MGT 710 - SEMINAR IN WORLD BUSINESS ENVIRONMENT

Instructor: Dr. John Francis
Email: John.Francis@sdsu.edu
Phone: (858)352-8322
Office and hours: SSE 3312, by appt.

Course Description

Course Objectives
It is the goal of this course to increase awareness and understanding of the issues involved in conducting business abroad and to develop skills in understanding international management problems and solutions through research and case analysis.

Student Learning Outcomes
Graduates of the MBA Program at SDSU complete the program being able to:
- Develop a solid foundation in theoretical concepts and managerial skills needed to lead business organizations.
- Analyze environments in which managers make and implement business decisions.
- Formulate, communicate, and coordinate strategies to solve business problems and pursue opportunities.

This course facilitates these goals by helping students to:
1. Identify and discuss the formal and informal environmental factors which increase the risk and difficulty of successfully competing abroad.
2. Describe the trade theories and foreign investment patterns around the world as well as regional agreements among countries which may affect a company’s ability to successfully conduct international business.
3. Explain and analyze global competitive dynamics which increase both the risk and difficulty of doing business abroad.
4. Analyze the competitive advantages of firms and determine the extent to which these can be leveraged in international markets.
5. Identify company problems, defend different points of view and recommend specific international strategies as courses of action.

Required Text: Peng, Global Business, (2nd edition), other selected readings and articles

Technology Policy
Please set your phones on SILENT mode and keep them stored. You will be using your laptops for certain experiential exercises. For all other class times laptops should be stored away.
Please access Blackboard throughout the semester to review the syllabus, contact information, class announcements, faculty information, power point presentations course documents, and other course information. Other required readings will be made available on Blackboard. Please be sure to keep your e-mail address on Blackboard current.

**Course Requirements**

1. Participation in class discussions, experiential exercises, and group work is essential and expected to enhance the learning process.
2. Read the class material prior to the scheduled date on the syllabus.
3. Prepare for case debate.
4. Participate in a global business update.
5. Complete written case solution.
6. Complete one midterm and a final exam.

**Course Outline - Understanding Comparative Environments (Module 1)**

1. **August 29 - Course Overview**
   - Introductions, Syllabus; Learning Outcomes, Course Overview, Course Expectations
   - Group selections for Global Business Updates
   - Where have you been?

2. **September 5 - The World is Flat or is it?**
   - Global Business Update 1
   - Chapter 1: Globalizing Business

3. **September 12 - Understanding Formal Institutions**
   - Global Business Update 2
   - Chapter 2: Politics, Law and Economics
   - Chapter 7: Dealing with Foreign Exchange

4. **September 19 - Global Trade and Integration**
   - Global Business Update 3
   - Chapter 5: Trading Internationally
   - Chapter 8: Global and Regional Integration

5. **September 26 - The Difficulties of Cross-National Agreements**
Case Debate: *Case: Frankenfoods in Europe*

6 October 3 – Understanding Informal Institutions
   Global Business Update 4
   Chapter 3: Culture, Ethics, and Norms
   Article: *Cultural Intelligence*

7 October 10 – The Fit Between Country Location and Firm Resources
   Global Business Update 5
   Chapter 4: Leveraging Resources and Capabilities
   Article: *Distance Still Matters: The Hard Realities of Global Expansion*

8 October 17 – **Exam 1**

**Course Outline – Managing Across Cultures (Module 2)**

9 October 24 - Foreign Market Entry
   Global Business Update 6
   Chapter 6: Investing Abroad Directly
   Chapter 10: Entering Foreign Markets

10 October 31 - Global Competitive Dynamics
    Global Business Update 7
    Chapter 11: Managing Global Competitive Dynamics

11 November 7 – Conducting International Market Analysis

**Case Assignment: Choice 1** (Case TBD)

12 November 14 – Making Foreign Strategies Work
   Global Business Update 8
   Chapter 12: Making Alliances and Acquisitions Work
   Chapter 13: Strategizing, Structuring and Learning Around the World

* Find in Blackboard Course Documents
13 November 21 – Crafting International Strategies
   **Case Assignment: Choice 2 (Case TBD)**

14 December 5 – Leadership Across Cultures
   Global Business Update 9
   Article: *In the Eye of the Beholder*

15 December 12 – **Final Exam**

**Course Grading**

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<thead>
<tr>
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<th>Points</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>50</td>
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<tr>
<td>Global Business Update</td>
<td>50</td>
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<tr>
<td>Exam 1</td>
<td>150</td>
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<tr>
<td>Exam 2</td>
<td>150</td>
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<tr>
<td>Case Paper</td>
<td>100 = 500 points</td>
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</tbody>
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For the class an “A” is >94%, “A-” 90 to 93.9%, “B+” is 87.5 to 89.9%, “B” is 84 to 87.4% and so on...

**Class Participation.** Class participation for any graduate student is an important part of your overall evaluation. Class discussions will relate to reading assignments, but will not necessarily cover all material on the reading list. The course includes three case debates and discussions, which are particularly important method for applying course materials. For these assignments, students will be evaluated on participation, level of effort, quality of insight into the case issues, effectiveness of presenting ideas, and ability to think on your feet. Overall, your grade on class participation is something to be earned via consistent quality contributions to the seminar experience.

**Global Business Update**

Working in groups of 4, you will discuss/debate an International Business Issue at the beginning of each class. On your day as leaders, you will bring in an Update and present it to *facilitate a discussion/debate* on the topic. Choose an event that corresponds with the syllabus topic of the day. Briefly summarize the article to the class and then explain how it is related to topic of the day. When applicable, you should present multiple perspectives on an issue (whether from multiple countries, cultures, companies, or individuals). When it is your session as an event leader, type and present five interesting questions for the class to debate. Submit these questions, a copy of the article and a copy of .ppt slides (if used) to turn in on your presentation date. The presentation and discussion should last around 15 minutes.

* Find in Blackboard Course Documents
Content of Global Business Update
At a minimum, each presentation should contain:
• A summary of the article and the topic you are analyzing.
• An analysis of the topic/issue as it relates to global sports business.
• A comment/opinion on the issue and your analysis.

Global Business Update Guidelines:
Provide me with the following information right before your presentation:
1. A hard copy of the .ppt presentation with students’ names (4 or 6 pp./slides).
2. A copy of your current event article.
3. Five interesting questions for the class to discuss/debate

Your Global Business Update will be evaluated on the following elements:
1. Clarity with which the nature of the issue is described and questions identified.
2. Relevance of the issue and linkages made with class content.
3. Ability to make your presentation interesting and informative and initiate discussion.
4. Quality of the .ppt document.
5. Ability to answer questions.

Examinations. There will be two exams during the semester. They will consist of multiple choice, short answer and essay questions aimed at evaluating your understanding of the theories and concepts covered over the course of the term. Assigned readings and notes will be important for doing well on the exam. Please bring a blue book and No. 882-E Scantron to class on the night of the exam.

Case Paper. Each student is required to do one written case analysis chosen from two cases that we will be covering in class. These papers are to be prepared on an individual basis and due on or before the day the case is scheduled for class discussion. These are to be comprehensive reports of about 1,500-2,000 words plus exhibits. A typical paper is 8 – 10 pages long. These reports require that students go through the entire process of identifying (or diagnosing), evaluating, recommending, and dealing with all of the major problems and issues raised in the case. Summarizing and rehashing facts stated in the case is discouraged. Instead the analysis should be prepared as a “report to management” with an emphasis on action-oriented strategic recommendations. Critical components of your report will the application of analytical tools, as well as strategies utilizing concepts covered during the semester. We will discuss the components of the report and the grading rubric during the semester.