BUS 570 – Competing in a Global Environment

Instructor: Drew Foley, PhD

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Course Meetings: Tuesdays, 6:30 – 9:30 PM

Location: Bell Tower Room 2704

Zoom: https://csuci.zoom.us/my/dfoley

Office Hours: Tuesdays, 5:30 to 6:30 PM

                        MVS Hall, Room 1165

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:

Recent case studies will be used.

Case studies may be purchased and downloaded from Harvard Business
   Publishing at the following link:

CoursePack: https://hbsp.harvard.edu/import/1247780

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 facings 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 15 course meetings held on Thursday evenings at 6:30 PM
- Most course activities are completed collaboratively 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

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

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

Zipline   due Feb. 4

Force Field

SWOT Matrix

The RealReal   due Feb. 11

Five Forces

Generic Strategies

Value Chain

Mattel / Lego Group   due Feb. 18

Ansoff Matrix

BCG Growth Share Matrix

VRIO

Case Study Project (300 pts)

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

The case study report is worth 150 points   due April 29

The case study presentation is worth 150 points due May 6

Personal Reflection (50 pts)

Students will complete a final personal reflection due May 13

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	Jan. 21	<u>Course Overview</u> Introductions Syllabus review Organizational culture	Carrefour case - *practice*
2	Jan. 28	<u>The Power of Purpose</u> Force-Field analysis SWOT Matrix Case study practice – Carrefour	Zipline case
3	Feb. 4	<u>Adapting to the Environment</u> Competitive positioning Thinking in systems Case study discussion – Zipline	The RealReal case
4	Feb. 11	<u>The Challenge of Innovation</u> Sustaining technologies Disruptive innovation Case study discussion – The RealReal	Mattel case Lego case
5	Feb. 18	<u>Competing in a Global Environment</u> Case study discussion – Mattel and Lego	

6	Feb. 25	Leading in a VUCA World Long-term thinking	
7	Mar. 4	The Future of Work Digital nomads Flexible teams Proximity bias	Case Study Report
8	Mar. 11	Defining the Problem Framing the problem	Current Challenge
	Mar. 18	*Spring Break – No Class Meeting*	
9	Mar. 25	Identifying Issues Prioritization	
10	Apr. 1	Conducting the Analysis Thinking in systems	
11	Apr. 8	Findings Summarizing facts Synthesizing findings	
12	Apr. 15	Making Recommendations Structuring recommendations	
13	Apr. 22	Professional Presentation Skills SPQA	Case Study Presentation

14	Apr. 29	Finalizing the Work Product Case Study Report due	
15	May 6	Case Study Presentations (in-class)	Personal Reflection
	May 13	Personal Reflection	

Note: Syllabus is subject to change

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/.