INTERNATIONAL BUSINESS STRATEGY AND INTEGRATION - MGT 405 Spring 2014

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Text:  Strategic Management, 7th ed, Dess, Lumpkin, Eisner and McNamara

Course Description
International business strategy and integration deals with organizational issues concerned with the long-term performance and survival of the organization in today's global context. "Strategic" issues often cut across all functional areas (marketing, finance, accounting, management etc.) and pertain to the welfare of the entire organization, which rests with strategic managers. In this way, business strategy is generally considered the capstone course for undergraduate business programs.

In this course you will learn to apply strategic concepts and frameworks to understand issues confronted by managers. You will understand the complexities involved in managing an organization and gain an appreciation of the relationship of your functional specialty to the operation and performance of the firm. Only a few of you will become strategic managers upon graduation. However, 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.

Prerequisites
MGT 350, MKTG 370, FIN 323, either IDS 301 or IDS 302 and BA 300 if your Major Catalog year is after 2005-06. If you do not meet these prerequisites, you must drop the course during the drop period. Concurrent enrollment in one or more of the prerequisite courses is unacceptable.

Learning Outcomes
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 as follows:

- Define and explain concepts, frameworks, and techniques of international strategic management.
- 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.
- 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.
- 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.
- Develop the ability to think strategically from a general management perspective and define global business problems and offer solutions.
- Apply teamwork skills as they pertain to international strategy analysis, formulation and implementation.
- Apply communication skills as they pertain to international strategy analysis, formulation and implementation.
**Class Procedures**
As the College of Business Administration's capstone course, students are advised that this course is time demanding and requires a good deal of both individual and cooperative effort. The class will emphasize active learning, which means that participants have a responsibility for the learning process that occurs during the term. For the class to work well, and for you to benefit from it, preparation for each class meeting is essential. You will be asked to assume several roles in this class such as consultants, top managers, and board members. Discussions will cover a wide range of topics including strategy concepts, relevant business issues and cases. To help you prepare for your roles I will provide text readings, cases, and other useful materials and in these roles you will be expected to perform appropriately. An inappropriate role for you is that of an observer, sitting back and taking no initiative.

**Evaluation of Performance**
The evaluations are straightforward and it is up to you to initiate and perform to the expectations you set. Any grade you want is possible in this course if you work hard and perform. An ongoing tally will be provided for you throughout the semester on the Blackboard grade book. Evaluation components are as follows:

**Individual Assessments**
1. Class participation 100
2. Written case solutions 100
3. Exam 1 & 2 200
4. Capstone Case Exam 200

**Consulting Team Assessment**
5. Presentation 150
6. Written Plan 50
7. Research Content 200

Total Points 1000

For the class an “A” is 94% and higher  
-“A” 90% to 93.9%  
-“B+” 88% to 89.9%  
-“B” is 84% to 87.9%

-“B” is 80% to 83.9%  
-“C+” is 78% to 79.9%  
-and so on...

1. **Class participation** consists of assessing a combination of your contribution to class discussions and participation in class exercises. Each of these aspects of the course is designed to help you learn the course concepts through discussion and application. Come to class prepared to discuss strategy concepts, assigned cases, and readings. When grading class participation, I will look for the quality and frequency of contribution to class discussions. With regard to quality of participation, the criteria I apply include:
   - are the points made relevant to the discussion?
   - do you go beyond a mere recitation of facts, and are implications clearly drawn?
   - did your contribution further the understanding of issues?

2. **Written case solutions** are required for 4 assigned cases. These solutions will be based on the questions found on the course website. There are 5 cases assigned from you to choose the 5 that you will write a solution for. Each solution is worth 25 points. The following details the areas of evaluation and related scoring:
<table>
<thead>
<tr>
<th>Points</th>
<th>Area Evaluated</th>
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<tbody>
<tr>
<td>17.5</td>
<td>Solution points are attained by accurately answering case questions and providing supported strategic recommendations.</td>
</tr>
<tr>
<td>5</td>
<td>Professionalism – using proper grammar, no spelling errors, etc.</td>
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<tr>
<td>2.5</td>
<td>Paper Formatting – each paper will be no longer than 1 page in length, single spaced, using 12 pt font and 1 inch margins. *These papers are due the day they are discussed.</td>
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3. Exams 1 & 2. These assessments are multiple choice exams used to evaluate your understanding of the strategy concepts that are covered in the course. You should prepare for all class materials and assigned chapter readings for this exam. No make-up exams will be given except for medical reasons.

4. Capstone Case Exam is a comprehensive essay exam that is applied uniformly across all sections of MGT 405 in the College of Business Administration. The focus of the exam is to evaluate your ability to think critically about the material covered in the course and the business curriculum, and apply it to case scenarios presented/discussed in MGT 405. Each student in MGT 405 will be required to respond in-class essay questions that can be applied to multiple case scenarios. Students should prepare for the exam using cases that they have developed an extensive knowledge of during the semester. The exam will be administered during a common time slot across all sections on Saturday of final exam week. No outside material is allowed during the exam. Later in the semester an exam review and grading rubric will be provided.

5 – 7. Team Assessment
The final evaluation areas involve the execution of a team consulting project for the course. Each team will undertake a self-directed study of a firm and its environment with the intent on solving a strategic problem. This project will be a major effort focused on integrating the concepts and materials discussed throughout the semester and from material learned from previous courses in the business school. The group will select a major firm and conduct an analysis of its general, industry and internal environment for the purpose of developing a strategic plan for the firm. The exercise is designed so that the class (i.e. Board of Directors) will vote on each group’s presentation to the viability and attractiveness of the strategic recommendations. The grade for the project will come from three basic areas: the content of the project solution, and the quality of the final deliverables you make to your clients (presentation and written plan). The following discusses each aspect:

5. Each team will make a formal 30 minute presentation to the class detailing your strategic solution to the class exercise.

6. A formal written project plan will be turned in on the last day of class containing the research you have conducted. This will be considered a final deliverable presented by your consulting team to your client. It is expected to be written and formatted in a professional manner containing the entirety of your research and recommendations.

7. Research content pertains to the quality and comprehensiveness of your research and plan. Your team will be evaluated on your insights into solving the business client’s strategic problems.
SCHEDULE

The following is a tentative class schedule for MGT 405. The instructor reserves the right to change the schedule as circumstances dictate with changes being announced in class and on the course website. Students not attending class are responsible for obtaining this information.

Module 1: Strategy and Analysis
Week 1 1/23 Topics: Course Description
Assignments: Email bio to instructor (picture and background)
Familiarize yourself with course Blackboard and syllabus

Week 2 1/28 Topics: What is Strategic Management?
Analyzing the General Environment
Assignments: Read Ch. 1 and Ch. 2 pgs. 34-47
Organize consulting teams

Week 3 2/4 Topics: Analyzing the Industry Environment
Assignments: Read Ch. 2 pgs. 48-ch. end

Week 4 2/11 Topics: Discuss the Casino Industry
Assignments: Prepare case solution 1 (Casino Industry Case pg. C11)

Week 5 2/18 Topics: Assessing the Internal Environment
Finalize project company
Assignments: Read Ch. 4

Week 6 2/25 Topics: Discuss World Wrestling Entertainment
Assignments: Prepare case solution 2 (WWE pg. C68)

Week 7 3/4 Topics: Exam 1 (Module 1 material)

Module 2: Strategy Formulation
Week 7 3/6 Topics: Business Strategy
Assignments: Read Ch. 5

Week 8 3/11 Topics: Discuss Boston Beer Company
Corporate Strategy
Assignments: Prepare case solution 3 (Boston Beer pg. C128)
Read Ch. 6

Week 9 3/18 Topics: Corporate Strategy (continued)
International Strategy
Assignments: Read Ch. 7

Week 10 3/25 Topics: Discuss Heineken
Assignments: Prepare case solution 4 (Heineken pg. C58)
Week 11 4/1  **Spring Break**

**Module 4: Strategy Implementation**
Week 12 4/8 Topics:  
- Strategic Leadership  
- Discuss Yahoo  
Assignments:  
- Read Ch. 9  
- Prepare case solution 5 (Yahoo pg. C35)

Week 13 4/15 Topics:  
- Strategic Control  
Assignments:  
- EXAM 2 (Module 2 & 3 material)  
- Read Ch. 11

Week 14 4/22  
4/24  
- Project work  
- CONSULTING TEAM PRESENTATIONS (1 – 2)

Week 15 4/29  
5/1  
- CONSULTING TEAM PRESENTATIONS (3 – 4)  
- CONSULTING TEAM PRESENTATIONS (5 - 6)

Week 16 5/6  
5/8  
- CONSULTING TEAM PRESENTATIONS (7 - 8)  
- CONSULTING TEAM PRESENTATION (9)  
- Course Wrap

Week 17 5/10  
- CAPSTONE CASE EXAM