SAN DIEGO STATE UNIVERSITY
COLLEGE OF BUSINESS ADMINISTRATION
MANAGEMENT 405
MONDAYS - 4:00 p.m.
INTERNATIONAL BUSINESS STRATEGY AND INTEGRATION
FALL 2013
DR. BLUE ROBBINS

Office: Student Services East, Room 3364
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Office Hours: By appointment, before, and after class.
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Course Prerequisites: MGT 350, MKTG 370, FIN 323, BA300 and either MIS 301 or MIS 302; Concurrent enrollment is not adequate.

Required Text:

Blackboard:
This is a blended class. Please access Blackboard throughout the semester to review the syllabus, contact information, class announcements, faculty information, power point presentations of the class curriculum, course documents, message box, and other course information. Please be sure to keep your e-mail address on Blackboard current. For Blackboard Technical assistance, please call the Help Desk at 619-594-3189 OR Help Desk email: scc@rohan.sdsu.edu The Blackboard Support website is http://its.sdsu.edu/blackboard/

Course Description:
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 is emphasized through
case studies, experiential exercises, and simulations. In this course, you will learn to apply strategic concepts and frameworks to understand issues confronted by strategic managers. You will understand the complexities involved in managing a formal organization and gain an appreciation of the relationship of your functional specialty to the operation and performance of the firm. By understanding how all the components of an organization must be coordinated in formulating and implementing organizational strategy, you will be more effective in the performance of your individual organizational task.

BSBA Program Goals

BSBA students will graduate being:
- Effective Communicators
- Critical Thinkers
- Able to Analyze Ethical Problems
- Global in their perspective
- Knowledgeable about the essentials of business

MGT 405 contributes to those goals through its student learning outcomes.

Learning Outcomes:
Upon completion of this course, students will be able to:
1. Define and explain concepts, frameworks, and techniques of strategic management.
2. Identify and apply relevant concepts, frameworks, and techniques to identify, define and describe opportunities and problems faced by top management.
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.
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.
5. Develop the ability to think strategically from a general
management perspective and define business problems and offer solutions.

6. Apply teamwork skills as they pertain to strategy analysis, formulation and implementation.

7. Apply communication skills as they pertain to strategy analysis, formulation and implementation.

Course Requirements:
1. Participation in class discussion, experiential exercises and group work is essential and expected to enhance the learning process. Attendance and participation in this course is required.
2. Read the text prior to the scheduled date on the syllabus.
3. Participate in a written team case analysis and team creative oral presentation.
4. Participate as an evaluator of case analyses.
5. Each student will complete two midterms and a capstone case final exam.

Course Outline and Assignments:
8/26: Introductions, Syllabus; Prerequisites; Learning Outcomes
Course Overview, Course Expectations, Review of Course Requirements; Chapter 1: Strategic Management: Creating Competitive Advantages;
9/2: NO CLASS (Labor Day)
9/9: Chapter 2: Analyzing the External Environment of the Firm;
Chapter 13: Analyzing Strategic Management Cases; Team Case Analysis Creative Presentation Overview
9/16: Chapter 3: Assessing the Internal Environment of the Firm; Strategic Management Activity
9/23: Chapter 4: Recognizing a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources; Chapter 5: Business – Level Strategy: Creating and Sustaining Competitive Advantages;
10/7: MIDTERM EXAM #1
10/14: Chapter 7: International Strategy: Creating Value in Global Markets; Chapter 8: Entrepreneurial Strategy and Competitive
Dynamics
10/21: Chapter 9: Strategic Control and Corporate Governance; Chapter 10: Creating Effective Organizational Designs
11/4: MIDTERM EXAM #2 and MAT (Management Assessment Test)
11/11: NO CLASS (Veterans Day)
11/18: TEAMS 1-3 CASE ANALYSIS CREATIVE PRESENTATIONS
11/25: TEAMS 4-6 CASE ANALYSIS CREATIVE PRESENTATIONS
12/2: TEAMS 7-9 CASE ANALYSIS CREATIVE PRESENTATIONS;
12/9: Prep for Capstone Case Essay Final Exam; Closure
12/14: SATURDAY – 1:00 p.m. – CAPSTONE CASE ESSAY FINAL EXAM

GRADING
MIDTERM #1  175 points
MIDTERM #2  175 points
CASE ANALYSIS (2 parts)  200 points
(1. TEAM CASE ANALYSIS WRITTEN and ORAL
CREATIVE PRESENTATION=100;
2. CAPSTONE CASE FINAL EXAM=100)
PARTICIPATION/ATTENDANCE/EXPERIENTIAL  50 points
EXERCISES/QUIZZES
Total Possible points  600 points
Grading will be based on the following scale:
560 points and greater  A
540-559 points  A-
520-539 points  B+
500-519 points  B
480-499 points  B-
460-479 points  C+
440-459 points  C
420-439 points  C-
375-419 points  D
Less than 375 points  F
Experiential Exercises, Quizzes, Participation: Throughout the semester, we will have experiential exercises, quizzes and discussions that will require your participation. All unexcused absences are 20 points deducted, excused absences are only 10 points deducted; and extenuating documented circumstances are completely excused.

Please set your CELL PHONES in the SILENT/MUTE mode.

Team Case Analysis and Creative Presentation:
Each team will prepare and present a case analysis during the course. Your project team will develop and present a recommended course of action, as you would to a company’s board of directors. The assignment will consist of two parts: 1) A creative presentation to the class (approximately 25-30 minutes), and 2) A written summary of your presentation including additional analyses, exhibits, and other supporting information. Each team member is expected to participate in project discussions, preparation, and the actual team case creative presentation. Class time has been allotted for teams to work on this project.

Team Case Written Analysis:
For your written case: analyze and summarize your oral presentation. Your case paper should be approximately 4 pages double-spaced, plus another 4 pages of exhibits (app. 8 pages total). Additionally, add a title page and also add another page at the end with a signed list of all members (in alphabetical order by last name) with signatures beside typed names as well as role(s) and responsibilities that each team member contributed to the team presentation. You may use an outline format and bullet points if you wish. Include the names of all team members, and please do not use a binder. Written presentations are graded based on accuracy and depth of the three required analyses (financial, SWOT, and Porter’s five forces), the viability of the recommendations, level of implementation detail, justification, and supporting documentation. You must deliver your team case written
analysis at the beginning of class on the day you present. A References section should be included.

**TEAM CASE CREATIVE ORAL PRESENTATION:**

A creative oral presentation should explain what is taking place in the case, the key issues, the three analyses (financial, SWOT, and Porter’s five forces), 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 should be creatively indicated and followed with transitions and internal summaries to help listeners follow the report. High quality linking and supporting visuals should be used when appropriate. Each presentation should include contributions from all members of the team, but not all members of the team have to speak. Creating your own video is allowed but video downloads of any type are not permitted.

Additionally, be sure to distribute a creative handout for each Board of Director including a summary of the key issues, three analyses, and recommendations.

**NOTE:** We will review Chapter 13 of the Dess text for suggestions on how to analyze a strategic management case early in the semester.