

International Business Strategy & Integration BA405 Barcelona

Summer 2018

San Diego State University
College of Business Administration
Department of Management

COURSE INFORMATION

Lecturer: Eva Nicasio Mercier

Email: enicasio@mail.sdsu.edu

Dates:

May 28 – June 6 (SDSU)

June 15 – June 30 (UB, Barcelona)

Location: Barcelona, Spain

University: CETT U/B

Units: 3

Course Overview

The course is the integration of business administration principles and concepts for strategy design, implementation and control in domestic, international, and global markets. Establishment of top management policy emphasized through case studies, experiential exercises, and simulations. This course exposes students to the role of general management and strategic management processes in complex organizations. The students will learn about the environmental opportunities and constraints, formulation of corporate, business, and international strategies, and policy implementation mechanisms of companies.

Since BA 405 is a “capstone” course in the curriculum; knowledge gained in previous business courses, particularly marketing, economics, decision science, and organizational behavior, will be applied to the problems faced by the general managers.

Prerequisites: MGT 350 (Organizational Behavior), BA 300 (Ethical Decision Making in Business), FIN 323 (Fundamentals of Finance), MIS 301 (Statistical Analysis for Business) or 302 (Introduction to Operations and Supply Chain Management), and MKTG 370 (Basic Marketing) **MUST BE COMPLETED** before you may take the class. If you do not meet these prerequisites, you must drop the course during the drop period. Concurrent enrollment in one or more of the prerequisite courses is unacceptable.

Field studies in Spain further expose students to the role of general management and organization behavior management processes in complex organizations; formulation of corporate, business, and international policies and practices; policy implementation mechanisms of companies operating within the European Union.

Cases, conceptual materials, company visits and cultural events are used to provide students with an opportunity to learn about major cross border challenges facing companies operating in the countries of the European Union. The students will learn about the formal and informal institutions that govern individual and firm behavior in a country and region.

Course Objective:

Develop the ability to think strategically from an organizational perspective by understanding firms' internal and external contexts and offering recommendations.

Student Learning Outcomes

BSBA students will graduate being:

- Effective Communicators
- Critical Thinkers
- Able to Analyze Ethical Problems
- Global in their perspective
- Knowledgeable about the essentials of business

BA405 contributes to these goals through its student learning objectives.

Student Learning Objectives:

1. *Define and explain* relevant frameworks and concepts of strategic management to analyze opportunities and problems faced by firms in today's global business environment.
2. *Identify and apply* relevant frameworks and concepts of strategic management to analyze opportunities and problems faced by firms in today's global business environment.
3. *Define and explain* relevant frameworks and concepts of strategic management to formulate firm strategies, integrating across functions and levels.
4. *Identify and apply* relevant frameworks and concepts of strategic management to formulate firm strategies, integrating across functions and levels.
5. Apply communication skills to effectively articulate opportunities and problems identified, as well as appropriate strategic responses.

Enrollment Information - Expectations:

Course Materials

TEXTBOOK: Dess, Gregory G., G. T. Lumpkin, and Alan B. Eisner. Strategic Management, Text 7th. Ed. (2011). McGraw-Hill Irwin.

DESS Custom edition (less chapters) Nicasio, author at book store

- Coursebook: BA405 – DESS **EBook** 9781308601649
- Coursebook: BA405 – DESS Textbook 9781308601625

Required Cases: TBA (online purchase of case material)

Course Structure and Conduct

Class Participation/Case Discussion:

Class participation consists of both regular attendance and active participation during both case discussions and lectures. Mere presence in the class does not guarantee a full participation grade. Students are expected to read all the assigned readings and cases before they come to class.

The following scheme will be used in evaluating participation grade:

A = present, asking/answering questions, high quality comments and active participation in discussion

B = present, asking/answering questions, actively engaged

C = present, listening, but not sharing ideas

D = unexcused or unnecessary absences, minimal engagement

F = limited attendance, comes in late/leaves early

Case analyses are essential in learning to apply new concepts to real-life situations but the case method is only as effective learning tool as is the class discussion, which relies heavily on preparation. Thus, spending several hours to appropriately prepare for a case discussion is not unusual.

Individual and Group contributions are important to create an effective learning environment. Much of a businessperson's success is a function of her/his ability to communicate and to position their viewpoint in a clear and concise manner. In as much, as a member of your group, you will be expected to be an active participant and contributor to the group's deliverables.

Class Size:

Assignments may be modified depending on the number of students on the final class roster.

Course Structure:

The class will emphasize active learning which means that participants have a responsibility for the learning process that occurs during the term. For the class to work well, and for you to benefit from it, preparation of each class meeting is essential. All students are expected to arrive at class on time having read all assigned material, answered questions if any and prepared to offer critical comments on how the frameworks studied help us understand the profitability of firms competing in a given industry and that of firms seeking to enter an industry.

The course will be divided into two components: in the first you will learn strategic management frameworks and concepts through discussion, lecture, group work and application of concepts to mini cases. I will also assign questions related to reading and students are expected to come prepared to discuss in groups. I will ask students to answer all the questions before coming to class as part of their active learning and preparing for the class discussions. This is considered as part of participation and you will accumulate points towards participation.

In the second half you will apply concepts learned throughout the semester and in other business courses to analyze less structured comprehensive case situations to explain the firm's strategic position, profitability and overall performance. Students will evaluate the firm's

industry, the firm's strategic choices and make recommendations. Your analysis and recommendations need to justify using examples and evidence from case analysis.

Therefore, **class participation and preparation is an important part of your overall evaluation.**

Reading Assignments:

Class discussions will relate to reading assignments, but will not necessarily cover all material on the reading list. Reading assignments which include articles from various business publications, chapters from the readings and assigned cases should be completed prior to class period during which the related topics are to be covered. Students should come to class prepared to discuss and debate the readings or case material assigned.

Late Assignments:

Late work will NOT be accepted. If you know that you will not be present on the day an assignment is due, complete it and turn it in early.

Exam Policy:

Out of fairness to other students, no one will be allowed "in and out" privileges during exams (i.e., no leaving the room and returning to continue working on the exam).

Class Etiquette:

- You are expected to exhibit the highest level of professionalism and courtesy in class to your instructor and classmates.
- Refrain from using any electronic devices that may be distracting to the class and yourself...
- Arrive punctually to class (if you have to be late or need to depart early, please find a seat closer to the door in a non-disruptive manner.)

Students with Disabilities

If you are a student with a disability and believe you will need accommodations for this class, it is your responsibility to contact Student Disability Services at (619) 594-6473. To avoid any delay in the receipt of your accommodations, you should contact Student Disability Services as soon as possible. Please note that accommodations are not retroactive, and that accommodations based upon disability cannot be provided until you have presented your instructor with an accommodation letter from Student Disability Services. Your cooperation is appreciated.

Academic Honesty

The University adheres to a strict [policy regarding cheating and plagiarism](http://www.sa.sdsu.edu/srr/conduct1.html). These activities will not be tolerated in this class. Become familiar with the policy (<http://www.sa.sdsu.edu/srr/conduct1.html>). Any cheating or plagiarism will result in

Examples of Plagiarism include but are not limited to:

- Using sources verbatim or paraphrasing without giving proper attribution (this can include phrases, sentences, paragraphs and/or pages of work)

- Copying and pasting work from an online or offline source directly and calling it your own
- Using information you find from an online or offline source without giving the author credit
- Replacing words or phrases from another source and inserting your own words or phrases
- Submitting a piece of work you did for one class to another class

If you have questions on what is plagiarism, please consult the [policy](#) and this [helpful guide from the Library](#)

Turnitin

Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. You may submit your papers in such a way that no identifying information about you is included. Another option is that you may request, in writing, that your papers not be submitted to Turnitin.com. However, if you choose this option you will be required to provide documentation to substantiate that the papers are your original work and do not include any plagiarized material.

Assessments and Grading

Course grades will be assigned in accordance with San Diego State University policy (see General Catalog, pp. 468-470). Undergraduate grades shall be: A (outstanding achievement, available only for the highest accomplishment), B (praiseworthy performance, definitely above average), C (average, awarded for satisfactory performance, the most common undergraduate grade), D (minimally passing, less than the typical undergraduate achievement), F (failing).

Grade of Incomplete: A grade of Incomplete (I) indicates that a portion of required coursework has not been completed and evaluated in the prescribed time period due to unforeseen, but fully justified, reasons and that there is still a possibility of earning credit. It is your responsibility to bring pertinent information to the instructor and to reach agreement on the means by which the remaining course requirements will be satisfied. The conditions for removal of the Incomplete shall be reduced to writing by the instructor and given to you with a copy placed on file with the department chair until the Incomplete is removed or the time limit for removal has passed. A final grade is assigned when the work agreed upon has been completed and evaluated. An Incomplete shall not be assigned when the only way you could make up the work would be to attend a major portion of the class when it is next offered. Contract forms for incomplete grades are available at the Office of the Registrar website.

TABLE 1:

Deliverables:		
1	<i>Exam 1</i>	20%
2	<i>Industry Analysis Presentations (In Country Companies)</i>	25%
3	<i>Case Study- Team Comprehensive Case Presentation & Paper</i>	20%
4	<i>Final Capstone Essay Exam (application of course material to cases)</i>	25%
5	Participation	10%
	Total:	100%

TABLE 2:

Grade	Percentage
A	95-100%
A-	90-95%
B+	87-90%
B	83-87%
B-	80-83%
C+	77-80%
Etc.	

1. Exam 1

The first exam will be comprehensive and comprise of multiple choice, true-or-false, and essay questions relating to the material covered in the text as well as in class (no aids are allowed for the exams).

To contest a grade on an exam, a written request describing the reasons for re-grading the exam is required within 48 hours after the exam was made available.

2. Industry Analysis Presentation (In Country Companies)

While in Barcelona, you will study competitive positioning for local companies in their various sectors. Special emphasis will be on industries that are important to local economies and Spain as a whole. Industry analysis in Barcelona may include logistic services; auto industry; hospitality and tourism; technology sector and clothing manufacturers.

You will conduct interviews with local companies in preparation for your presentation and understanding of the driving forces in their competitive environment.

3. Comprehensive Case Presentation

Teams (you can choose your own teams) will be responsible for preparing and making oral presentations of a strategic analysis of the case corporation. The case document will provide relevant information for the team to examine, leading to an analysis of the case. Chapter 13 in the text provides direction on dealing with such cases.

Your Team Case Presentation has two components: an oral presentation of approximately 15 minutes with a short amount of time, 10 minutes for Q & A and a written case analysis (25minutes total)

1. Team Oral Case Presentation:

A professional presentation should explain what is taking place in the case, the key issues and the recommended course of action. It should be apparent that the presentation was carefully planned and coordinated (i.e., presenters should know their parts without confusion). The structure for the presentation must be announced and followed with transitions and internal summaries to help listeners follow the report. High quality linking and supporting visuals should be used when appropriate. Presenters should not be tied to notes or address remarks to the visuals on the screen or the lectern instead of to listeners.

Each presentation should include all members of the group as participants. You may update the information in the case if appropriate, or you may just use the information and time-period of the written case. Please explain what you are planning to do at the start of your presentation, and if you do update the materials, please cite your sources in a bibliography.

2. Team Case Written Analysis: Your case analysis should expound the concepts and strategies presented in class (UPLOAD TURNITIN).

Team Case Scoring Sheet:

Written presentations are graded based on accuracy and depth of analysis, the viability of the recommendations, level of implementation detail, justification, professionalism of the presentation, and supporting documentation. Substantial deductions will be made for statements that reflect errors in case facts. While there is seldom one correct solution to a case, there are often several wrong solutions. Your recommendation should be based on analysis, not opinion, and be reasonable, rational, and justified by the facts. Oral presentations are graded on the degree of professionalism and coordination of the team. The audience must be able to understand the presentation and the recommended courses of action.

5. Final Capstone Exam

The final exam will consist of a comprehensive test given in essay format and will require you to apply the concepts and tools used in class as well as an application of knowledge gained in the prerequisite classes and cases. The essay questions are multi-part and will require you to demonstrate an understanding and critical application of the material in response to the questions asked.

Grade of Incomplete:

A grade of incomplete (I) indicates that a portion of required coursework has not been completed and evaluated in the prescribed time period due to unforeseen, but fully justified, reasons and that there is still a possibility of earning credit. It is your responsibility to bring pertinent information to the instructor and to reach agreement on the means by which the remaining course requirements will be satisfied. The conditions for removal of the Incomplete shall be reduced to writing by the instructor and given to you with a copy placed on file with the department chair until the Incomplete is removed or the time limit for removal has passed. A final grade is assigned when the work agreed upon has been completed and evaluated. An Incomplete shall not be assigned when the only way you could make up the work would be to attend a major portion of the class when it is next offered. Contract forms for Incomplete grades are available at the Office of the Registrar website.

Teams:

A portion of your work this semester will be in teams. Learning to work together in teams is a vital skill that you will use throughout your professional career, and as much experience that you may gain in understanding the strengths and limitations of team problem solving will be to your advantage. You teams will collaborate in presenting cases, group discussions and submission of the experiential exercises.

Because a good portion of your grade depends on teamwork, inform me of any issues involving your team as soon as they arise. However, I will not solve team problems for you-we will work together to solve them. In severe cases where the problem is not solved, the group can call for the termination of a group member, or for a complete group audit at the conclusion of the course. I may provide a group audit form that every member of the group must complete at the end of the semester that you will use to grade other members of your team.

Your final grade will be an evaluation of both your team's oral and written presentations.

5. Participation Grading

1. Attendance is critical due to the concentration of the summer study abroad course.
2. There will be two meetings prior to departure in order to cover basic strategic analysis tools, important in completing course deliverables.
3. Experiential Exercises: You will be given lab time to work with your team to complete the exercise by the end of the class period. The exercises focus on the material covered in the chapter and help you apply strategic concepts to an actual situation, and each team is required to meet in class and discuss the exercise. You will need to be present for the entire session to receive credit for the exercise.
4. Participation in class:
 - A = present, asking/answering questions, high quality comments and active participation in discussions.
 - B = present, asking/answering questions, actively engaged.
 - C = present, listening, but not sharing ideas.
 - D = unexcused or unnecessary absences, minimal engagement, disruptive.
 - F = limited attendance, comes in late/leaves early, disruptive to class (disrespectful to other students or the instructor).
5. Case preparation and participation
 - Guidance questions will be posted for these cases covered in class.