



IBUS 5721D: Regional and Global Business Strategy

Concentration Integration

Fall-2 2015

Monday 18:05-20:55pm

Instructor: Luciara Nardon

Office: DT 926

Phone: x1802

Email: Luciara.nardon@carleton.ca

Office Hours: Monday's 2:00-3:00 or by appointment

Course calendar entry from 2015/2016 graduate calendar

Regional and global business expansion strategies and how global interdependence and regional trade groups affect international investment and marketing strategies. Environmental and political factors that influence policy within and between trade blocs and how businesses participate in these processes.

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 Prerequisites: IBUS 5701 and successful completion of all courses in the International Business concentration.

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:

The deadline for academic withdrawal is the last day of classes (each term).

Grading Scheme:

Assignment	Points
Class preparation and participation	20
Project	40
Final Exam	40
Total	100

Term project:

Students will apply concepts learned in class to analyze and provide a set of strategic recommendations to an existing company. See more details on culearn.

Final exam:

The final exam is take-home and open book, 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 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 2 nd	Introduction to Global Strategy	Lundberg. "Is there really nothing so practical as a good theory?"		
2	Nov 9 th	The context of global strategy	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> . Ghemawat, P. 2001. "Distance Still Matters: The Hard Reality of Global Expansion" <i>Harvard Business Review</i>	Lincoln Electric	Case Preparation Project Part 1
3	Nov 16 th	The content of global strategy	Ghemawat, P. <i>Managing Differences: The Central Challenge of Global Strategy</i> Bhattacharya, A. K. & Michael, D. 2008. How local companies keep multinationals at bay, <i>Harvard Business Review</i> .	Levendary Cafe	Case Preparation
4	Nov 23 rd	The process of global strategy	Mabsdjerg & Ramussen, 2014. "An Anthropologist walks into a bar", <i>Harvard Business Review</i> * Barthelemy, J. 2006. The experimental roots of revolutionary vision. <i>MIT Sloan Management Review</i> , Fall 2006.	Eataly	Case Preparation Project Part 2
5	Nov 30 th	Global Strategy Implementation	From Strategy to Implementation, <i>Strategy: Create and Implement the Best Strategy for your Business</i> , Ch 5	Kent Chemical	Case Preparation
6	Dec 7 ^h	Class conclusion	Khana, T. 2014. Contextual Intelligence	Vice Media	Case Preparation
Final Exam	Dec 14 th	Final Exam			Final Exam

Week	Date	Topic/Agenda	Readings	Case	Pre-class Prep & Assignments
					Project Part 3

Course Sharing Websites

Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

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 Sprott 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/>.

Graduate, Undergraduate and Special Students

Sessions:

- **Fall term: September 2, 2015 – December 7, 2015**

- **Winter term: January 6, 2016 – April 8, 2016**
- **Fall/winter: September 2, 2015 – April 8, 2016**

May 25

The registration timetable planning tool is available for the 2015-2016 academic year. The Student Registration Assistance service becomes available to all students.

June 4

Carleton Central opens at 8:30 a.m. for registration for new first year undergraduate students (see [Timeticket schedule](#) for your registration start time).

June 22

Carleton Central opens at 8:30 a.m. for registration for returning students (see [Timeticket schedule](#)).

August 7

Carleton Central opens at 8:30 a.m. for registration for Special Students (see [Timeticket schedule](#)).

August 25

Payment deadline date for your entire student account. Click [here](#) for important payment information. [Late charges](#) may be applied to the student account any time after this date.

August 29-30

Residence move in weekend. Students will be advised in July of their assigned move in date.

August 31

Orientation for Teaching Assistants.

September 1

Last day for receipt of applications from potential fall (November) graduates.

Academic orientation.

All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

September 2

Fall term begins.

Fall and fall/winter classes begin.

September 4

Classes follow a Monday schedule.

September 7

Statutory holiday. University closed.

September 18

Last day of registration for fall term and fall/winter courses.

Last day to change courses or sections (including auditing) for fall/winter and fall term courses. Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Fall 2015 and must register for the Fall 2015 term.

September 25-27

Summer deferred final examinations held.

September 30

Last day to withdraw from fall term and fall/winter courses with a full [fee adjustment](#). Withdrawals after this date will create no financial change to Fall term fees (financial withdrawal).

October 9

December examination schedule (fall term final and fall/winter mid-terms) available online.

October 12

Statutory holiday. University closed.

October 15

Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.

October 26-30

Fall break. Classes are suspended.

November 6

Last day to submit Formal Examination Accommodation Forms to the Paul Menton Centre for Students with Disabilities for December examinations.

November 15

Last day for receipt of applications for admission to an undergraduate degree program for the winter term.

November 24, 2015

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

November 25

Final Payment Deadline. Click [here](#) for important payment information. [Late charges](#) may be applied to the student account any time after this date.

December 1

Last day for receipt of applications from potential winter (February) graduates.

Last day to upload your Master's or PhD thesis for your thesis defence in order to graduate this

winter.

December 7

Fall term ends.

Last day of fall-term classes.

Last day for academic withdrawal from fall term courses.

Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses.

Last day for receipt of applications for undergraduate degree program transfers for winter term.

Last day to pay any remaining [fall tuition fees](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

December 8

No classes or examinations take place.

December 9 – 21

Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

December 15, 2015

Fall Co-op Work Term Reports due.

December 22, 2015

All take home examinations are due.

December 25 to January 3

University closed