BA 507: Business Strategy Integration: Global
Course Outline

COURSE GOALS

BA 507 Business Strategy Integration: Global, known as the *Global Immersion Experience (GIE)*, is designed to increase students' ability to solve integrated business problems. Building on BA 504 Business Strategy Integration: Foundation and other foundational MBA courses, this course further develops skills in critical thinking, analytical decision-making, communication, ethics, and social responsibility. The course brings the added dimension of a global context to these skills, exposing students to issues of international and region-specific business strategy, inter-cultural fluency, global business practices, and regional business trends and networks.

LEARNING OBJECTIVES

At the end of this course, students will be able to:
- Apply your knowledge of business models and frameworks to critically address management problems and opportunities in global contexts;
- Integrate contextual factors to analyze situations, develop alternatives and derive solutions to management problems in a specific global setting and context;
- Deepen intercultural understanding and communication skills; and
- Understand how your leadership skills can be expressed in different contexts.

ASSESSMENT SUMMARY

Pre-Trip Research Assignments	15%
Interim Project Report	15%
Final Presentation	40%
Post-Trip Reflection	10%
Participation (Individual Contributions 15 % & Peer Assessment 5%)	20%

COURSE INFORMATION

Division: Robert H. Lee Graduate School   **Term/Period:** Period 3
Instructors: Lisa Cavanaugh, Harish Krishnan, Rob Prowse, Chunhua Wu

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Course Outline

BRIEF COURSE DESCRIPTION

GIE is an experiential learning program designed to increase students' ability to solve integrated business problems in a diverse global context. The course comprises three sections (full schedule is available on p. 6).

- Three pre-trip preparatory classes, delivered during the fall/winter;
- A two-week defined program of study in an international location; and
- A post-program debrief event.

During GIE, students will build on many of the skills and knowledge introduced in BA 504. In contrast to BA 504, however, GIE will challenge students to apply an integrated perspective to a project in a context beyond Canada. This experience will provide students with an opportunity to consider the role of national context (e.g., regulatory frameworks, economic institutions, culture and politics) and its influence on business practices. Students will be assigned to an international destination in part based on their location preferences, and their faculty lead will organize them into teams. In these project teams, students will apply integrated business concepts to a live project that originates from a project client in one of the four GIE countries. With their consulting team, students will develop a set of informed, well-researched recommendations to present to project clients drawing on all of their Sauder coursework to date to inform those recommendations. In addition, students will participate in various activities to familiarize them with the national context.

COURSE MATERIALS & REQUIREMENTS

Activity Fees: $600 course fee will cover: (1) cases and readings; and (2) shared on-site costs, including but not limited to, ground transportation (chartered buses), some group meals, entry fees, local fees, and company gifts. The fee is due as part of the online submission of your location preferences. This fee **excludes:** (1) airfare between Vancouver and the GIE location; (2) other modes of transportation (e.g., bus, taxi) while in the GIE location; (3) accommodations at RHL-selected hotel (all students in each destination must stay in the same hotel); (4) any visa related expenditures; (5) trip cancellation/interruption insurance and travel insurance, and (6) meals while on the two-week trip (February 12–24, 2023), except as noted in the first sentence of this paragraph.

ASSESSMENT

1) Pre-Trip Assignments   **15%**

Pre-trip assignments include a team charter and research on the country to be visited during the trip. Students may incorporate relevant learning from other courses, and other resources to prepare both the destination research deliverable and the Interim Project Presentation.

Deadline:
Team Charter (5% - Team submission): GIE Class 2 (i.e., November 24, 2022);
Destination Research (10% - Individual submission): First day of GIE Program (i.e., first day in-country).

2) Interim Client Project Presentation   **15%**

The Interim Client Project Presentation is an opportunity for each team to submit a progress report on its client project to its faculty lead to receive feedback in advance of the February trip. Assessment will be based on the team's success at: (1) defining and understanding of the project scope; (2) applying sound project management principles and team processes; (3) developing a constructive working relationship with the client; and (4) outlining the additional research and analytical steps the team plans to take to develop its recommendations in country.

Teams will receive at least one coaching/review conversation from the faculty lead in December/January *prior* to submission, as well as feedback on the interim project submission before the February Program. At this stage, some teams may be further along than others. To accommodate variation in timeframes and across GIE locations, we have built some

UBC SAUDER
SCHOOL OF BUSINESS

ROBERT H. LEE
GRADUATE SCHOOL

BA 507: Business Strategy Integration: Global
Course Outline

flexibility into the expectations about this deliverable. Please consult with faculty lead regarding the deadline(s) for your specific GIE location.

The Interim Project Presentation should typically comprise a coherent draft slide deck (10-15 slides) describing your work on your team's business challenge. Summarize the following:
- your progress to date (what you know);
- additional steps you will take to inform your analysis before departure (what you don't know and how you plan to obtain this information);
- specific steps on your plan on how to spend your time with your project client in country, including data acquisition, the timing of upcoming meetings, questions you need answered by the client, and specific plans for your in-country meetings with the client.

Identify any challenges you have encountered that could hinder your in-country progress. Including research (e.g., information from your project client and secondary research from library resources) to support your recommendations will improve your deliverable and enhance the feedback from faculty. Presentations must be submitted in advance of GIE Class 3 (i.e., on January 24th). The faculty lead will review your presentation in advance and will ask relevant questions following your presentation during GIE Class 3. All students on the team are required to present during the Interim Project Presentation. Students will attend all Interim Project Presentations for their location and will have a chance to provide feedback to their classmates.

Deadline: January 24, 2023 (Team submission)

3) **Final Presentation of the Client Project**   **40%**

Students will complete and present the final deliverable in-destination. Assessment will be based on the quality of the content (70%) and presentation effectiveness (30%). All students on each project team are required to present during the final client presentation. Presentation length includes *20 min Presentation + 10 min Q&A*.

Prior to the Final Presentation, each team is required to have at least one practice "Dress Rehearsal" presentation. The team is expected to incorporate feedback from the practice run in their Final Presentation.

Teams should be able to show how they responded to feedback from both the faculty lead and project clients. The presentation should include a high-quality analysis based on research and describe how the team arrived at its insights and recommendations. The presentation should explain the evidence underlying the recommendations, the business concepts applied, and alternatives that were evaluated as less attractive. For the Final Presentation, teams should submit: (1) PowerPoint slides; (2) reader notes; and (3) appendices. Further details are provided below *(see Further Details on the Final Client Presentation)*.

In addition, we will evaluate presentation effectiveness in the following areas: (1) involvement and connection with the audience; (2) structure and organization; (3) application of relevant frameworks and (4) originality (creativity and persuasiveness). The faculty lead may incorporate client and stakeholder feedback (e.g., presentation judges' feedback) when evaluating the work. Please note that project clients may request an additional deliverable.

Students will participate in mandatory **peer assessments** of their team members. *(This is a required task. See Assessment Summary).* Peer assessments will be based on the entire course. Prior to completing the peer assessment, students will practice giving feedback through a "two plus one" activity during the GIE course. The faculty lead will examine the peer assessments and decide whether to adjust individual grades. If the majority of your team is dissatisfied with your work and effort, then the faculty lead will ask you for a paper trail on your contributions and then decide whether or not to reduce your grade. Grade reductions can be large if the evidence supports this; however, we do not reduce grades without good cause and there is no need for diligent students to worry. In most instances, the evidence does not warrant reductions but no individual is entitled to the team grade unless they have contributed equally to the work submitted. If the majority of your team praises your efforts for leading the team to successful completion of the project and merits extra recognition, individual grade increases may also occur.

Deadline: Final day of the GIE Trip.

4) Post-Trip Reflection   **10%**

Students will prepare and submit a written reflection piece (600–1200 words) summarizing their experiences on the course. **The Post-Trip Reflection (10% - Individual submission)** is due a week after the end of the GIE (*March 3, 2023*) and should include (1) the cultural and professional learnings obtained during the trip and specifically in working on the Client Project, (2) the successes and challenges in working with your team members in country, (3) the value to you of the GIE experience overall.

5) Participation & Professionalism (Individual Contributions 15 % & Peer Assessment 5%)   **20%**

Participation grades will be based on your participation throughout the course, and professionalism in representing yourself, your team and the School. Participation includes attending all pre-departure GIE Classes, in-location participation, and contributions to your team. Attendance at all GIE activities is mandatory, but does not equate to good participation. Students are expected to make substantive contributions, be prepared for all events and activities, and act as ambassadors for the School. Professionalism includes adherence to the Professionalism, Attendance & Behavior Policy, respectful behavior towards classmates, faculty/staff and hosts, and adherence to the dress code as specified in the program schedule.

Grading Scale for Class Participation:

0%	Absent or late to pre-departure GIE Classes and scheduled in-location meetings as per schedule, engages in conduct that is not respectful to the team members, fellow students, faculty/staff and hosts
<60%	Present but does not participate; no engagement with the project client personnel
60-69%	Participates with basic information; limited engagement with the project client personnel
70-79%	Offers an opinion and engages in a meaningful discussion with other members of the class, guest speakers, and project client personnel
80-100%	Provides insight and quality comments, engages in respectful conduct within team, towards fellow students, project client personnel, and faculty/staff and hosts

SUBMISSION INFORMATION FOR ALL DELIVERABLES: Unless otherwise indicated by the faculty lead, students should submit assignments in soft copy via the Canvas Assignment Dropbox. Please submit assignments *before* the specified deadline. Late submissions will not be accepted and will receive a score of zero.

Further Details on the Final Client Presentation

Your final project presentation should include the following (not necessarily in this order):

Type of Content	Description
Challenge name	List the company, project and team names.
Question/problem/opportunity	Describe the scope of the question you are trying to answer, problem you are trying to solve, or opportunity you are trying to exploit.
Context of project	Explain the project's broader context. (*e.g.,* Why is it needed? Is the project a stand-alone activity or part of a larger project? Is it relevant beyond the client organization?)
Goals/objectives	Explain what the project is trying to achieve. Make sure that the objectives are measurable and defined in terms of the project's major deliverables and the expected costs and benefits.
Constraints	Describe any constraints on time, money, personnel, or other resources.
Analysis	Apply methodology/concepts/analytical tools from relevant business disciplines. Although your specific project may require additional analysis, you may address the following topics: • Industry • Regulatory impact • Competition • Marketing • HR/Organizational Behavior • Operations • Finance • CSR Identify the research sources that support your analysis and include a list of reference material in the appendix. The David Lam librarians are available to assist you.
Key success factors	Describe what factors are paramount to the project's success.
Risk assessment	Identify the risks of the project or proposal. Provide contingency plans to mitigate these risks.
Recommendations	Make evidence-based recommendations to the client organization.
Reader Notes	Provide detailed reader notes, adding context to your slides.

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SCHOOL OF BUSINESS

BA 507: Business Strategy Integration: Global
Course Outline

GIE 2023 SCHEDULE

Date	Activity	Themes
September 27, 2022 1:00-3:00pm	GIE Class 1: Introduction	• GIE Faculty and Staff leads introduction • GIE structure and deliverables • Destination flavor and logistics
November 24, 2022	*Pre-trip Assignment: Team Charter Due*	• *Deadline*
November 24, 2022 1:00-4:00pm	GIE Class 2 Location/Program Insights and GIE Project Intro	• Project assignments introduced • Consulting approach • Program logistics
December 13-16, 2022	GIE Teamwork Week	• Team time and work with companies on consulting project
January 24, 2023	*Interim Project Presentation Slides Due*	• *Deadline*
January 24, 2023 4:00-7:00pm	GIE Class 3: GIE Project Report	• Interim project presentations • Finalization of trip logistics
February 13, 2023	*Assignment – Destination Research Due*	• *Deadline*
February 12-24, 2023	In destination countries • GIE Israel Sun. Feb 12-Thu. Feb 23 • Others Mon. Feb 13-Fri. Feb 24	• Project completion and presentation • Program immersion • Business activities and challenges
Final Day of GIE Trip	• *Final Project Presentation Due* • *Peer Assessments Due*	• *Deadline*
March 3, 2023	*Post-Trip Reflection Due*	• *Deadline*
March 16, 2023	*GIE Debrief*	• *Share lessons learned* • *Celebration of GIE completion*

TEACHING & LEARNING ACTIVITIES

Faculty leads will make location-specific schedules available to students. All questions regarding the itinerary should be directed to the staff leads for your destination.
The following themes are common across the locations:

Economies & Business Environment:

- Develop a working knowledge of specific regional cultural and business environments.

- Understand the main macroeconomic trends and developments in African, European, Middle Eastern or South American markets.

Intercultural Awareness:

- Foster an awareness of the social contexts in which businesses operate in these markets and identify the potential pitfalls in cross-cultural understanding.

- Learn to adapt to the ways of conducting business and to the cultural environment in Africa, Europe, Middle East or South America.

Strategic Thinking Framework:

- Provide a framework for analyzing business challenges in these markets.

Future Success:

- Foster knowledge of the best practices and tools for success in Africa, Europe, Middle East or South America.

During the post-GIE debrief, a team from each location will present a summary of the lessons learned from the GIE in a facilitated workshop.

COURSE AND INSTITUTIONAL POLICIES

Attendance: As per RHL policy on Professionalism, Attendance and Behavior, students are expected to attend 100% of their scheduled classes and this policy extends to all activities in country. Students missing more than 20% of scheduled classes for reasons other than illness will be withdrawn from the course. Withdrawals, depending on timing, could result in a "W" or an "F" standing on a student's transcript. Students must notify their instructors at the earliest opportunity if they are expected to miss a class or an in country activity due to illness. A medical note from a licensed, local doctor is required if more than 20% of scheduled classes for a course are missed due to illness. Students are required to notify the Student Experience Manager if they are absent from two or more classes due to illness.

GIE Attendance/Requirement Policy: Please see GIE Course Canvas Site.

Tardiness: As per RHL policy on Professionalism, Attendance and Behavior, students are expected to arrive for classes and activities on time and fully prepared. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving halfway through a scheduled class, or later, will be treated as absent for that class.

Electronic Devices: As per RHL policy on Professionalism, Attendance and Behavior, laptops and other electronic devices (cellphones, tablets, personal technology, etc.) are not permitted in class unless required by the instructor for specific in-class activities or exercises. This policy also applies to our time in country. Cellphones and other personal electronic devices must be turned off during class and placed away from the desktop. Students who fail to abide by the RHL "lids down" policy will be asked to leave the room for the remainder of the class. Research has shown that multi-tasking on laptops in class has negative implications for the learning environment, including reducing student academic performance and the performance of those sitting around them.

ACADEMIC INTEGRITY

All UBC students are expected to behave as honest and responsible members of an academic community. Failure to follow appropriate policies, principles, rules and guidelines with respect to academic honesty at UBC may result in disciplinary action.

It is the student's responsibility to review and uphold applicable standards of academic honesty. Instances of academic misconduct, such as cheating, plagiarism, resubmitting the same assignment, impersonating a candidate, or falsifying documents, will be strongly dealt with according to UBC's procedures for Academic Misconduct. In addition to UBC's Academic Misconduct procedures, students are responsible for reviewing and abiding by RHL's policy on Academic Integrity.