



**IBUS5721**

**Regional and Global Business Strategies Concentration Integration**

**Fall-2 2017**

**Thursday 2:35 pm – 5:25 pm**

**Venue: Dunton Tower 701**

Instructor: Dr. Fred Olayele  
Office: Dunton Tower 919  
Email: fred.olayele@carleton.ca  
Office Hours: By appointment

**Course calendar entry from 2016/2017 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.

**Course Description:**

In the face of globalization and stiff competition, global firms continue to refine their strategies, management and operations – in pursuit of a winning regional strategy. The objective of this course is to provide students with the conceptual and analytical tools needed to effectively navigate today's complex international business environment. Why do large multinational corporations dominate the global business landscape? To what extent does cross-border integration of markets influence global concentration? Are regional strategies more relevant than global ones? This course will provide answers to these questions, and many more. Among other things, we will explore the implications of political and environmental factors – including government regulations, policies and laws – for regional trade and investment blocs. The primary method for learning in this course is case analysis. We will use cases to explore different expansion strategies, their specific challenges, and their managerial implications. The majority of class time will be devoted to discussions of the cases and readings. Case discussion requires students to do extensive preparation of the case material for the day (typically not less than 2 hours) as well as being alert and willing to participate in the class discussion. Students are expected to be prepared to provide their analysis of the cases when called upon.

## Learning Objectives:

At the end of this course, students should be able to:

- ✚ Effectively analyze trending global and regional business issues, and provide strategic recommendations to key stakeholders
- ✚ Design optimal strategies and governance structures for multinational corporations
- ✚ Formulate strategies for exploiting international business opportunities
- ✚ Articulate a wide variety of global business research problems and clearly describe the framework, concepts, models, or specific theories that underpin them

## 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 and other listed sources.

## Drop Course Policy:

The deadline for academic withdrawal is the last day of classes (each term).

**Textbook(s):** Rugman, A.M. (2001) *The End of Globalization*, Random House

## Grading Scheme:

|   |             |
|---|-------------|
| Two Assignments (5% each)                     | 10%         |
| Attendance & Contribution to Class Discussion | 20%         |
| Project                                       | 30%         |
| Final Exam                                    | 40%         |
| <b>TOTAL</b>                                  | <b>100%</b> |

## Term Project:

I am flexible about what constitutes a project; what is important is to see that you have applied the concepts and methods learned in class to analyze and provide a set of strategic recommendations to an existing company. Further details are available on cuLearn.

**Final Exam:**

This is a take-home exam, and will be based on a case to be provided a day prior to the exam. Students will be expected to demonstrate their ability to think critically; organize and synthesize knowledge; convey judgement; and communicate in simple, clear and precise terms. Final exam date is December 21<sup>st</sup>.

**Preparation and Participation:**

The course design assumes that you will attend all the classes and review all assigned readings. I will be allocating points for attendance, so I strongly encourage you to attend classes. I will also introduce supporting and tangential material not included in cuLearn. For a complete understanding of the cases and to achieve excellent grades, you should plan to attend all classes. To help you achieve your course objectives, preparation and class participation – in addition to attendance – are an important part of your grade. This includes, among other things, arriving on time for all classes 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. Students are required to submit their case preparation notes in cuLearn at least 24 hours before the class meeting. For more details on how 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. Requests for deferred assignments may be granted provided they are supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Requests for deferred assignments will not be 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 and the MBA office 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.

**Course Schedule:**

| Week | Date                 | Topic/Agenda   | Readings  | Pre-class Prep |
|------|----------------------|--|---|----------------|
| 1    | Nov. 9 <sup>th</sup> | An overview of regional and global business strategies | Ghemawat, P. (2007) "Regional Strategies for Global Leadership" <i>Harvard Business Review</i><br><br>Ghemawat, P. (2001) "Distance Still Matters: The Hard Reality of Global Expansion" <i>Harvard Business Review</i> |                |

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|---|-----------------------|---|---|---|
|   |                       |   | Rugman, A.M. (2005) <i>The Regional Multinationals. MNEs and "Global" Strategic Management</i> , Cambridge University Press   |   |
| 2 | Nov. 16 <sup>th</sup> | Regional and global business strategies of multinational companies                                  | <p>Guild, T. (2009) "Think Regionally, Act Locally: Four Steps to Reaching the Asian Consumer", <i>McKinsey Quarterly</i></p> <p>Rugman, A.M. (2001) <i>The End of Globalization</i>, Random House. Chapters 9 and 10.</p> <p>Rugman, A.M. and Verbeke, A. (2004) "A Perspective on Regional and Global Strategies of Multinational Enterprises", <i>Journal of International Business Studies</i>.</p> | Case Preparation: HSBC Bank                                       |
| 3 | Nov. 23 <sup>rd</sup> | Global interdependence, regional trade groups and international investment and marketing strategies | <p>Ghadar, F. and Ghemawat, P. (2006) "Global Integration ≠ Global Concentration", <i>Industrial and Corporate Change</i></p> <p>Carr, C. and Collis, D.J. (2011) "Should You Have a Global Strategy? <i>MIT Sloan Management Review</i></p> <p>Rugman, A.M. (2001) <i>The End of Globalization</i>, Random House. Chapter 11.</p>  | Case Preparation: General Motors Company<br><br>Assignment 1 Due  |
| 4 | Nov. 30 <sup>th</sup> | Global business dynamics in the face of social, economic, political and environmental complexities  | Rugman, A.M. (2001) <i>The End of Globalization</i> , Random House. Chapters 2- 5   | Case Preparation: Hitachi Ltd.<br><br>Assignment 2 Due            |
| 5 | Dec. 7 <sup>th</sup>  | Global and regional strategies: review and implementation   | <p>Inter-American Development Bank (2011) <i>Sector Strategy to Support Competitive Global and Regional Integration</i>, IDB</p> <p>Rugman, A.M. (2001) <i>The End of Globalization</i>, Random House. Chapters 9 and 10</p>  | Case Preparations: InterAmerican Development Bank<br><br>Unilever |

|            |                       |                                      |  |                            |
|------------|-----------------------|--------------------------------------|--|----------------------------|
|            |                       |                                      |  |                            |
| 6          | Dec. 14 <sup>th</sup> | Summary, conclusions and reflections | Carr, C. and Leknes, H. (2004) "Globalization and International Strategic Configurations in Retailing", <i>Long Range Planning</i><br><br>Rugman, A.M. (2001) <i>The End of Globalization</i> , Random House | Project Due<br><br>Walmart |
| Final Exam | Dec. 21 <sup>st</sup> | Final Exam                           |  | Final Exam                 |

**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.

**Person with Disabilities:**

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term,

and no later than two weeks before the first in- class scheduled test or exam requiring accommodation (if applicable). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

### **Religious Observance:**

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

### **Pregnancy:**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

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

### **Important dates and deadlines:**

Nov. 6: Fall 2 term begins

Dec. 8: Last day for academic withdrawal from Fall 2 courses.

Dec. 15: F2 classes end.

Dec. 18-22: MBA Exam week

Dec. 25-Jan. 1, 2018: University closed