



SAINT LOUIS UNIVERSITY  
MADRID

**IB 4120 M01: International Business Strategies**  
Spring 2022

<b>Credit(s):</b>	3
<b>Prerequisite(s):</b>	IB2000 and a minimum of 60 credits earned
<b>Class Time:</b>	TR, 17:00-18:15
<b>Classroom:</b>	PRH 8
<b>Instructor:</b>	Xavier Cottini
<b>Instructor's Email:</b>	<a href="mailto:xavier.cottini@slu.edu">xavier.cottini@slu.edu</a>
<b>Instructor's Phone:</b>	(+34) 91 554 58 58, ext. 280
<b>Office:</b>	PAH Attic
<b>Office Hours:</b>	TR, 14:30-15:30 and by appointment

**Course Description:** This course is designed to develop a broad understanding of strategic challenges in the international business environment. The major objective of the course is to engender a global mindset and a better understanding of the problems and challenges that organizations face in the international context. The challenge is to make sense of the shifting dynamics and multifaceted phenomena that confronts global business. The course weaves together conceptual and practical considerations to create a balanced and exciting learning experience. This course is designed to enhance students' capacity to function more effectively in the international business environment.

This course will provide the student with a **capstone** experience allowing you to integrate your previous learning in a dynamic global setting. The challenge is to make sense of the shifting dynamics and multifaceted phenomena that confronts global business.

Classes will be a mix of lecture, simulation decisions and real-life case studies discussion.

**Course Goals and Student Learning Outcomes:**

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

- Have an enhanced understanding of a fundamental question in international business and strategic management: ***What determines the international success and failure of companies?*** In the global economy of the 21<sup>st</sup> century, strategies are no longer the exclusive realm of top managers. Mid-level managers and functional specialists are increasingly challenged to think strategically, think globally. Therefore, this course will cultivate your ability to make well-grounded strategic decisions.

- Gain an understanding of the “other side” of international business, namely, the **strategies of local firms**. Many business ventures fail abroad because foreign entrants fail to understand the local firms’ perspective. Similarly, many international business courses focus exclusively on the foreign entrants’ standpoint on how to enter and compete. We will take a more balanced approach by studying how local firms compete.
- Understand most of the aspects actual companies need to deal with, through **a meaningful, real-world business simulation**. The objective of the project is to engender a global mindset and a better understanding of the problems and challenges that organizations and managers face in the international context.

**Technology Requirements:** Students will need regular access to a computer with an internet connection. High speed broadband access (LAN, Cable or DSL) is highly recommended for the optimal learning experience.

**Communication Norms:** Make sure you check **Canvas** and your “**@slu.edu**” **email daily!!!** Course announcements will often be handled by e-mail. If you need to get in touch with me, please do so by direct emails (do not answer multi-recipients messages), if you communicate verbally (before, during or after class or during office hours) make sure you follow up with an email. Keep your message short and concise, and clearly indicate the subject.

**Netiquette:** As in any learning environment, certain behavioral codes are expected when you communicate with both your peers and your instructors. These codes are referred to as netiquette. For further information, refer to the PDF document, Netiquette Guide for Online Courses, in the left-hand column on Blackboard.

**Assessment of Student Learning:** To maintain quality academic offerings and to conform to accreditation requirements, SLU-Madrid regularly assesses its teaching, services and programs for evidence of student learning. For this purpose, SLU-Madrid keeps representative examples of student work from all courses and programs on file, including assignments, papers, exams, portfolios and results from student surveys, focus groups and reflective exercises. Copies of your work for this course may be kept on file for institutional research, assessment and accreditation purposes. If you prefer SLU-Madrid not to retain your work for this purpose, you must communicate this decision in writing to your professor.

**Required Text:** Once you have obtained “The Scenario PRAXIS MMT 36 - Silver management trainer.”© from the Bookstore, your professor will provide you with a password along with instructions on how to access the simulation online. The Simulation can be accessed from <http://praxismmt.com/>.

**Optional Readings:** It is always useful to read The Financial Times, The Wall Street Journal, the HBR, etc. Additional readings may be uploaded on Blackboard.

### **Grading Rationale/System:**

Letter grades are based on a 100 percent grading scale. The percentage you earn determines your course letter grade (i.e., your “final grade” in this course).

**Grading Scale:** A mark of x on an examination or assignment will result in a(n):

$95.0 \leq x \leq 100 = A$	$90.0 \leq x < 94.9 = A-$	
$87.0 \leq x < 89.9 = B+$	$83.0 \leq x < 86.9 = B$	$80.0 \leq x < 82.9 = B-$
$77.0 \leq x < 89.9 = C+$	$73.0 \leq x < 76.9 = C$	$70.0 \leq x < 72.9 = C-$
$60.0 \leq x < 69.9 = D$	$x \leq 59.9 = F$	

**Your final grade is calculated as follows:**

Class Engagement & Participation	10%
Simulation	25%
Individual Presentation	20%
Quizzes	15%
Final Group Presentation	20%
Peer Evaluation	<u>10%</u>
	<b>100%</b>

**Class engagement & participation:** True learning takes place only when students are engaged and when they interact. “International Business Strategies” is thought of as an active, discussion-based class and your participation is critical. It is your chance to ask question, learn from other students, and integrate the material of the course in an environment that respects each individual for his/her own opinion. It is important that students come to class prepared (reading & homework). Students are encouraged to maintain an awareness of current international business dynamics and to apply their knowledge to applicable class discussions. You should expect your ideas, thoughts and contribution to be respected, and heard.

**Team-based computer SIMULATION by PRAXIS MMT:**

**Working in teams:** Since much of the work in organizations today has shifted towards teamwork, it is important to learn to work within groups and manage the process. The class will be divided into teams of between 4 and 6 members, depending on the number of students registered in the class. It is expected that all team members participate equally in the teamwork. It is up to the team to make sure that all members do their part; however, you are welcome to consult with me in cases of major problems. **DEADLINE** to build a team and communicate it to the Professor: **Friday, February 4 at 2pm** (Madrid time).

To play the “PRAXIS MMT 36 – Silver management trainer” © simulation you will work in teams of 4-6 people representing a stand-alone international company in the cosmetics industry. Your team will craft Corporate and Business-level strategies, and this will call upon material you have learned in previous Accounting, Management, International Business, Finance and Marketing classes. The performance of your company will depend not only on the decisions your team has made but also on the decisions of your competitors. You will be operating in a genuine (simulated) global competitive

environment and must think carefully about what strategic actions your rivals are likely to take.

### **Important issues regarding simulation decisions:**

1. Decisions must be completed by **5pm on the Friday following the decision session**. Decisions are entered online at <http://praxismmt.com/>.
2. If you do not have the decision completed and entered online by the deadline, your **sales for the next period will zero (0)**. This could have a significant negative impact on your team's performance.
3. If you have any questions about the simulation, please email your professor.

### **Individual CASE STUDY Sessions**

Throughout the semester, each student will prepare an individual presentation covering the international strategy of a preselected MNC. This assignment will ensure that the international strategies of around twenty-five (25) multinational corporations will be analyzed (the exact figure will depend on the number of students actually registered in the class). There will be six (6) sessions dedicated to that activity and, in each session, 4 or 5 firms will be discussed.

A template with the basic tools to be used will be provided by the Professor as a base for the analysis. However, it is of the utmost importance for the success of this endeavor that student conducts thorough research on the Company they select.

### **Quizzes:**

To ascertain that people pay attention in and come prepared to class, there will be sporadic quizzes (Kahoot, Forms, etc.) at the beginning of some class sessions.  
(5 quizzes x 3% = 15%)

### **Final presentations:**

At the end of the semester, each team will submit, and present to the rest of the class, a **Management Audit Report**. This Report should provide an appraisal of what happened with their company during the simulation and should go over the team's strategies, successes, and failures.

- Why were you not as successful as (or more successful than) you had hoped?
- What would you do differently if given the chance to play the simulation again?
- Evaluate your company's strategy in achieving its international performance.

The Report should also include a detailed template for the team's company similar to the one used for the Individual Case Study sessions throughout the semester.

### **Peer evaluation:**

Because teamwork is important, there is a mandatory peer evaluation of "teamwork". Before the last regular class period, each student is to submit an evaluation of the contribution of each of their teammates to the group. If peer evaluations demonstrate that your work was either outstanding or not up to par, it will

have a significant impact on your grade. No one will receive credit on this item unless they submit the peer evaluation on a timely basis.

**Late Policy:** The quizzes and midterm and final examinations must be written on their respective dates. No alternative examinations will be scheduled except in the case of excused medical absences. Cases of excused medical absences must be petitioned for through the Chair of the department. Make-up midterms are subject to approval by the professor, the Chair and the Department of Business and Economics. All changes to the final examination must be approved by the Academic Dean.

**Attendance:** Consistent attendance is strongly encouraged for a thorough understanding of the concepts at hand. Active participation in classroom discussions is an instrumental component of this process. Concepts that are unclear to you personally are likely concerns shared among your peers as well. A strong correlation between classroom attendance and participation and course comprehension exists, and will reflect not only in this component of the grading scheme, but also in your performance. Students will be responsible for all announcements, information, problems or course changes that are made during lecture times.

Please come to class on time. Lateness is not only disruptive, it is a lack of respect to the whole class (unless you have a valid excuse). I make sure I am on time and expect the same of you.

If you miss a class for any reason it is up to you to obtain notes through someone else. I am more than happy to summarize topics discussed in class or comment on those of special interest to you. However, do not expect me to repeat any lectures because you have missed class.

**Academic Honesty:** Academic integrity is honest, truthful and responsible conduct in all academic endeavors. The mission of Saint Louis University is “the pursuit of truth for the greater glory of God and for the service of humanity.” Accordingly, all acts of falsehood demean and compromise the corporate endeavors of teaching, research, health care, and community service through which SLU fulfills its mission. The University strives to prepare students for lives of personal and professional integrity, and therefore regards all breaches of academic integrity as matters of serious concern.

The full University-level Academic Integrity Policy can be found on the Provost's Office [website](#). Additionally, SLU-Madrid has posted its [academic integrity policy online](#). As a member of the University community, you are expected to know and abide by these policies, which detail definitions of violations, processes for reporting violations, sanctions and appeals.

Your instructor will review these matters during the first weeks of the term. Please direct questions about any facet of academic integrity to the instructor, the chair of the department of your academic program or the Academic Dean of the Madrid Campus.

**Diversity and Inclusion:** Saint Louis University is committed to fostering a positive, inclusive and welcoming learning and working environment. SLU-Madrid's policies

prohibit discrimination based on race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, pregnancy, age, disability, physical appearance, financial or socio-economic status, immigration status, parental or marital status, veteran status or any other protected classification of identity. Discrimination includes any form of unequal treatment such as denial of opportunities, harassment, and violence. Sex-based violence includes rape, sexual assault, unwanted touching, stalking, dating/interpersonal violence, and sexual exploitation.

If you experience or witness any kind of discrimination, you are encouraged (but not required) to report the incident to the SLU-Madrid's Department of Student Life, whose office is located in Padre Rubio Hall ([marta.maruri@slu.edu](mailto:marta.maruri@slu.edu); +34 915 54 58 58, ext. 213). You can also report the incident to the University's Hotline (900-99-0011; then enter 877-525-5669 when asked for the hotline number).

Please know that instructors have a responsibility to inform SLU-Madrid when made aware of incidents of discrimination, harassment sexual misconduct, and/or related retaliation, to ensure that individuals impacted receive information about options for reporting and support resources. If you wish to speak with someone confidentially about any matter, resources are available on campus and off campus:

- Counselors at SLU-Madrid's Wellness Center, located on the third floor of San Ignacio Hall ([wellness-madrid@slu.edu](mailto:wellness-madrid@slu.edu); 915 54 58 58, ext. 230).
- Counselors at Sinews Multilingual Therapy Institute, SLU-Madrid's off-campus counseling and mental health services provider ([www.sinews.es](http://www.sinews.es); 917 00 19 79).
- SLU-Madrid's Campus Minister, Fr. James O'Leary, S.J. ([james.oleary@slu.edu](mailto:james.oleary@slu.edu); 915 54 58 58, ext. 279).

Additional information and resources are posted on our Safety and Security and Community Standards webpages.

**Accessibility, Disability Accommodations and Learning Resources:** In recognition that people learn in a variety of ways and that learning is influenced by multiple factors (e.g., prior experience, study skills, learning disability), resources to support student success are available on campus. Students who think they might benefit from these resources can find out more about:

- Course-level support (e.g., faculty member, departmental resources, etc.) by asking or emailing your course instructor.
- University-level support (e.g., tutoring/writing services, Disability Services) by contacting the Academic Dean's Office ([advising-madrid@slu.edu](mailto:advising-madrid@slu.edu)) or by reviewing the Academic Resources website online.

Students with a documented disability who wish to request academic accommodations must contact Disability Services to discuss accommodation requests and eligibility requirements. Once successfully registered, the student also must notify the course instructor that they wish to access accommodations in the course. Please contact [disabilityservices-madrid@slu.edu](mailto:disabilityservices-madrid@slu.edu) or +34 915 54 58 58, extension 242 or 249. Confidentiality will be observed in all inquiries. Once approved, information about the student's eligibility for academic accommodations will be shared with course instructors

via email from Disability Services. Note: Students who do not have a documented disability but who think they may have one are encouraged to contact Disability Services.

For more information about academic accommodations, see the [SLU-Madrid Disability Services webpage](#).

**Needs Security Statement:** Students in personal or academic distress and/or who may be specifically experiencing challenges such as securing food or difficulty navigating campus resources, and who believe this may affect their performance in the course, are encouraged to contact Marta Maruri, SLU-Madrid's Director of Student Life ([marta.maruri@slu.edu](mailto:marta.maruri@slu.edu) or +34 915 54 58 58, ext. 213) for support. Furthermore, please notify the instructor if you are comfortable in doing so, as this will enable them to assist you with finding the resources you may need.

**Use of Posted Course Content:** SLU-Madrid prohibits recording and transmission of classroom lectures and discussions by students unless written permission from the class instructor has been obtained and all students in the class as well as guest speakers have been informed that audio/video recording may occur. Recordings, course materials, and lecture notes may not be exchanged or distributed for commercial purposes, for compensation, or for any other purpose other than study by students enrolled in the class. Public distribution of such materials may constitute copyright infringement in violation of Spanish law. Violation of this policy may subject a student to disciplinary action in accordance with SLU-Madrid policies on [Student Rights and Responsibilities and Community Standards](#).

**GDPR Norms Concerning Class Recordings:** In accordance with General Data Protection Regulation (GDPR), we inform you if you are a participant in an on-line classroom, your image and voice may be recorded by Saint Louis University in Spain, S.A., CIF A28654879, in 28003 Madrid (Spain), Avenida del Valle 34, for the sole purpose of the instruction of the said class that you are registered in. This information will be stored for the duration of the on-line class and erased thereafter by the professor of the course. Should you not want your image or voice to be a part of this class recording, please contact your professor to indicate that you will be turning your camera and microphone off and be participating via chat.

In addition, we would like to inform you that all recordings will be available to you in Blackboard and are exclusively for the use of the participants of the said class and should not be published on any other platform without the prior consent of all participants that may appear in the recording.

According to the rights conferred by the current GDPR regulation, you may exercise your rights of access, rectification, limitation of treatment, deletion, portability, and opposition to the processing of your personal data, as well as the consent given for the treatment of it by directing your requests to the address indicated above or by sending an email to [dpo-madrid@slu.edu](mailto:dpo-madrid@slu.edu).

De acuerdo con el Reglamento General de Protección de Datos (RGPD), le informamos que, si participa en esta clase on-line, su imagen y voz pueden ser grabadas por Saint Louis University in Spain, S.A., CIF A28654879, sita en la Avenida del Valle, número 34, en Madrid (CP 28003), España, para el único propósito de la enseñanza de la citada

clase en la que usted está matriculado. Esta información se conservará en el tiempo de duración de la clase on-line, y será borrada después por el profesor del curso. Si no desea que su imagen o voz formen parte de la grabación de esta clase, desconecte su cámara y su micrófono, y participe en la clase vía chat.

Además, nos gustaría comunicarle que todas las grabaciones estarán disponibles en Blackboard para el uso exclusivo de los participantes en la citada clase, y no deben ser publicadas en ninguna otra plataforma sin el consentimiento previo de todos los participantes que aparecen en la propia grabación.

De acuerdo con los derechos conferidos por la regulación actual RGPD, usted puede ejercer sus derechos de acceso, rectificación, limitación del tratamiento, borrado, portabilidad y oposición al procesamiento de sus datos personales, tanto como al consentimiento dado para su tratamiento, dirigiendo su solicitud a la dirección indicada debajo o enviando un correo electrónico a [dpo-madrid@slu.edu](mailto:dpo-madrid@slu.edu).

### **Spring 2022 Important Dates:**

Jan. 23: Last day to choose audit (AU) or pass/no pass (P/NP) options.

Jan. 23: Last day to drop a class without a grade of W or to add a class.

Feb. 23: Registration for spring semester begins.

March 20: Last day to drop a class and receive a grade of W.

**Course Outline:** The attached day-to-day schedule clearly defines student expectations for each class meeting. It is the student's responsibility to check the schedule on a regular basis to ensure that they are up to speed with the material.

The syllabus sets forth course objectives and the best estimate of what topics should be covered during the term. In order to tailor the course to the specific needs of the students, **the syllabus might be modified during the semester**; it is therefore possible that not all of the material will be covered or that additional material may be assigned.

<b>Date</b>	<b>Topics covered</b>
<b>Thu – Jan. 13, 2022</b>	<b>General Introduction to the Course</b>
<b>Tue – Jan. 18, 2022</b>	<b>Useful Basic Concepts (I): Financial &amp; Managerial Accounting</b>
<b>Thu – Jan. 20, 2022</b>	<b>Useful Basic Concepts (II): Finance &amp; Economics</b>
<b>Tue – Jan. 25, 2022</b>	<b>Useful Basic Concepts (III): Marketing &amp; Management</b>
<b>Thu – Jan. 27, 2022</b>	<b>Corporate, Competitive and Functional strategies</b>



Tue – Feb. 1, 2022	Guidelines for the <b>Simulation</b> and for the <b>Individual Presentations</b>
Thu – Feb. 3, 2022	Tools for the analysis (I): SWOT, PESTLE, VRIO, BCG & Porter
Tue – Feb. 8, 2022	Tools for the analysis (II): Factsheet & 5-year data
Thu – Feb. 10, 2022	INTRODUCTION to the SIMULATION
Tue – Feb. 15, 2022	SIMULATION – General Practice & Quiz
Thu – Feb. 17, 2022	PRACTICE ROUND 1 – <b>SIMULATION DECISION SESSION</b>
Tue – Feb. 22, 2022	PRACTICE ROUND 2 – <b>SIMULATION DECISION SESSION</b>
Thu – Feb. 24, 2022	Foreign Direct Investment and entry modes
Tue – Mar. 1, 2022	PRACTICE ROUND 3 – <b>SIMULATION DECISION SESSION</b>
Thu – Mar. 3, 2022	SIMULATION- Practice rounds Summary, Conclusions & Additional Concepts
Tue – Mar. 8, 2022	<b>INDIVIDUAL PRESENTATIONS 1-4</b>
Thu – Mar. 10, 2022	ROUND 1 – <b>SIMULATION DECISION SESSION</b>
Tue – Mar. 15, 2022	<b>INDIVIDUAL PRESENTATIONS 5-8</b>
Thu – Mar. 17, 2022	ROUND 2 – <b>SIMULATION DECISION SESSION</b>
Tue – Mar. 22, 2022	<b>INDIVIDUAL PRESENTATIONS 9-12</b>
Thu – Mar. 24, 2022	ROUND 3 – <b>SIMULATION DECISION SESSION</b>
Tue – Mar. 29, 2022	<b>INDIVIDUAL PRESENTATIONS 13-16</b>
Thu – Mar. 31, 2022	ROUND 4 – <b>SIMULATION DECISION SESSION</b>
Tue – Apr. 5, 2022	<b>INDIVIDUAL PRESENTATIONS 17-20</b>
Thu – Apr. 7, 2022	ROUND 5 – <b>SIMULATION DECISION SESSION</b>

Tue – Apr. 12, 2022	<b>NO CLASS</b>
Thu – Apr. 14, 2022	<b>NO CLASS</b>
Tue – Apr. 19, 2022	<b>INDIVIDUAL PRESENTATIONS 21-24</b>
Thu – Apr. 21, 2022	<b>ROUND 6 – SIMULATION DECISION SESSION</b>
Tue – Apr. 26, 2021	<b>INDIVIDUAL PRESENTATIONS 25-28</b> (if or as needed)
Thu – Apr. 28, 2021	<b>ROUND 7 – SIMULATION DECISION SESSION</b>
Tue – May. 3, 2022	<b>Summary, Conclusions and Awards Ceremony</b>
Mon – May 10, 2021	<b>15:30 FINAL PRESENTATIONS</b>