

MGT 405: International Business Strategy and Integration in the Context of European Union

Study Abroad Summer 2010

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Course Prerequisites: *MGT 350, MKTG 370, FIN 323, and either IDS 301 or IDS 302;*
Concurrent enrollment is not adequate.

Course Description:

This course exposes students to the role of general management and strategic management processes in complex organizations with a special focus on the European Union context. Cases, conceptual materials, company visits and cultural events are used to provide students with an opportunity to learn about major strategic issues facing companies operating in the countries of European Union. The students will learn about the environmental opportunities and constraints, formulation of corporate, business, and international strategies, and policy implementation mechanisms of companies in or seeking to enter the European markets. Since MGT 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.

Learning Outcomes:

After taking this course, students will be able to

Describe the nature of the business environment of the European Union

Define and explain concepts, frameworks, and techniques of strategic management.

1. Identify and apply relevant concepts, frameworks, and techniques to identify, define and describe opportunities and problems faced by top management.
2. Identify and apply relevant concepts, frameworks, and techniques to formulate strategies to address strategic business problems in a global context (with a particular focus on the EU markets) from a general management perspective, cutting across functional areas.
3. Identify and apply relevant concepts, frameworks, and techniques to implement strategies to address strategic business problems in a global context from a general management perspective, cutting across functional areas.
4. Develop the ability to think strategically from a general management perspective and define business problems and offer solutions.
5. Apply teamwork skills as they pertain to strategy analysis, formulation and implementation.
6. Apply communication skills as they pertain to strategy analysis, formulation and implementation.
7. Appreciate the impact of cultural differences on business strategies

Required Text:

Dess, Lumpkin, & Eisner (2010), 5th Edition: Strategic Management: Creating Competitive Advantages.

Harvard Business School Cases (can be purchased on <http://harvardbusinessonline.hbsp.harvard.edu>):

- *Leclerc: The growth challenge* (case #: KEL407)
- *ZARA: Fast fashion* (9-703-497)
- *The Renault-Nissan alliance* (9-303-023)

Evaluation:

Class Participation/Quizzes	20 %
Case Discussions/Analyses	15 %
Strategy in Action Group Project	25 %
Final Exam	40%
TOTAL	100 %

Grading:

Percentage	Grade
95-100	A
90-94	A-
87-89	B+
83-86	B
80-82	B-
77-79	C+
73-76	C
70-72	C-
Etc.	

Class Participation/Quizzes:

The students are expected to read all the assigned chapters and cases before class. They are also expected to come to all company visits and tours and social events. Mere presence in the class does *not* guarantee a full participation grade. Both frequency and quality of the students' contribution determines the participation grade. Students are encouraged to make personal observations of the French context and discuss their insights in class when appropriate. They are also expected to learn about the companies that will be visited prior to the visit and apply the material learned to their specific situation and ask pertinent questions.

In many classes there will be a class activity of some sort (a group exercise, a short quiz, video questions, etc.). The quizzes may cover the material of previous classes or include questions regarding the assigned case. There will be no make-ups.

The following scheme will be used in evaluating participation:

A = present, asking/answering questions, high quality comments and active participation in discussions and company visits

B = present, asking/answering questions, actively engaged, late to class activities and company visits

C = present, listening, but not sharing ideas, consistently late

D = unexcused or unnecessary absences, minimal engagement

F = limited attendance, comes in late/leaves early, disruptive to class (disrespectful to other students or the instructor, cell phone use and/or browsing the Internet during class)

Case Discussion/Analyses:

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 students' preparation. Thus, spending several hours to appropriately prepare for a case discussion is not unusual. The students are expected to read the case, identify the major issues and apply the material discussed in class to the case material.

A short quiz relating to the case and the previously covered material may be given on a case day (case notes and case text are allowed). For each Case session where a case is to be discussed, students will turn in a Case Self-Evaluation sheet to rate their own participation in the case discussion (see the Class Schedule for the days where the Case Self-Evaluation sheet is required). The Case Self-Evaluation sheet form will be posted on the Blackboard.

Final Exam:

The final exam given after the study abroad will be comprehensive and comprised of multiple choice, true-or-false, and essay questions relating to the material covered in the text as well as in class. Questions may relate to the material found in the assigned readings but not explicitly covered in class. A make-up for the final exam will be given only under extreme circumstances in case of a documented emergency. The format and difficulty of the make-up will not necessarily be equivalent to the exam given on a scheduled day. If desired, the students can take the final exam on the last day of the Study Abroad (if so, they need to notify the Instructor before the Study Abroad begins).

Strategy in Action Group Project:

The main objective of the Strategy in Action Group project is to apply the knowledge gained in the class to a real-world situation. Students will take the position of "quasi-consultants" as they critically analyze the strategy (e.g., business, corporate and international) of a major company operating in France. (The students must get approval of the instructor on their choice of the company.)

The project will consist of a *15-20 page written analysis* (both as a hardcopy and in electronic format) and an *oral presentation* by all group members at the end of the study abroad.

The following evaluation criteria will be used in grading of the final project:

Quality and thoroughness of analysis	20 points
Application of strategy concepts and frameworks	20 points
Quality of arguments and recommendations	20 points
Effective integration of information	10 points
- <i>logical linkages between thoughts and arguments</i>	
Effective use of tables and charts	10 points
Quality of writing	10 points
- <i>spelling, grammar</i>	
- <i>appearance, format</i>	
Oral presentation	10 points
- <i>well-rehearsed</i>	
- <i>creative, yet professional style</i>	
Total	<u>100 points</u>

The following are qualitative descriptions for the major grade categories:

A

Work of exceptionally high quality; significant depth and breadth of analysis; demonstrated ability to apply concepts to unfamiliar contexts; a balanced, thorough discussion of problems and potential solutions; excellent writing (and oral presentation) quality and style; free of errors; well-argued, logical conclusions that follow from an integrated analysis.

B

Good work; good depth and breadth of analysis/balanced thorough discussion of problems and potential solutions; good writing (and oral presentation) quality and style; free from substantial or numerous errors; logical conclusions drawn from the analysis.

C

Acceptable work; reasonable but somewhat limited or sketchy discussion of problems and solutions; some errors; logical conclusions not always strongly connected to analysis.

D

Work that is inferior or otherwise incomplete.

F

Plagiarized work. No written report and/or oral presentation.

Group Work:

Teamwork is very important in today's business world. Working in a group can be an extremely rewarding as well as extremely frustrating experience. The students should put forth a full effort on the group project considering that others's grades may be affected by it. All students will participate in peer evaluation at the end of the study abroad. These will be taken into account when determining the final grades.

Late Assignments:

Late work will NOT be accepted.

Communication:

Being able to communicate clearly and persuasively is a must in order to achieve success in the business world and in life in general. The students should take advantage of all of their assignments and company visits to practice and further improve their speaking and writing skills.

Class Etiquette:

As a matter of courtesy to all class participants, Cell phones or any other communication devices are to be turned off during all classes and company visits. The students should keep in mind that they represent the San Diego State University abroad. They are expected to behave and dress in a manner that reflects professionalism and makes a positive impression.

Disabilities:

If you require special accommodation due to a disability, please let me know within the first week of class.

Academic Integrity:

All individual written assignments must be the student's original work. Academic misconduct by a student shall include, but not be limited to: disrupting classes; giving or receiving unauthorized aid on examinations, reports or other assignments; knowingly misrepresenting the source of any academic work; falsifying research results; plagiarizing another's work; violating regulations or ethical codes for the treatment of human subjects; or otherwise acting dishonestly in research. If an instance of academic misconduct is suspected, the student will be informed of the infraction and reported to the Department Chair.

Tentative Schedule¹:

Day	Topic	Reading	Due
Mon/May 23 9:00 – 16:00	Introduction to Strategic Management/Administrative Issues Business conditions in EU, Business etiquette in France Visit: US commercial service Welcome Dinner	CH1	Group formation
Tue/May 24 9:00-13:00 14:00-19:00	External Environment Analysis <i>Case: LeClerc: The Growth Challenge</i> City Tour	CH 2	Self-Evaluation Sheet
Wed/May 25	Company tour (preferably in consumer industry)		
Thu/May 26 9:00 – 15:00	Internal Environment Analysis & Business Strategy	CH3 & CH5	
Fri/May 27 9:00- 17:00	<i>Case: ZARA: Fast fashion</i> EU and Cultural Industries Wine tasting tour		
Sat/May 28	Free		
Sun/May 29	Free		
Mon/May 30 9:00-13:00	Corporate Strategies	CH6	
Tue/May 31 9:00- 13:00	<i>Case: Renault-Nissan Alliance</i> Company tour (preferably large French conglomerate)		
Wed/Jun 1 9:00-13:00	International Strategy Company tour (preferably US company in France)	CH7	
Thu/Jun 2	Free		

¹ The schedule is likely to change based on the guest speakers' availability, the number of groups formed and presenting in the end of the semester, and other factors. To best meet your needs, any updates will be posted on the Blackboard

Fri/Jun 3 9:00 – 16:00	Student Presentations		
Tue/Jun 7	Final Exam		