

GBUS 4890-01 GLOBAL BUSINESS STRATEGY

SYLLABUS AND SCHEDULE | SPRING QUARTER 2021

Course Description

This is a hands-on Capstone course focused on Global Business Strategy. Global Strategy involves the interpreting of externalities in the global technological, social, economic, legal and political environments. It requires the identification and tracking of emergent trends and patterns to align with firm's internal resources and capabilities. This exercise helps to identify opportunities of serving new markets and customers while maintaining competitive advantage.

This course is designed to familiarize you with the perspectives in the field of strategic management in the global context. You will gain an increased awareness for the dynamically changing business landscape and how to adapt to the challenges and the opportunities organizations and managers need to manage. This course will enhance your working knowledge of the role of customs, cultures, values, management practices, and emergent strategies for emerging markets to serve the world ethically, sustainably, and profitably.

A significant aspect of the course will involve working with the executives of an Iconic company, Costco headquartered in Seattle Washington. You will work with Costco global business division executives as analysts and strategy experts facilitating in the identification of new markets and frontiers. You are fortunate to be working with the third largest global retailer just behind Amazon and Walmart.

Course information

Course code: GBUS-4890-01 credits: 5

Location: Synchronous Zoom

Timings: TTH 3:45 pm – 5:45 pm

First session: March 30

Last session: June 01

Instructor information

Designers: Costco Executives & Dr. Mahsud

Phone: 206 296 2323

Email: mahsduru@seattleu.edu

Office: Pigott 429

Office hours: Tuesdays after class or via email appointments

Required Material

1. Harvard Business Cases – 6 cases and an article costs approximately \$29. The link is generated for you at a discounted rate. <https://hbsp.harvard.edu/import/813692>
2. The WSJ is available to you at a low, discounted rate of \$24.95 for a 10 week home or office delivery subscription with full access to wsj.com, an 80%+ discount off of the newsstand price: <http://subscribe.wsj.com/quarter>.
3. The Economist is the best and most cost-effective source of Global Business news. I urge to buy a student subscription. It is on offer to you at 77 percent discount: <https://www.economistsubscriptions.com/searchstudent/us/>. This, apart from provision of the newspaper will buy you searching rights to the website based archives.

Course Objectives

This seminar is designed with your passion for global business in mind. It will empower you to use your imaginations while applying the global strategy tools, frameworks, and techniques that you will learn in this class. The class will inculcate system's thinking perspective that is about building businesses through relationships, between people, between people and environment, between people and corporations, and between corporations and countries. It will help you to understand how firm's global strategy relates to firm's wider context as well as its structure and vice versa. The main objectives are:

- 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 strengths with outside opportunities creating new frontiers of innovation and creativity
- To be able to overcome firm's 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.

Course Format:

This class is centered on a high and interactive environment. It includes a combination of lecture, discussion, and outside class activities engaging with Costco executives, visiting Costco headquarter in Issaquah, WA and visiting its fulfillment center on 4th Ave Seattle, WA.

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COURSE SCHEDULE (May be revised as deemed necessary)

DATE	TOPICS/ASSIGNMENTS
Tuesday, March 30	INTRODUCTIONS
Thursday, April 01	<ul style="list-style-type: none"> • Introduction continues, Q&As, team formation • Management & the world's work – presentation Dr. Mahsud
Tuesday, Apr. 06	<ul style="list-style-type: none"> • Strategic Management Process – Dr. Mahsud
Thursday, Apr. 08	<ul style="list-style-type: none"> • External Environmental Analysis – Dr. Mahsud • Molinsky & Jang (HBR, 2016) • Kelly (HBR 2013A & 2013B)
Tuesday, Apr. 13	<ul style="list-style-type: none"> • Firm's Environmental Analysis – Dr. Mahsud • Case study 1– Working cross culturally (HBR case study) • Govindarajan & Bagla (HBR, 2017)
Thursday, Apr. 15	<ul style="list-style-type: none"> • Positioning strategies – Dr. Mahsud • Overall cost strategy
Tuesday, Apr. 20	<ul style="list-style-type: none"> • Differentiation strategy – Dr. Mahsud • Case study 2– Uber China (HBR case study) • Bryce & Dyer (HBR, 2007)
Thursday, Apr. 22	<ul style="list-style-type: none"> • Diversification strategies – Dr. Mahsud • Case study 3– Yogo Game (HBR case study) • Meyer (HBR, 2014)
Tuesday, Apr. 27	<ul style="list-style-type: none"> • Blue Ocean strategy – Dr. Mahsud • Kim & Mouborge (HBR, 2014)
Thursday, Apr. 29	<ul style="list-style-type: none"> • Case study 4– Levendary Café (HBR case study) • ASSESSMENT (AACSB)

DATE	TOPICS/ASSIGNMENTS
Tuesday, May 04	<ul style="list-style-type: none"> • Strategy implementation • Case study 5 - Recruiting for multinational enterprise in China (HBR case study) <p>Costco fulfillment Center Tour – Virtual – 3:45-5:30 pm</p>
Thursday, May 06	<p>Costco Global Division VP John Gleason-3:45pm →5:45 Synchronous Zoom session</p>
Tuesday, May 11	<ul style="list-style-type: none"> • Implementation strategies • Case study 6 – Play it safe at home, or take a risk abroad? (HBR case study) • Cascio (HBR, 2006)
Thursday, May 13	COSTCO PROJECT
Tuesday, May 25	<ul style="list-style-type: none"> • Costco project discussion • Case study 7 – Building effective Business relationship in China (HBR case study) • Pinkus, Manyika, & Ramaswamy (HBR, 2017)
Thursday, May 27	COSTCO PROJECT
June 01	<p>COSTCO Project →Final team Presentations – Recorded uploaded on Canvas</p>

Grading Policy:

Final grades will be determined as follows.

Component	Percentage
Participation/Attendance	30
Assessment Exam	20
Costco Research paper & Presentation	50
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.

Attendance/Research Paper Presentation/Assignments

Evaluation:

You are expected to read assigned HBR articles before coming to the class and complete any other assignments made. Attendance and class participation are highly valued. Working with business executive is the corner stone of this class. Their feed back will be incorporated to your final grade on the project/s. You simply cannot be absent for the class. There will only be 10 in class session where global strategy knowledge will be shared. This knowledge will be then applied and translated to Costco project with whom you partner with. This class will put minimum controls on you by empowering you, HOWEVER, with empowerment comes responsibility.

Conduct:

Please follow SU guidelines (EEO/AA Office) on harassment (of any kind) and

Academic dishonesty/plagiarism. ZERO TOLERANCE

Please keep in mind that the following schedule is flexible. If I need to adjust the pace of the course, I shall. I want this course to be challenging, interesting, and provide you with a solid GLOBAL BUSINESS FORMATION, IMPLEMENTATION, and EVALUATION analysis tools. Your ideas, questions, and participation are vital making it success. Let us make it the most productive class for your final quarter!

Appendix 1: GBUS Learning outcomes

LO#1. Describe how businesses and other organizations are adapting people, processes, and structures to a global business context.

LO#2. Identify sources of globalization and describe major effects on individuals and organization.

LO#3. Identify key management challenges presented by globalization and describe techniques for addressing them. (To be assessed SQ21).

LO#4. Integrate management, marketing, finance, and other functional areas in international business.

COSTCO PROJECT

Describe and evaluate Costco's current International* strategy as described in the presentation given by Costco. Do you think this strategy is successful? Explain your answer by identifying and describing the reasons for its success or lack of success. To support your analysis, you should review Costco's 2018 Annual Report, other financial information available on Costco's Investor Relations website, news stories and the presentation and warehouse tour given by Costco. Your analysis should include a brief quantitative review (e.g., ROA and annual sales growth) of Costco's International results (see Segment Reporting on page 59 of the Costco 2018 Annual Report) as well as qualitative analysis of other aspects of their strategy. A SWOT analysis may prove helpful in supporting your answer.

Provide an overview of the current state of the International* retail industry using at least two strategy frameworks (i.e., PESTEL, Porter's Five Forces, RBV, VIRO, etc.) to evaluate the macro-environmental factors of the industry.

If you are supportive of Costco's current International* strategy, propose one or more countries that represent the next best opportunity for International* expansion for Costco and explain why you think this country (or countries) is a good fit. If you do not think Costco's current International* strategy is successful or can be improved upon, propose an alternate strategy and explain why you think your strategy would be superior.

**For purposes of this assignment, International applies to countries other than the United States (and Puerto Rico) and Canada. In Costco's Annual Report these International countries are collectively referred to as Other International.*

For Retail Industry, Costco include a couple of competitors for each of the markets that Costco operate

in. Costco also uses resources such as this to keep track of competition.

<https://stores.org/2019/03/01/top-50-global-retailers/>

<https://stores.org/2018-top-50-global-retailers/>

<https://stores.org/2019/03/01/top-50-global-retailers-rankings-by-geography-and-channel/>

Costco is the 3rd largest global retailer (behind Walmart and Amazon).