Global Business Strategy

Summer 2015

Course Number: BUS 498  
Class Room: BEH-105  
Class Day: Mo Tu We Th  
Class Hour: 05:00 p.m. – 06:55 p.m.

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Course Objectives

This course focuses on the strategic challenges confronting firms which compete in the global economy. This course has the potential to provide you with a capstone experience allowing you to integrate your previous learning at Lee Business School in a dynamic global setting.

A firm’s strategy is its “theory” of how to gain competitive advantage and compete successfully in the marketplace. Global strategic management is the process that managers, especially executives, develop and implement a firm’s strategy in global market. The objective of this course is to have an enhanced understanding of the most fundamental question in global strategic management: What determines the international success and failure of companies?
**Course Focus**

The focus of this course is to probe into the workings of business strategies of Western multinational enterprises (MNEs) in *transition and emerging economies*. “Transition economies” include former socialist countries in Central and Eastern Europe, the former Soviet Union, and East Asia. “Emerging economies” represent an even broader range of countries, which not only include most transition economies, but also South and Southeast Asia as well as Latin America.

**Learning Outcomes**

1. An enhanced understanding of what determines the international success and failure of companies around the globe.
2. An awareness of and interest in how competition unfolds in and out of emerging economies.
3. An understanding of the “other side” of international business, namely, the strategies of local firms in the host countries that often compete and/or collaborate with foreign entrants.
4. An opportunity to work on a meaningful, real-world international business strategy project.

**Required Textbook**


**Course Requirement**

Attendance Policy

1. You are expected to attend all classes, to arrive on time, and to stay until the end of class.
2. A student is considered absent if he or she misses any part of a class. Thus, tardiness or departing early from a class will be counted as an absence.
3. Given that sickness, interviewing for a job, membership on a UNLV athletic team, or an emergency may cause you to unexpectedly miss class, up to four absences will not be held against you.
**Exams**

1. The exams will consist of objective (M/C and fill in the blank) and subjective questions (essay, short answer).
2. If you arrive to take an exam late and another student has already completed the exam and left the room then you will either receive a zero for the exam or 10 points will be deducted from your final exam score at the instructor’s discretion.
3. If you miss an exam for an excusable reason, then you will be required to provide proof that the reason for missing class was excusable, and you may be required to write an 8-page paper on a topic to be chosen by the instructor. The instructor may then decide to assign a grade to the paper as a substitute for the missed exam or calculate the student’s course grade on the basis of only the assignments that were completed by the student on time. The highest grade of this substitute paper is 80 out of 100.

**Team Project**

1. Teams of two students will be formed on the first day of class.
2. Each group will be responsible for researching (1) a particular country and (2) a particular global industry. Each Group has to make an oral presentation with PowerPoint accompaniments for the class.
3. Presentation topics will be chosen by students from an approved list by the professor.
4. The format/structure of the project will be announced in the class.
5. A presentation schedule will be developed on the first day of class.

**General**

All grades on team assignments may be adjusted upward or downward based on team members’ assessments of the performance of other team members.

This syllabus may require changes during the course of the semester. Any changes will be announced in class.
<table>
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<tr>
<th>Schedule</th>
<th>Day</th>
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<th>Topic</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>Mo 06/08</td>
<td>1</td>
<td>Globalizing Business</td>
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<td>Tu 06/09</td>
<td>2</td>
<td>Understanding Formal Institutions: Politics, Laws, and Economics</td>
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<td>We 06/10</td>
<td>3</td>
<td>Emphasizing Informal Institutions: Cultures, Ethics, and Norms</td>
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<td>Emphasizing Informal Institutions: Cultures, Ethics, and Norms</td>
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<td>Exam #1</td>
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<td>Tu 06/16</td>
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<td>Leveraging Resources and Capabilities</td>
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<td>We 06/17</td>
<td>9</td>
<td>Growing and Internationalizing the Entrepreneurial Firm</td>
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<td>Th 06/18</td>
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<td>Growing and Internationalizing the Entrepreneurial Firm</td>
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<td>We 06/24</td>
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<td>Making Alliances and Acquisitions Work</td>
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<td>Making Alliances and Acquisitions Work</td>
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<td>Tu 06/30</td>
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<td>Strategizing, Structuring, and Learning Around the World</td>
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<td>Managing Corporate Social Responsibility Globally</td>
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<td>Th 07/02</td>
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<td>Managing Corporate Social Responsibility Globally</td>
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<td>Fr 07/02</td>
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<td>Exam #4</td>
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<td>Week 5</td>
<td>Mo 07/06</td>
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<td>Global Industry Strategy Analysis I with Group Presentation</td>
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<td>Tu 07/07</td>
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<td>Global Industry Strategy Analysis II with Group Presentation</td>
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<td>We 07/08</td>
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<td>Global Industry Strategy Analysis III with Group Presentation</td>
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<td>Th 07/09</td>
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<td>Global Industry Strategy Analysis IV with Group Presentation</td>
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Grading
Four Exams (20% for each exam) ~ 80%
Global Industry Strategy Research Project 20%

Grading Scale
90 – 100% A
86 – 89% B+
80 – 85% B
76 – 79% C+
70 – 75% C
< 69% D

Academic Misconduct – Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with NLV’s function as an educational institution. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the Student Academic Misconduct Policy (approved December 9, 2005) located at: http://studentconduct.unlv.edu/misconduct/policy.html.

Copyright – The University requires all members of the University Community to familiarize themselves and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: http://provost.unlv.edu/copyright/statements.html.

Disability Resource Center (DRC) – The Disability Resource Center (DRC) determines accommodations that are “reasonable” in promoting the equal access of a student reporting a disability to the general UNLV learning experience. In so doing, the DRC also balances instructor and departmental interests in maintaining curricular standards so as to best achieve a fair evaluation standard amongst students being assisted. In order for the DRC to be effective it must be considered in the dialog between the faculty and the student who is requesting accommodations. For this reason faculty should only provide students course adjustment after having received an “Academic Accommodation Plan.” If faculty members have any questions regarding the DRC, they should call a DRC counselor.
UNLV complies with the provisions set forth in Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. The DRC is located in the Student Services Complex (SSC-A), Room 143, phone (702) 895-0866, fax (702) 895-0651. For additional information, please visit: http://drc.unlv.edu/.

**Religious Holidays Policy** – Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor no later than the end of the first two weeks of classes, February 1, 2013, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. This policy shall not apply in the event that administering the test or examination at an alternate time would impose an undue hardship on the instructor or the university that could not reasonably been avoided. For additional information, please visit: http://catalog.unlv.edu/content.php?catoid=4&navoid=164.

**Incomplete Grades** - The grade of I – Incomplete – can be granted when a student has satisfactorily completed all course work up to the withdrawal date of that semester/session but for reason(s) beyond the student’s control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. A student who receives an I is responsible for making up whatever work was lacking at the end of the semester. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

**Tutoring** – The Academic Success Center (ASC) provides tutoring and academic assistance for all UNLV students taking UNLV courses. Students are encouraged to stop by the ASC to learn more about subjects offered, tutoring times and other academic resources. The ASC is located across from the Student Services Complex (SSC). Students may learn more about tutoring services by calling (702) 895-3177 or visiting the tutoring web site at: http://academicsuccess.unlv.edu/tutoring/.

**UNLV Writing Center** – One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 895-3908. The student’s Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: http://writingcenter.unlv.edu/
**Rebelmail** – By policy, faculty and staff should e-mail students’ Rebelmail accounts only. Rebelmail is UNLV’s official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students’ e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu.

**Final Examinations** – The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: [http://www.unlv.edu/registrar/calendars](http://www.unlv.edu/registrar/calendars)