

ECN7575: Competing to Win in the EU and Global Markets

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Course Description:

In ECN7575, students will get the chance to develop a deep understanding of how companies organize themselves to compete and grow in the European Union (EU) through a combination of classroom lectures, discussions, and company visits. The EU's institutions, history and culture provide unique opportunities and challenges for firms. For example, students will see firsthand how global companies refine their solutions across different markets within the EU to better capture customer value and increase profitability. Current market dynamics and disruptions, such as trade wars, Brexit, changes in technology, and evolving EU regulations, make strategic thinking based on understanding of global markets critical to firm success. This course prepares students for such thinking and provides a rich context for evaluating the decisions made by companies engaged not just in global competition, and sales, but also in global supply chain management.

Students will apply economic fundamentals to evaluate how companies position themselves for success in global markets. These fundamentals include: defining the relevant markets; evaluating market structure and competitiveness across geographies; understanding the impact of pricing on profitability; understanding the impact of the EU regulatory environment on profitability; evaluating scale and supply chain decisions; and outlining a firm's business model to understand how their choices in production, pricing, distribution and geographic reach impact firm performance.

ECN7575 is divided into two parts: two on-campus lectures (WebEx available for Blended Learning students) and a week-long site visit to Milan, Italy. During the Milan visit, faculty from Bocconi University, a leader in business and economics education in Europe, will deliver lectures and case discussions pertaining to current developments in the EU and global markets, and relate them to company visits. In the past, we have visited global online firms, such as Amazon and PayPal, automakers Lamborghini, Ferrari and Maserati, luxury fashion brands such as Ermenegildo Zegna and Armani, the Italian food disruptor, Eataly, and business-to-business product and service companies such as Brembo and DHL. These are just a few examples of the types of company visits that students can expect to experience. We will especially focus on luxury brand management, integrated supply chains, and consequences of specific business model choices for valuation, revenue potential, and brand equity objectives.

Last but not least, several activities are planned that will allow students to engage in and embrace Italian history and culture. Past excursions included a night at La Scala, one of the oldest opera houses, a viewing of Leonardo DaVinci's The Last Supper, and attending a soccer game at San Siro Stadium.

Students who have taken this course have gone on to pursue careers in international business, global brand management, strategy, consulting, and have benefitted greatly by their deeper understanding of how companies can manage their positioning and financial goals in light of global competition, regulation, and market disruptions.

Course Objectives:

Students will:

- Develop an understanding of how successful global companies construct their business models in the context of EU, its institutions, and competition.
- Recognize critical success factors for managing the business models of global brands.
- Study various business models of global, luxury brands.
- Analyze the influence of government competitiveness policy and institutional drivers on strategy and company decision-making in the EU.
- Assess how global companies shape their strategy as a result of market disruptions (changes in technology, regulations or market composition, i.e. Brexit) or differences in cost or preference drivers across markets.
- Develop a deep understanding of the linkages between competition, market structure and strategy in global markets.

Important course dates:

Pre-departure Session 1: Thursday, January 31, 2019 5:30 - 9:00 PM ET
Wellesley Campus (Location TBD) - WebEx available for BL students

Pre-departure Session 2: Thursday, February 28, 2019 5:30 - 9:00 PM ET
Wellesley Campus (Location TBD) - WebEx available for BL students

Travel Dates: Friday, March 15 - Sunday, March 24, 2019

Course Prerequisites: ECN7200 (Managerial Economics), ECN 7201 (Managing at the Crossroads: International Economics, Business and Government)

Course Structure and Grading Policy:

Pre-departure attendance and participation	10%
Company Reports	30%
Final Paper: Due April 5, 2019	40%
<u>On-site: Class participation/professionalism</u>	<u>20%</u>
TOTAL	100%

Final Paper. Students are required to complete an 8-14 page paper. The major course deliverable is a term paper on any aspects of the course, such as luxury brand analysis, EU competitiveness challenge, operational, policy, or strategy issues of the student's choice. Students are encouraged to choose a topic of special interest to them from either a career perspective or area of interest. The purpose of this work will be to provide the student with an opportunity to explore topic in-depth, and to integrate the learning that will take place in and out of the classroom.

Students will be asked to submit their papers electronically, using the software *Turnitin*.

Students will be required to submit a preliminary outline of their proposed paper by March 29 at the latest, and the instructor will work with the student to refine and finalize the topic. Final paper topics must be approved by the instructor.

The paper is due: April 5, 2019 and represents 40 percent of the grade. Late submissions will be downgraded.

Proper referencing and citations in assignments: In case you need guidance in citing and referencing please check the Citing Sources Guide: <http://libguides.babson.edu/citing>. Besides examples for standard things like journal articles and books, it also provides examples for citing reports, company profiles, data sets, etc. You can also access this guide from the home page of the library website.

Course Blackboard Site and Resources: The class Blackboard site will consist of readings and any class documents and will provide information on background readings and other announcements. In addition, the Babson College library maintains a research site for this course: please check under: **European Union** or use the link: <http://libguides.babson.edu/europeanunion>

This site provides information on publications and data sources, including several links to statistical and informational websites dealing with competitiveness issues in EC. The site provides a good starting point for your paper.

Also, you can book research consultations with one of our librarians, these can be done via WebEx and appointments are available EST Monday – Thursday 11 a.m. – 7 p.m., Fridays 11-5, no weekends. To book an appointment, you need to use the [booknow](#) link which is on the Library home page. Our librarians are very knowledgeable and helpful.

Office Hours: By appointment.

Class Participation and Grade Criteria:

No partial participation is allowed for the entire course. Admitted students must attend and participate in ALL program activities.

- Preparation – completing daily class assignments before class, preparing readings and cases (if any) to the extent that you are able to discuss them competently
- Participation – voluntary participation in class discussion, raising pertinent questions, completing in-class exercises
- Professionalism – arriving on time, paying attention, refraining from electronic distractions, treating classmates and professor with courtesy and respect

A class participation grade of B+/B indicates that a student is prepared and makes appropriate and useful contributions to class discussion. A- grade shows that a student's contributions significantly extend the analysis or discussion and A indicates that a student's contributions profoundly shape and/or alter the learning experience of the class. Lower class participation grades show a student who is not prepared and whose contributions add little or no value.

Academic Accommodations

Students who feel they may need an accommodation based on the impact of a disability should contact the instructor privately and in a timely fashion to discuss their specific needs. Students must also contact the Director of the Learning Center, Mary Powell, at 781-239-4508 to coordinate reasonable academic accommodations.

ACADEMIC HONESTY AND INTEGRITY POLICY:

Commitment to Academic Integrity –Every member of the Babson graduate community is expected to uphold the principles embodied in the academic honesty and integrity policy. All members of the College community –students, faculty, and staff share responsibility to bring forward known acts of apparent academic dishonesty. Any member of the academic community who witnesses or otherwise becomes aware of an act of academic dishonesty should report it to the appropriate faculty member or

to the Associate Director of Graduate Student Affairs in Graduate Programs and Student Affairs. Detailed information can be found in the graduate student handbook. You may download a copy by clicking on the link below.

<http://www.babson.edu/graduate/Documents/graduate-student-handbook.pdf>

RELIGIOUS OBSERVANCES:

Any student who faces a conflict between the requirements of a course and the observance of his or her religious faith should contact the instructor as early in the semester as possible. In such event, the instructor will provide reasonable accommodations that do not unduly disadvantage the student.