



IBUS 5721A: Regional and Global Business Strategy

Concentration Integration

Fall 2018

Tuesday 8:35am – 11:25am

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Calendar course description from 2018/2019 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. Precludes additional credit for BUSI 5301 (no longer offered).

Prerequisite(s): IBUS 5701 and successful completion of all courses in the International Business concentration.

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 and analyzing current global business dynamics. We will use cases and new business models to explore different expansion strategies, their specific challenges, and their managerial implications while developing effective localized strategies.

We will explore case studies. Exploring globalization while providing a structure by which to analyze global expansion endeavours in a methodical and iterative manner that ensures business success. Emerging markets will be discussed as new markets with different customer needs as well as being the source of a new genre of competition who do business using different success factors. The intricate dynamic of ensuring your marketing strategy takes into consideration emerging competition in the region is emphasized as well as the power of politics and policy in business.

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 capturing international business opportunities;
- Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision;
- Develop localized expansion strategies, incorporating market-centric competitive, customer and political influences.

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:	Points
Assignment	
Class preparation and participation	10
Project	50
Final Exam	40
Total	100

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
1	Nov 6	Introduction to Global Strategy – State of current market dynamics; the influence of emerging markets and new competition	Chapters 1-7
2	Nov 13	Product Superiority Doesn't Always Win -> Solutions & Innovation	Chapters 8, 13 & 14 Case Study - Xiaomi pgs 226 - 232
3	Nov 20	Competitive Pricing -> Value-Selling <ul style="list-style-type: none">Addressing Emerging Markets & Deep DiscountingDefending Premium PositioningFinance	Chapter 9 & 15
4	Nov 27	Customer Relationships, Culture IQ <ul style="list-style-type: none">Developing a Longer-term View and ApproachPartnershipsPartners are essential and challenging	Chapter 11 & 17 & 19 Case Study – Pinnacle Engines pgs 233 – 237 Chapters 10 & 16
5	Dec 4	The Power of Politics, Geopolitics, Policy in Global Business <ul style="list-style-type: none">The importance of incorporating Politics/government into your global strategyInternal organizational politics & structure	Chapters 12 & 18 Case Study - Cisco pgs 221 - 225
6	Dec 11	Global Strategy Implementation <ul style="list-style-type: none">Applying the structure and incorporating competitive influences into each dimensionDiscuss group project progress	Ch 19 & 20
Final Exam	Dec 18		

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.

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

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; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, 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: <https://carleton.ca/registrar/academic-integrity/>.

Important dates and deadlines

<https://sprott.carleton.ca/students/mba/dates-deadlines-policies/>