



**IBUS 5721: Regional and Global Business Strategy  
Concentration Integration  
Fall-2 2014  
Wed 6-9pm**

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Office Hours: Tuesdays 2:00-3:00 or by appointment

**Course Description:**

In an international business context, managers need to make critical decisions that transcend functional areas. As an integrative course, Regional and Global Business Strategies brings together ideas and skills learned in functional areas as well as other International Business courses into a coherent whole. Regional and Global Business Strategies is concerned with the challenges of developing and implementing strategies internationally. This course provides students with the conceptual tools necessary to work effectively in today's global environment by developing strategic perspectives that links the environment, the state of the industry, and the capabilities and position of the firm.

The primary method for learning in this course is case analysis. We will use cases to explore different expansion strategies, their specific challenges, and their managerial implications. The majority of class time will be devoted to discussions of the cases and readings. Case discussion requires students to do extensive preparation of the case material for the day (typically not less than 2 hours) as well as being alert and willing to participate in the class discussion. Students are expected to be prepared to provide their analysis of the cases when called upon.

**Learning Objectives:**

At the end of this course, students should be able to:

- Articulate strategic perspectives that links the environment, the state of the global industry and the capabilities and position of the firm;
- Formulate strategies for exploiting international business opportunities;
- Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision;
- Recognize the influence of cognitive process on strategic decision-making.

**Course Restrictions:**

**Course Prerequisites:** IBUS 5701

**Readings and cases:**

Readings will be made available through the library e-reserve system and culearn. Cases are available through Harvard Business Press.

**Drop Course Policy:**

You may drop this course up until the END of the second week of classes. Students that drop a class in the third week will receive a WDN but will automatically have the grade changed to ABS. A grade of ABS is considered a failing grade. Students with relevant medical issues and supporting documentation may petition the School to have the ABS grade changed back to WDN.

**Grading Scheme:**

<b>Assignment</b>	<b>Points</b>
Class preparation and participation	20
Group Project	30
Midterm integrative reflections (2x10)	20
Final Exam	30
Total	100

**Term project:**

Materials learned in class will be applied to a group project where teams of students will be asked to analyze and provide a set of strategic recommendations to an existing company. The final recommendations will be presented during the last day of class. See more details on culearn.

**Midterm integrative reflection:**

Two reflections on readings and cases discussed are assigned throughout the semester to facilitate integration and consolidation of learning. See more details on culearn.

**Final exam:**

The final exam is open book, in class, and will be based on a case to be provided a day prior to the exam.

**Preparation and participation:**

Class attendance, preparation and participation are an important part of your grade. This includes arriving on time for all classes, having read all assigned materials,

and being fully prepared to participate in class activities and discussions. Preparation and participation grades will range from 0 to 20 points, depending upon performance, with highest scores reserved for *exemplary behavior*, not simple attendance. Students are required to submit their case preparation notes in CUlearn by 3pm of the day the case will be discussed. For more details on to prepare for case discussions, see case preparation guidelines.

**Missed assignments and deferred examination:**

Weekly assignments are an important component of the learning. It is important that assignments are submitted on time. Deferred assignments may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred assignments are not granted for students who have made travel arrangements that conflict with class schedule.

**Deferred Final Examination:**

Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule.

**Course Schedule:**

Week	Date	Topic/Agenda	Readings	Case	Pre-class Prep & Assignments
1	Nov 5 <sup>th</sup>	Introduction to Global Strategy	<i>Required Readings:</i> Lundberg. “Is there really nothing so practical as a good theory?”  Moment of Clarity, Introduction (p 1-5)	Walmart around the world	Case Preparation
2	Nov 12 <sup>th</sup>	The content of global strategy	<i>Required Readings:</i> KFC’s Radical Approach to China  How local companies keep multinationals at bay.  Moment of Clarity Chapters 1, 2 & 4  <i>Review from 5701:</i> Ghemawat, P. Managing Differences: The Central Challenge of Global Strategy	Levendary Cafe	Case Preparation

Week	Date	Topic/Agenda	Readings	Case	Pre-class Prep & Assignments
3	Nov 19 <sup>th</sup>	The context of global strategy	<p><i>Required Readings:</i> Ghemawat, P. "Chapter 3: Global Value Creation: The ADDING Value Scorecard" in <i>Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter</i>.</p> <p><i>Review from 5701:</i> Ghemawat, P. 2001. "Distance Still Matters: The Hard Reality of Global Expansion" Harvard Business Review</p> <p><i>Optional Advanced Reading:</i> Smircich and Stubbart "Strategic Management in an Enacted World"</p>	Lincoln Electric	Case Preparation <b>First Executive Briefing</b> <b>First group report</b>
4	Nov 26 <sup>th</sup>	The process of global strategy	<p><i>Required Readings:</i> The experimental roots of revolutionary vision.  Before you make that big decision.  Moment of Clarity Chapter 8 &amp; Conclusion</p> <p><i>Optional Advanced Reading:</i> Cummings &amp; Angwin Stratography: The art of conceptualizing and communicating strategy</p>	Nestle Health and Wellness Strategy  Lego, Coloplast, Intel and Adidas (Moment of Clarity Chapter 5, 6 & 7)	Mid-term Reflection Case Preparation

Week	Date	Topic/Agenda	Readings	Case	Pre-class Prep & Assignments
5	Dec 3 <sup>rd</sup>	Global Strategy Implementation	<p><i>Required Readings:</i> From Strategy to Implementation, <i>Strategy: Create and Implement the Best Strategy for your Business</i>, Ch 5</p> <p>Enabling bold visions.</p> <p><i>Optional Advanced Reading:</i> <i>Sense and Reliability: A conversation with Celebrated Psychologist Karl Weick</i></p>	Henry Schein	Mid-term Reflection Case Preparation <b>Second Executive Briefings</b> <b>Second Group Report</b>
6	Dec 10 <sup>th</sup>	Class conclusion Project Presentations			
Final Exam	Dec 17 <sup>th</sup>	Final Exam			

#### **Policy on Mobile Devices**

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

#### **Group Work**

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your instructor may assign one or more group tasks/assignments/projects in this course.

*Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.*

#### **Person with Disabilities**

Students with disabilities requiring academic accommodations in this course are encouraged to contact a co-ordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in

order to ensure sufficient time to make the necessary arrangements. Please refer to <http://www.carleton.ca/pmc/> for all PMC information.

### **Religious Observance**

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

### **Pregnancy**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete *a letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

### **Important dates and deadlines**

#### **Fall 2014**

June 24	Carleton Central opens at 8:30 a.m. for registration for graduate students, <b>including Graduate Exchanges and Joint Programs</b> (see <a href="#">Timeticket schedule</a> ).
Sept. 1	Statutory holiday, University closed.
Sept. 3	MBA Networking Workshop followed by Wine and Cheese (evening).
Sept. 4	MBA F1 classes begin. <b>Follows Monday Schedule</b>
Sept. 5	Mandatory MBA Skills Workshops (Day 1).
Sept. 6	Mandatory MBA Skills Workshops (Day 2).
Oct. 13	Statutory holiday, University closed.
Oct. 17	MBA F1 classes end.
Oct. 20-24	MBA F1 Exam and final project week. No regularly scheduled MBA classes with the exception of INAF/PADM classes.
Oct. 27-31	Fall break, no classes.
Nov. 3	MBA F2 classes begin.
Dec. 11	MBA F2 and F1/F2 classes end.
Dec. 15-19	MBA F2 and F1/F2 Exam and final project week.
Dec. 25-Jan. 5	University closed.