

**Global Business Strategies**  
MGT 112 Spring 2021

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OFFICE HOURS: **Thursday 9am to 11am. Email [tsomasundaram@ucsd.edu](mailto:tsomasundaram@ucsd.edu) to make an appointment**

TA: Rachel Rozak [rrozak@ucsd.edu](mailto:rrozak@ucsd.edu) 2:00pm Section... office hours details to be added

## DESCRIPTION

This course provides the students with an understanding of how firms gain and sustain competitive advantage in a global setting. It examines the strategic, organizational, and managerial challenges faced by companies operating in today's international markets. Students will learn the intricacies of an international strategic agenda in light of a firm's competencies and sources of competitive advantage based on contemporary business policy and organizational frameworks, the international environment, the process of internationalization and the specific strategic and organizational challenges of international companies as well as ethical issues in global business are analyzed and discussed. Beside theoretical concepts, teaching will be based on real life case studies to provide students with a practical context for course discussions. Throughout the course, initiative, creativity, and critical thinking on part of the students will be appreciated and encouraged. Students have to learn how to analyze critically different alternatives attractive for different reasons.

The course will be conducted seminar-style with lecture-discussions, student group presentations, case studies, and research assignments.

## MATERIALS

Required

- Course Reader consisting of articles and cases
- Additional articles assigned periodically

## ASSIGNMENTS

Your performance in the class and grade you receive will be based on the following components:

**Participation in Experiments: (5%)** of your grade is based on participation in the Rady School Research Participant Pool. You can get credit if you take part in two experiments. Each experiment will take up to one hour. For information on how to participate in the participant pool, please visit <http://rady.ucsd.edu/behavioral-lab/>.

**Class Engagement and Professional Conduct (20%)**

I fully expect that in light of the extraordinary circumstance created by the Covid-19 pandemic, you will may experience difficulty in accessing the class online and in real time. **In view of this the class sessions will be recorded and made available to you to view asynchronously.**

**Each week following each class meeting I will post topics that will prompt you to share your ideas and perspectives. Your contributions to these topics whether they are in lieu of your contributions to class in real time or whether they are supplementary to or instead of real time class discussion will be taken as contributions to class discussions and as indicators of class engagement.**

The success of this class is heavily dependent on our ability to create an atmosphere conducive to collaborative and participant centered learning. It is my belief that each of you has the intellect and life experiences that could be of value to others in the class. You need, therefore, to take responsibility to share your ideas and insights and help move the class forward in a substantial and meaningful way. You also need to be able to listen, respond and where appropriate challenge ideas and views being proffered by me or other class members.

### **Expectations for students**

Students will treat their classroom obligations as they would treat any serious professional engagement. Specifically,

1. **Case and article discussions** My expectation is that for each class session you will read and reflect on the articles and cases that are assigned for that session. This way, we can devote the bulk of the class time to thinking about and responding to each other's analyses
2. **Participating fully and constructively** in all classroom activities and discussions
3. **Displaying appropriate courtesy** to all involved in the class sessions in the UCSD community
4. **Adhering to deadlines and timetables** established by the instructor
5. **Working cohesively with team members** on class projects and Markstrat simulation

### **Team Project (30%)**

You should plan on working within the same team that you have formed to participate in the Markstrat simulation (see below) and **two term projects**.

Both papers are each worth 15% of your final grade. The details for these papers are included in a separate handout. Project 1 is due to be submitted on **(submitted via Turnitin) May 2<sup>nd</sup> (Sunday), 2021 at 11:59pm** and Project 2 is due to be submitted on **May 23<sup>rd</sup> (Sunday), 2021 at 11:59pm (all times Pacific Daylight Time)**.

### **Exam (15%)**

The final exam will consist of short-answer questions and is worth 15% of your final grade. This exam will assess

- 1) your understanding of how major global forces impact a firm's strategy, marketing, operations, finance, costs, human resources, corporate reputation and returns to investors or shareholders and
- 2) Articulate how business leaders address global business issues, by adapting their overall strategy, marketing, operations, finance, cost structure, human resources and public image

### Markstrat Simulation (30%)

Markstrat is the premier marketing strategy simulation available today. It is a simulation of a fictitious industry similar, in some respects, to a consumer electronics or durable goods industry. It is designed to allow you to apply and test marketing strategy concepts in a dynamic, competitive environment. In this game you will manage a company in direct competition with several other student teams. Each team will be formed randomly. You will conduct customer and competitive analysis and strategically determine the target market segments and product positioning for the products in your product line. Additional decisions include product development endeavors and expenditures, advertising and advertising research expenditures, forecasting, production ordering, and sales force size and deployment.

You will need to install (and become familiar with) the simulation software immediately following the first class session. **Next, communicate via Canvas with other class participants and form a group with three others. Email your TA Rachel Rozak [rrozak@ucsd.edu](mailto:rrozak@ucsd.edu) the names of your 4 group members. This group will work on both the two team projects described above AND the Markstrat Simulation.**

### Instructions to buy the license:

(To allow emails please put [administration@emt.stratxsimulations.net](mailto:administration@emt.stratxsimulations.net) on your safe list)

1. Go to <https://shop.stratxsimulations.com/> (If nothing happens, copy and paste the link in a new browser)
2. Enter the file number: **P6058A7A**
3. Tick that box indicating you are not a robot and click ENTER
4. Verify the order and register on the ecommerce site
5. Complete the order process

**Please note, that all sales are final. There are no returns or refunds. Please click here, to know our terms & conditions.**

Once you are registered, open the practice data and browse to become familiar with the program. If you have access to more than one machine, feel free to install the software at several locations if that will help you familiarize yourself. Feel free to email Dr. Somasundaram ([docsoma@gmail.com](mailto:docsoma@gmail.com)) if you run into difficulties.

You may obtain your invoice by going to [shop.stratxsimulations.com](https://shop.stratxsimulations.com) login and entering your email and password you used to make the purchase of your license, then click ACCOUNT to access your invoices.

If students run into any issue when ordering, they may send us a [support ticket](#).

### GRADING

**The Markstrat portion of your grade is determined by the closing Markstrat Stock Price**

Members of the teams managing the firms that have the highest stock prices at the conclusion of the simulation will receive a score of 30 points. If your team comes in second place in your industry, you will receive a grade of 90% or the ratio of your final stock price to the stock price of the first place team whichever is higher. Similarly, third place teams will receive a grade of 80% or the ratio of their final stock price to that of the first place team whichever is higher. Fourth place teams will receive a grade of 70% or the ratio of their final stock price to the final stock price of the first place team, whichever is higher.

Assignments	Percentage
Class Engagement	20
Team Project	30
Markstrat Simulation	30
Rady Lab Participation	5
Exam	15
<b>Total</b>	<b>100</b>

**ACADEMIC INTEGRITY**

Integrity of scholarship is essential for an academic community. As members of the Rady School, we pledge ourselves to uphold the highest ethical standards. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University intellectual work. For students, this means that all academic work will be done by the individual to whom it is assigned, without unauthorized aid of any kind.

The complete UCSD Policy on Integrity of Scholarship can be viewed at:

<http://senate.ucsd.edu/Operating-Procedures/Senate-Manual/Appendices/2>

**STUDENTS WITH DISABILITIES**

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the faculty member.

The student must present the OSD letter of certification and OSD accommodation recommendation to the appropriate faculty member in order to initiate the request for accommodation in classes, examinations, or other academic program activities. **No accommodations can be implemented retroactively.**

Please visit <http://disabilities.ucsd.edu/about/index.html> for further information or contact the Office for Students with Disabilities at (858) 534-4382 or [osd@ucsd.edu](mailto:osd@ucsd.edu).

Date	Session #	Assigned Readings <b>Bolded items are in course reader. Other required readings are freely available via CANVAS or reserves.</b>
March 31	1	Intro <ul style="list-style-type: none"> <li>a. Cheesecake Factory Adapting to the Middle East (<a href="#">see CANVAS or reserves</a>)</li> <li>b. How China Built 'iPhone City' With Billions in Perks for Apple's Partner (<a href="#">see CANVAS or reserves</a>)</li> <li>c. China's Global Ambitions, Cash and Strings Attached (<a href="#">see CANVAS or reserves</a>)</li> <li>d. Foods that Make Billions (<a href="https://youtu.be/oCNuXZgN__Q">https://youtu.be/oCNuXZgN__Q</a>)</li> </ul>
April 7	2	Alliances <ul style="list-style-type: none"> <li>a. <b>A Note on Strategic Alliances by Paul A. Gompers, Alexander Tsai</b></li> <li>b. When to Ally and When to Acquire by Jeffrey H. Dyer, Prashant Kale, Harpreet Singh (<a href="#">see reserves or database</a>)</li> <li>c. <b>Case: Abgenix and the XenoMouse</b></li> </ul>
April 14	3	Challenge of Excellence <ul style="list-style-type: none"> <li>a. Clueing In Customers by Leonard L. Berry, Neeli Bendapudi (<a href="#">see reserves or database</a>)</li> <li>b. Developing winning products in emerging markets McKinsey Quarterly (<a href="#">see CANVAS or reserves</a>)</li> <li>c. Ghemawat, "Why The World Isn't Flat," <i>Foreign Policy</i>, April 2007 (<a href="#">see reserves or database</a>)</li> </ul>
April 21	4	Adapting to International differences <ul style="list-style-type: none"> <li>a. Managing Differences: The Central Challenge of Global Strategy by Pankaj Ghemawat (<a href="#">see reserves or database</a>)</li> <li>b. What Panasonic Learned in China R1212J (<a href="#">see reserves or database</a>)</li> <li>c. <b>Case: Zara</b></li> </ul>
April 28	5	Strategy <ul style="list-style-type: none"> <li>a. People are Angry About Globalization Here's What to do About It H038Q6 (<a href="#">see reserves or database</a>)</li> <li>b. <b>Note on Marketing Strategy by Robert J. Dolan</b></li> <li>c. <b>Case: Hindustan Lever Shakti</b></li> </ul>

May 5	6	<p>Disruptive Innovations</p> <ul style="list-style-type: none"> <li>a. Singapore Airlines balancing act (<a href="#">see CANVAS or reserves or database</a>)</li> <li>b. View: Inside Singapore Airline <a href="https://youtu.be/pKuGqKYk3pQ">https://youtu.be/pKuGqKYk3pQ</a></li> <li>c. A Primer on Exchange Rates and Exporting (<a href="#">see reserves or database</a>)</li> <li>d. <b>Case: Alliance Design Concepts</b></li> </ul>
May 12	7	<p>Managing Global Innovation</p> <ul style="list-style-type: none"> <li>a. How to Manage Outside Innovation Sloan Management Review SMR 323 (<a href="#">see reserves</a>)</li> <li>b. Winning in Emerging Markets: Five Key Supply Chain Capabilities (<a href="#">see reserves</a>)</li> <li>c. <b>Case: Ikea Saudi Arabia</b></li> </ul>
May 19	8	<p>Entry Decision</p> <ul style="list-style-type: none"> <li>a. Prahalad and Hammond, “Serving the World’s Poor, Profitably” Harvard Business Review, September 2002. (<a href="#">see reserves or database</a>)</li> <li>b. Amazon takes cowboy tactics to ‘wild, wild East’ of India (<a href="#">see reserves</a>)</li> <li>c. Why China’s Didi can succeed where Uber has struggled (<a href="#">see CANVAS</a>)</li> <li>d. <b>Uber: Changing The Way The World Moves</b></li> </ul>
May 26	9	<p>Social Responsibility</p> <ul style="list-style-type: none"> <li>a. <b>Life, Death, and Property Rights: The Pharmaceutical Industry Faces AIDS in Africa</b> by Nicholas Bartlett, Debora L. Spar</li> <li>b. <b>Case: Cipla</b></li> </ul>
June 2	10	<p><b>WRITTEN EXAM (submitted via Turnitin)</b></p>

## Decision Schedule

Markstrat Decision Date Due
All teams signed up AND Registered in Markstrat April 7 <sup>th</sup> midnight PST
PRACTICE Round 1 April 14 <sup>th</sup> 8:00 am <b>Wednesday</b>
PRACTICE Round 2 April 21 <sup>st</sup> 8:00 am <b>Wednesday</b>
<b>Roll back to starting positions at 10 pm WEDNESDAY April 21<sup>st</sup></b>
Competitive Round 1 April 28 <sup>th</sup> 8:00 am <b>Wednesday</b>
Competitive Round 2 May 5 <sup>th</sup> 8:00 am <b>Wednesday</b>
Competitive Round 3 May 12 <sup>th</sup> 8:00 am <b>Wednesday</b>
Competitive Round 4 May 26 <sup>th</sup> 8:00 am <b>Wednesday</b>
Competitive Round 5 June 2 <sup>nd</sup> 8:00am <b>Wednesday</b>
Competitive Round 6 June 9 <sup>th</sup> 8:00 am <b>Wednesday</b>

### Final Rounds for 11:00 am Section

Competitive Round 7 June 11th 11:30 am <b>Friday</b>
Competitive Round 8 June 11th 12:30 pm <b>Friday</b>
Competitive Round 9 June 11th 1:30 pm <b>Friday</b>
Competitive Round 10 June 11th 2:30 pm <b>Friday</b>

### Final Rounds for 2:00 pm Section

Competitive Round 7 June 11th 3:00 pm <b>Friday</b>
Competitive Round 8 June 11th 4:00 pm <b>Friday</b>
Competitive Round 9 June 11th 5:00 pm <b>Friday</b>
Competitive Round 10 June 11th 6:00 pm <b>Friday</b>