

INBU 4890-01 GLOBAL STRATEGY

SYLLABUS AND SCHEDULE | SPRING QUARTER 2017

Course Description

This is a hands-on Capstone course focused on Global Strategy. Global Strategy involves the interpreting of externalities in the global political and economic environments. It requires the identification and tracking of emergent trends and the matching with internal resources to identify what scope exists to bring about competitive advantage.

This course is designed to familiarize you with the perspectives and related issues in the field of management as a response to the imperative to globalize. You will gain an increased awareness for the dynamically changing field as you are exposed to the major challenges facing organizations and managers in today's competitive global marketplace. In particular, you will enhance your working knowledge of the customs, cultures, and management practices, strategies of the major economic countries in the world. A significant focus of the course will be a global strategy project.

Course information

Instructor information

Course code: INBU-4890-01
credits: 5
Location: Pigott 102
Class times: TTh 10:15 am to
12:20 pm
First session: Mar 29
Last session: June 2

Instructor: Dr David McHardy Reid,
Phone: 206 296 2473
Email: reidd@seattleu.edu
Office: Pigott 513
Office hours: M Th 2pm to 3 pm
(or) Please phone or email to arrange
appointments outside office hours.

Required Texts

Peng, M. Global Strategy, Cengage 3rd Edition.

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Course Objectives

The course is designed to:

- Integrate the major concepts and paradigms in global management
- Give you a realistic picture of the current issues and challenges facing managers in international settings
- Provide you with the ability to analyze the strategies employed in the global business environment

Course Format:

This class will be centered on a high involvement and interactive environment. Class will include a combination of lecture, discussion, exercises, and group activities including case analysis and a global strategy project and presentation.

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COURSE SCHEDULE (May be revised as deemed necessary)

| # and Date | Study Topics | Assignments/Presentations |
|---------------|---|---|
| 1 March 28 | Group session | <p>Arrange to meet with your group and determine which project (GSADP) to bid for in the second session. You should research the company to ensure that the data you will need will be available to you.</p> <p>We may have some 'real' projects, alternatively you may want to check out www.riipen.com.</p> |
| 2 March 30 | <p>Course Logistics, and</p> <p>Introduction: Global Strategy</p> <p>Peng Ch 1</p> | <p>Group Obligation</p> <p>Around the World Presentation</p> <p>Multinational Enterprise (GSADP Study Presentation)</p> |
| 3 April 4 | <p>Guest Speaker</p> <p>Jim Murphy</p> <p>Senior VP International</p> <p>Costco</p> | Costco's global strategy |
| 4 April 6 | Mission Day | No class today |
| 5 April 11 | <p>Introduction: Global Strategy</p> <p>Peng Ch 1</p> | Reading Assignment: Peng Ch. 1 |

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|----------------|---|---|
| 6 April 13 | Global Strategy Peng Ch 1 | Reading Assignment: Peng Ch 1 Group Research Presentations: AW: Group # 1 GSADP: Group # 6 |
| 7 April 18 | Managing Industry Competition | Reading Assignment: Peng Ch 2 Group Research Presentations: AW: Group # 2 GSADP: Group # 5 |
| 8 April 20 | Leveraging resources and capabilities | Reading Assignment: Peng Ch 3 GSADP: Group # 4 AW: Group # 3 |
| 9 April 25 | Institutions, Ethics and Culture | Reading Assignment: Peng Ch 4 Group Research Presentations: AW: Group # 4 GSADP: Group # 3 |
| 10 April 27 | Internationalizing the firm and adaptation Guest speaker Robert Sarver | Reading Assignment: Peng Ch 5 |
| 11 May 2 | Entering foreign markets | Reading Assignment: Peng Ch 6 Group Research Presentations: AW: Group # 5 GSADP Group #2 |
| 12 May 4 | | Midterm Quiz, Peng Chs 1-6 |

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|--------------|---|---|
| 13 May 9 | GSADP Workshop | |
| 13 May 11 | Guest Speaker Aaron Rose CEO ROI3 | Startups in the global arena. GSADP Group # 1 |
| 15 May 16 | Guest Speaker Ron Hosogi Ex Microsoft Japan Market Chief | |
| 16 May 18 | Strategic Alliances and Networks | Reading Assignment: Peng Ch 7 Group Research Presentations: AW: Group # 6 |
| 17 May 23 | Flexible learning assignment: IP Protection Strategy | Winning the IP War |
| 18 May 25 | GSADP Workshop | |
| 19 May 30 | Final GSADP Presentation | Groups 3,4,5, |
| 20 June 1 | Final GSADP Presentation | Groups 1, 2, 6 |
| June 7 | Examination Slot | All final GSADP reports due by 12 pm (noon) |

Grading Policy:

Final grades will be determined as follows.

| Component | % |
|-------------------------|-----|
| Mid term quiz | 15 |
| Participation | 25 |
| AW Presentations | 10 |
| GSADP Presentations (2) | 20 |
| GSADP Final Report | 30 |
| Total | 100 |

Grading scale: A+ = 97-100% A = 94-96% A- = 90-93% B+ = 88-89% B = 84-87%

B- = 80-83% C+ = 78-79% C = 74-77% C- = 70-73% D+ = 68-69% D = 64-67%

D- = 60-63% F = 59% and below

NOTE: LATE ASSIGNMENTS ACCEPTED WITH ONE FULL LETTER GRADE REDUCTION FOR EACH LATE DATE.

Exams:

One exam/quiz will be given during the term. It will consist of a variety of question types, including multiple choice, true/false, etc. Materials for the exams will be based on the textbook, lecture, podcasts, outside readings, videos, guest speakers, group presentations, and anything else covered in class. This test will also include 'Assurance of Learning Content'. You are expected to take the exams on the scheduled dates. Makeup tests will NOT be given unless the absence is excused by the instructor PRIOR to the exam date.

Around the World Presentation: Here is an enjoyable method we'll use to informally teach one another about the culture and environments of various countries. Each student, working as part of a group (3 to 4 members, will introduce the class to the practical side of venturing to a

foreign country so that we can be culturally sensitive and aware of what's expected when conducting business in that country. Each student group will make an oral presentation to the class to share information and provide class members with an "info sheet" that can serve as a helpful resource. Areas your group might explore include:

- What's the cultural profile (using the dimensions defined by Hofstede & Trompenaars as a framework, or the more recent findings from the GLOBE Project and how are these cultural dimensions exhibited in business practices? In particular, what cultural dimension of this country or region favors foreign investment?
- What's the political and economic history of the region, and how has that history shaped currently laws and practices?
- What customs and traditions are observed? What's the currency used? How do people dress? What do they eat and drink? What language is spoken?
- How attractive is the region to foreign investment beyond the cultural dimension listed in the first question?
- What U.S. Firms currently conduct business in that country, and what challenges have they met?
- What are the governmental policies to solve the national and global crises in finance and the economy, etc.?

This is just a start – each group should teach the class about the people and their values, the country's institutions and ideologies, and the resultant effect on business practices. Be creative! Teach us some phrases in the native language(s), bring samples of food, clothing, currency, music, etc. Essentially, your group is conducting a training session to prepare expatriates (your classmates for an international assignment. You will be evaluated as a group on the quality of information conveyed as well as your creativity, and also individually for your respective flair. Don't forget to use the embassy of that country in the U.S. as an important source for accurate and latest information. Your group can choose any kind of countries including BRICs and countries shown in this textbook.

GSADP (Global Strategic Analysis and Development Project):

To acquire the actual knowledge of global management and global business, each group of students, consisting of 3 to 4 members, will participate in a company study of a self-selected MNE. Your group can choose any kind of MNE including, for example, the Fortune 500 or 1000 companies of USA and other excellent companies regardless big or small in the global arena. It is not restricted to American companies.

The company study guideline for you is, first, to focus on your collective interest area based on the research-suggested topics listed below. Thereafter exchange views and information with your other group members' analytical perspectives and research interests. Then, discuss collectively with all your group members to determine your group's selection.

The project may consider all or some of the following, as appropriate:

- MNE's corporate history and "corporate brand" strategy in the world market
- Global marketing strategies both in the national and the overseas market
- MNE's ownership strategies (characteristics in shareholding, M&A and other strategic alliances in global business)
- Innovation in technology and changes in organization culture while dealing with global businesses
- Global standardization strategies in the areas of products, manufacturing, financing and management
- MNE's mission statement, and its consistency in founder's philosophy
- Global HR management, HR development and maintenance in MNEs
- MNE's organizational strength, competitive power and government relations
- International business ethics, social responsibility and environment management in host countries
- Intellectual property protection strategy
- Globally manufacturing products or creating services, and quality control of MNEs
- International finance and accounting, quantitative approach, and risk management
- Globalization of information technology and communication or information management system
- Logistics, supply chain management, purchasing, warehousing and handling in MNEs
- Research and Development, new product development of GSADPs
- Global strategy and executives' s philosophy in the future sustainability and growth of MNEs
- Crisis management both in the global and national operation of MNEs
- Any functional or organizational or strategic research topics of MNEs which your group would like to choose after discussions or recommendations

GSADP Report:

In addition to your class presentation on the selected GSADP, prepare a written report and classroom presentation to address three issues: (1 the company's current global strategy, (2 your critical appraisal of its strategy, and (3 your recommendations for strategic change to meet the global challenges. Be sure to explain why the changes in strategy that you propose is likely to improve performance. Your report should be not much more than 30 double spaced pages of text (11 pt font) with additional exhibits attached.

Attendance/Research Paper Presentation/Assignments

Evaluation:

You are expected to read the textbooks as listed above before attending the class, take all exams and complete any other assignments made. Attendance and class participation are also expected. The instructor values your participation, so please be in class on time. If you need to be absent from class, please extend professional courtesy to the instructor by giving prior notice of your absence and taking personal responsibility for obtaining notes, materials, etc. covered in class during the absence. Texting and playing with smart phones in class will degrade your participation score. You are encouraged to take an active role in the course – you'll get lots more out of it!

Classroom Conduct:

Everyone is expected to participate in classroom in a professional manner. The Management Department and Albers School of Business and Economics will neither tolerate sexual nor racial harassment nor discrimination based on gender, sexual orientation, disability, race, color, religion, national origin and ethnic origin in the classroom. If you have a complaint, please inform the instructor, the Management Department Chair, Albers School of Business and Economics Dean or campus EEO/AA Office.

Academic dishonesty will be dealt with according to the regulations prescribed by Seattle. University policies on dead week, drop/add, grading, incomplete grades, final exams, and other topics, as stated in the SU Schedules of Classes, will be observed in this class. The use of smartphones and texting in class is not allowed. Such use is distracting to students and instructors alike and ultimately detrimental to the learning environment. A violation of this policy will result in grade sanctions as determined by the course instructor.

Please keep in mind that the following schedule is flexible. If I need to adjust the pace of the course, I will. I want this course to be challenging, interesting, and provide you with a solid foundation. Your ideas, questions, and participation in the class are vital to making the course a success. Best wishes for a productive quarter.