



Channel Islands
CALIFORNIA STATE UNIVERSITY



MARTIN V. SMITH
SCHOOL of
BUSINESS &
ECONOMICS

BUS 570 – Competing in a Global Environment

Instructor:	Drew Foley, PhD
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Course Meetings:	Tuesdays, 6:30 – 9:30 PM
Location:	Del Norte, Room 1545
Office Hours:	Tuesdays from 5:30 to 6:30 PM

Course Description:

Addresses management concerns for maximum organizational effectiveness in international business. The course focuses on international market identification, trade practices and policy, legal issues in business, international financial markets, joint ventures, international business strategy, and global operations management. Intercultural management issues, negotiation, and cross-cultural differences will also be addressed.

Required Materials:

Three recent case studies (*Patagonia, McDonalds and Apple*) will be used. Case studies may be purchased and downloaded from Harvard Business Publishing at the following link:

CoursePack: <https://hbsp.harvard.edu/import/1078911>

Student Learning Outcomes:

By the successful completion of this course, you will be able to:

1. Describe the key components of high-performance global management
2. Describe how an organization's purpose impacts its long-term performance
3. Understand global business and environmental issues that impact organizational performance in a global business environment
4. Apply management theory and models to understand current challenges facing global organizations

Course Structure:

- This is a course that takes a project-based approach to integrate learning from prior courses in the MBA program.
- The course includes 11 course meetings held on Tuesday evenings at 6:00 PM
- Most course activities are completed collaborative in a team setting
- During the first half of the course, students fulfill the role of reader and analyst of existing case studies
- During the second half of the course, students fulfill the role of researcher and author of a new case study

Assignment Categories.

Weekly Readings

One or two articles per week are assigned

Case Study Analysis (50 pts X 3 Case Studies = 150 pts)

Students will work in teams to analyze three Harvard case studies.

Patagonia due September 5

McDonalds due September 12

Apple due September 19

Case Study Project (250 pts)

Students will work in teams to write and present an original case study.

The case study paper is worth 150 points due November 21

The case study presentation is worth 100 points due November 28

Personal Reflection (100 pts)

Students will complete a final personal reflection paper due December 5

Grading Breakdown

Letter Grade	Percentage	Points
A	93 – 100%	465 - 500
A-	90 – 92%	450 - 464
B+	87 – 89%	435 – 449
B	83 – 86%	415 – 434
B-	80 – 82%	400 – 414
C+	77 – 79%	385 – 399
C	73 – 76%	365 – 384
C-	70 – 72%	350 – 364
D	60 – 69%	300 – 349
F	0 – 59%	0 – 299

Course Policies:

Late Work

Late work is accepted. The rubric for most assignments includes points for on-time submission. Assignments submitted after the due date can earn points based upon the number of days after the initial due date.

Academic Integrity

All assignments are to be the work of the student or students presenting the material and only those students.

Any use of wording, ideas, or findings of other persons, writers, or researchers requires the explicit citation of the source. Use of the exact wording requires a quotation format.

Course Outline			
Week	Date	Topic	Assignments
1	Aug. 22	<u>Course Overview</u> Introductions Syllabus Review	Gong Cha case
2	Aug. 29	<u>Competing in a Global Environment</u> Force-Field Analysis Case study practice – Gong Cha	Patagonia case
3	Sept. 5	<u>The Power of Purpose</u> The purpose-driven organization Sustainable development Organizational culture Case study discussion – Patagonia	McDonalds case
4	Sept. 12	<u>Adapting to the Environment</u> Competitive positioning Thinking in systems Case study discussion – McDonalds	Apple case
5	Sept. 19	<u>The Challenge of Innovation</u> Sustaining technologies Disruptive innovation Case study discussion – Apple	

6	Sept. 26	<u>The Future of Work</u> Digital nomads Flexible teams Proximity bias	
7	Oct. 3	<u>Leading in a VUCA World</u> Thinking in Systems	Company Selection
8	Oct. 10	<u>Defining the Problem</u> Framing the Problem Root Cause Analysis	Current Challenge
9	Oct. 17	<u>Identifying Issues</u> Prioritization	Case Study Report
10	Oct. 24	<u>Conducting the Analysis</u> SWOT analysis Five Forces analysis	
11	Oct. 31	<u>Findings</u> Summarizing facts Synthesizing findings	
12	Nov. 7	<u>Making Recommendations</u> Structuring recommendations	

13	Nov. 14	<u>Professional Presentation Skills</u> Storyboarding SPQA Data Visualization	Case Study Presentation
14	Nov. 21	Finalizing the Work Product	
15	Nov. 28	Case Study Presentations	
16	Dec. 5	Personal Reflection	

Additional Resources

Digitally Accessible Course Materials--ALLY

CSUCI is committed to providing you with the best learning experience possible. With this goal, we have activated ALLY in your Canvas courses. ALLY is a product that focuses on making digital course content more accessible to all students. You will now be able to [download most course files in the format that fits best with your learning needs](#); PDF, HTML, .EPUB and Audio files are now available for most content items. To learn more about formats available as well as what each format offers visit [Ally Support](#). Should you have any questions or experience issues while using ALLY, please contact [Shared Services Solution Center](#) at (805) 437-8552.

Emergency Intervention and Basic Needs

If you or someone you know is experiencing unforeseen or catastrophic financial issues, skipping meals, or experiencing homelessness/housing insecurity (e.g. sleeping in a car, couch surfing, staying with friends), please know that you are not alone. There are resources on campus that may assist you during this time. The Dolphin Pantry is currently located in Arroyo Hall and offers free food, toiletries, and basic necessities for current CI students. For additional assistance, please contact the Dean of Students office at (805) 437-8512 or visit Bell Tower 2565. Please visit the website for the most up-to-date information on the Basic Needs Program at CI: <https://www.csuci.edu/basicneeds/>.

Counseling and Psychological Services (CAPS)

CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867, and can be reached at 805-437-2088 (select option 2 on voicemail for 24/7 crisis support; or text "Hello" to 741741); you can also email us at caps@csuci.edu or visit <https://www.csuci.edu/caps>.

Campus Tutoring Services

You are encouraged to make early and regular use of campus tutors and/or peer-led study groups. For campus tutoring locations, subjects and hours, visit the [Tutoring webpage](#).

Policies

Disability Statement

If you are a student with a disability requesting reasonable accommodations in this course, please visit Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall, or call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of needed services. You can [apply for DASS services](#). Faculty, students, and DASS will work together regarding classroom accommodations. You are encouraged to discuss approved accommodations with your faculty.

Academic Dishonesty

By enrolling at CSU Channel Islands, students are responsible for upholding the University's policies and the Student Conduct Code. Academic integrity and scholarship are values of the institution that ensure respect for the academic reputation of the University, students, faculty, and staff. Cheating, plagiarism, unauthorized collaboration with another student, knowingly furnishing false information to the University, buying, selling, or stealing any material for an examination, or substituting for another person may be considered violations of the [Student Conduct Code](#). If a student is found responsible for committing an act of academic dishonesty in this course, the student may receive academic penalties including a failing grade on an assignment or in the course, and a disciplinary referral will be made and submitted to the Dean of Students office. For additional information, please see the faculty [Academic Senate Policy on Academic Dishonesty](#), also in the CI Catalog.

Title IX and Inclusion

Title IX & Inclusion manages the University's equal opportunity compliance, including the areas of affirmative action and Title IX. Title IX & Inclusion also oversees the campus' response to the University's nondiscrimination policies. CSU Channel Islands prohibits discrimination and harassment of any kind on the basis of a protected status (i.e., age, disability, gender, genetic information, gender identity, gender expression, marital status, medical condition, nationality, race or ethnicity, religion or religious creed, sexual orientation, and Veteran or Military Status). This prohibition on harassment includes sexual harassment, as well as sexual misconduct, dating and domestic violence, and stalking. For more information regarding CSU Channel Islands' commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit <https://www.csuci.edu/titleix/>.