

**International Business Policy/Strategy**  
INBU 5315-01

PIGT 203  
Thursdays 6:00-8:40PM  
Spring 2018

Designer: Dr. Rubina Mahsud  
Associate Professor: Business & Corporate Strategy  
Office: Piggott 429  
Phone: 206 206 2323  
Email: [mahsudru@seattleu.edu](mailto:mahsudru@seattleu.edu)

Office Hours: Thursdays 3:30PM – 5:00PM or by appointment.

**Description**

INBU 5315 covers the fundamentals of business and corporate strategy in the global context.

Prerequisites: All INBU courses. This course is recommended as the International Business program capstone course.

**Material**

1. Most of the Harvard Business Review articles listed in the syllabus are available through SU Online library source either as pdf for printing or viewing. Remaining are available on Google.
2. Purchase seven Harvard Business Cases and two articles not available through SU library. It will cost you half the price of the market rate when you purchase through the link that I have generated for you. These cases and two articles need to be purchased individually. The following is link especially created for your class.  
<http://cb.hbsp.harvard.edu/cbmp/access/78598571>
3. Additional readings from The Economist ([www.economist.com](http://www.economist.com)), The Wall Street Journal ([www.wsj.com](http://www.wsj.com)), or The financial Times (<https://www.ft.com/world>), The Forbes, The Business Week is encouraged to browse.
4. The WST is available to you at a discounted rate of \$19.95 for a 10 week home or office delivery subscription with full access to WJS.com a 75%+ discount off of the newsstand price: <http://subscribe.wsj.com/quarter>.
5. The Economist is the best and most cost effective source for Global Business news. It is encouraged to purchase a student subscription. The discounted offer is at \$1.88 per week or

\$1.51 for print or digital: <http://www.economist.com/help/specialsubscription#academic>.  
It will also buy you the rights to the website based archives.

### **Objectives**

This seminar is designed with your experience in mind. It will empower you to use your experience and imaginations while applying the skills, tools, and techniques learned in various other classes and the ones that you will be exposed to during this seminar. It inculcates system's thinking perspective that is about relationships; between people, between people and more people, between people and environment, and between principles. It helps in understand how strategy relates to firm's wider context as well as its structure and vice versa. Here are the bulleted objectives:

- To think strategically – long term while having an eye for short and medium term results.
- To be able to perform a systematic analysis of the environment
- To be able to perform a systematic analysis of the firm's resources and capabilities
- To be able to align firm's inner strengths with outside opportunities creating new frontiers of innovation and creativity for a sustainable Competitive Advantage.
- To be able to overcome firm's internal weaknesses through environmental opportunities
- To be able to address environmental threats with firm's strengths
- To be able to know how to integrate the knowledge gained in earlier classes.
- To integrate theory with practice by applying the techniques and tools used by strategists.

### **Seminar Structure & Activities**

INBU 5315 is both a lecture and case-based seminar. The analysis and discussion of different industries and companies is the primary class activity. Case preparation and class discussion will be a make or break the seminar quality. Your reading of the material and being informed international strategists will help me invite some top class guests to make your seminar experience enriching.

### **Activities**

**Lectures:** Presents theories, concepts with examples and fill gaps in your readings.

**In class Activities:** Include discussion and case analysis. There are assigned readings for each session. Read at least TWO articles for each session including a case study. It will generate rich discussion for everyone to learn and enjoy.

**Guest Speakers:** Will share their business practices in the international context.

**Team Presentations:** You will form teams. Each team should comprise of four students. Members in each team will select an industry of interest. Members in each team will devise a strategy to analyze their selected industry for its attractiveness in terms of growth, profitability, social and cultural angles, global demand, and Blue Ocean Creation to gain sustained competitive advantage. At the end of the quarter, each team will present their findings as

industry experts to convince investors whether to invest, expand or retrench from international markets. Each team must select an industry that has at least four or more publically traded companies in it.

**Individual Research Paper:** Individually, you will need to write a research paper on your selected company from the industry you choose for a team presentation. Throughout in your paper you will compare your selected firm (focal) to its nearest competitor (benchmark) within the same industry. At times, you may also need to use industry standards. Selecting focal and benchmark firms from the same industry used for team will help you collect background information on the entire industry value chain aiding you in your individual final research paper.

While comparing your focal firm to its benchmark, try matching the two on size determined either by net sales, total assets, or number of employees. You will analyze your focal firm performance using quantitative and qualitative data gathered from scholarly articles, databases, case studies, and trade publications. Starting with financial ratios such as profitability, liquidity, leverage, and activity (5-10 years) you will draw excel graphs showing comparison in terms of financial performance to its benchmark and industry averages.

After identifying the differential quantitative (financial) performance between focal and benchmark, look for reasons as to: *Why is your firm (focal) performing better/worse than competition given similar opportunities and constraints in the environment?* Explore firm's internal resources and capabilities comparing it with the benchmark. Substantiate your opinion with data and facts to reach to conclusions and provide strategic recommendations.

While analyzing your firm against its benchmark, you can take a position as a manager of the firm given the charge of analysis, synthesis, and recommendations or a management consultant, or a critical business analyst working for *Fortune* or *Business Week* magazines. Resources and capabilities analysis include leadership, quality of human resource management, organizational structure, alignment of structure with strategy, market positioning, diversification, operations, marketing & advertising, outsourcing & on-shoring, organizational culture, issues related to organizational behavior i.e. motivation, conflict resolution, change management to name a few.

This exercise helps diagnose issues at the organizational level to reach formidable conclusions and recommendations. Your research paper should be between 10-12 pages, double spaced, Times New Roman, 12 font size, with one inch margins. These 10-12 pages exclude large graphs, appendices, large tables, pictures, and references. Please use APA style for references. Additional clarification will be provided during the seminar.

**Grades:** You are not pitted against one another in competition for a fixed number of "A" grades. In theory, everyone can get an "A." Your course grade is a function of the quality level of your performance weighted by the quantity points assigned to a particular activity.

**Quality Level:**

95	to	100% = A
85	to	94% = B+
75	to	84% = B
65	to	74% = C
55	to	64% = D
00	to	54% = Fail

### Quantity Points:

Participation/Attendance	3000 points
Quizzes (unannounced)	1000 points
Individual Research Paper	2000 points
Team Presentation	3000 points
2 Case write-ups = 2*500	1000 points

**Grade Determinants:** Your overall grade is determined by the equation:

$$\text{GRADE} = \frac{\sum(\text{Quality Level} \times \text{Quantity Points})}{\sum(\text{Quantity Points})}$$

**Passing Grade:** You need to pass each assignment in its individual standing. For example, if you desire to achieve “A” in the course you need to score “A” on each of the above activity that is attendance and active participation, quizzes, individual research paper, group presentation, and case write ups.

**Code of Conduct:** I trust your honesty and consider each one of you a person of integrity. You are familiar with policies pertaining to plagiarism. Any incident of such kind on an individual research paper will result in a failing grade.

**Attendance:** Activities, including job interviews, meetings, and travel ought to be scheduled in advance so as not to conflict with session meetings. Two absences will have a serious impact on your participation grade affecting your overall grade. Sessions will begin on time. I appreciate you are in the class before it starts.

### TENTATIVE OUTLINE

#### Note:

An article **highlighted in grey** (7 articles) indicates that the article is available online through the SU library but is not available for printing.

An article with the **title shown in green color** (7 articles) indicates that the article is available online through the SU library and printing is available.

An article with the **title shown in red color** (2 articles only) indicates that the article is NOT available online through the SU library and students will need to either search in Google or purchase from HBP.

#### April 05 – Management and Business

**Readings:** (A) Introduction (B) Read Syllabus (C) Robert Simons, “**Stress Test your strategy: The 7 questions to ask**”. (HBR November 2010). Zinger, Todd. “**What is the theory of your firm?** (HBR June 2013).

**Note:** Will have: (1) Introductory session – 20 minutes (2) Discuss syllabus – 10 minutes (3) Presentations on the above topics (40 minutes each) (4) warming up-team formation – 30 minutes.

## **April 12 - Environmental Scanning and Competitive Dynamics**

**Readings:** (A) Reeves Martin & Deimler Mike. “Adaptability: The new competitive advantage”. (HBR July-August 2011) (B) David B. Yoffie; Mary Kwak, “With friends like these: The art of managing complementors” (HBR, Sep 1 2004)

*Prepare Case:* CEIBS: A Global Business School Made in China (9-510-088)

## **April 19 – Corporate Scanning**

**Readings:** (A) Christensen & Kaufman. “Assessing your organization’s capabilities: Resources, processes, and priorities” (HBR, August 2008).

*Prepare Case:* The Walt Disney Co. - Entertainment King (9-701-035)  
(Three page double spaced case analyses is due)

## **April 26 – Positioning Strategies**

**Readings:** (A) Hammer, “Deep Change: How Operational Innovation Can Transform Your Company” (HBR April 2004) (B) Stewart & O’Brien, “Execution without Excuses” (HBR March 2005).

*Prepare Case:* IMAX (809M19)

## **May 03 – Corporate Strategies (vertical integration, diversification, mergers & acquisition)**

**Readings:** (A) Cullinan, Le Roux, & Weddigen, “When to Walk Away from a Deal” (HBR April 2004); Goold & Campbell, “Desperately Seeking Synergy” (HBR September 1998).

*Prepare Case:* Zara: Fast Fashion (703497)  
(3 pages double spaced analysis due)

**Guest Speaker:** Jacki Fisher, SVP, Expedia – confirmed 7:30pm

## **May 10 - Blue Ocean Strategy**

**Readings:** (A) Kim & Mauborgne, “Creating new market space: A systematic approach to value innovation can help companies break free from the competitive pack” (HBR Jan - Feb 1999); Kim & Mauborgne, “Blue Ocean Strategy” (HBR October 2004).

*Prepare Cases:* The evolution of Circus Industry (A) (BOS007); Even a Clown can it: Cirque du Soleil recreates live entertainment (B) (BOS008)

## **May 17 – Strategy Implementation and Execution (structure and control systems)**

**Readings:** (A) Kuratko, Donald; Covin, Jeffrey; & Hornsby, Jeffrey. “Why implementing corporate innovation is so difficult?” (Business Horizon, September 2014). Gary Hamel, “First let’s fire all managers” (HBR, Dec 1 2011).

*Prepare Case:* Merck Conflict and Change (9-805-079)

**Guest Speaker:** Ramiro Valderrama-Aramayo – council member & much more – confirmed 7:30pm

**May 24 – Strategy Implementation (continued)**

**Readings:** (B) Beer & Eisenstat, “How to have an Honest Conversation about your Business Strategy” (HBR February 2004); Martin Roger, “The Execution Trap” (HBR July 2010); Pollak, Lauren & Wakid, Katherine, “Thriving in ambiguity: Lessons from exploratory organizations”. (Rotman Management September 2010).

*Prepare Case:* Alibaba’s Bonds Dilemma: Location, Timing, & Pricing (W17088-PDF-ENG)

**Guest Speaker:** Katy Greve, Director, Strategy Group, Expeditors – confirmed 7:30pm

**May 31 – Managing Across Borders: The Transnational Solution**

**Readings:** (A) Bartlett, Christopher & Ghoshal, Samantra. “What is a global manager?” (HBR September 2003) (B) Luc Minguet; Eduardo Caride; Takeo Yamaguchi; Shane Tedjarati, “Voices from the front lines” (HBR, Sep 1 2014)

**Guest Speaker:** TBA

**June 07 – Team Presentations & Research papers due**

## LOGISTICS

**University resources and policies:**

Library and learning commons (<http://www.seattleu.edu/learningcommons/>): Resources include the Research [Library] Services, Learning Assistance Programs, Writing Center, and Math Lab.

**Academic integrity tutorial** (<https://www.seattleu.edu/academic-integrity/resources-for-students/>)

**Academic policies** (<https://www.seattleu.edu/redhawk-axis/academic-policies/>): Academic Integrity Policy, Academic Grading Grievance Policy, and the Performance Criteria for the Albers School of Business & Economics Policy.

**Disabilities services** (<https://www.seattleu.edu/disabilities-services/>): If you have, or think you may have, a disability (including an ‘invisible disability’ such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this course, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff in Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process. You are responsible for seeking help in a timely fashion to obtain disability-based adjustments to course expectations.