4.5. 405 Team Peer Evaluation
11.5. Final Exam Review
11.6. Possible Final Exam Question
# 12. SPRING 2013 CLASS SCHEDULE (may change due to unforeseen events)

**NOTE: SPRING BREAK APRIL 1 - 5**

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td>1</td>
<td>01-23</td>
<td>Introduction to Management 405</td>
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<tr>
<td></td>
<td></td>
<td>Dess Chapter 1</td>
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<td>2</td>
<td>01-30</td>
<td>Dess Chapters 2 and 13 (Preparing Cases)</td>
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<td>3</td>
<td>02-06</td>
<td>Dess Chapters 3 &amp; 4</td>
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<td>4</td>
<td>02-13</td>
<td>Dess Chapter 5</td>
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<td>02-20</td>
<td>Dess Chapter 6</td>
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<td>6</td>
<td>02-27</td>
<td>Exam 1: Chapters 1-6 (50 multiple choice questions)</td>
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<td>Dess Chapter 7</td>
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<td>03-06</td>
<td>Dess Chapter 8</td>
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<td>03-13</td>
<td>Dess Chapters 9 &amp; 10</td>
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<td>Dess Chapters 11 &amp; 12</td>
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<td>10</td>
<td>03-27</td>
<td>BAT TEST (approximately 90 MC questions)</td>
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<td>Videos</td>
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<td>04-10</td>
<td>Exam 2: Chapter 7-12 (50 multiple choice questions)</td>
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<td>LAB Period to Prepare for Team Presentations</td>
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<td>12</td>
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<td>15</td>
<td>05-08</td>
<td>Team 10, 11 &amp; 12</td>
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<tr>
<td>16</td>
<td>05-11</td>
<td>Comprehensive Final Essay Exam; 1300 – 1500 - Saturday</td>
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