



# **Argentina Global Business Assignment**

## **Spring 2016**

### **CONTACT**

#### **Faculty**

Dominic Houlder

[dhoulder@london.edu](mailto:dhoulder@london.edu)

#### **Programme Manager**

Kira Vorre

[kvorre@london.edu](mailto:kvorre@london.edu)

#### **Administrator**

Mariana Santagada

[msantagada@london.edu](mailto:msantagada@london.edu)

## AIMS, OBJECTIVES, ISSUES

After a long period of relative stability and growth, driven by technology change, deregulation and globalisation, developed economies now face a possibly extended period of volatility. Organisations, and those leading them, need to learn how to thrive in less certain conditions, grasping unexpected opportunities and averting unforeseen dangers. Here there are rich lessons to be found in emerging economies where crisis and volatility have been features of everyday business life. Once one of the richest countries in the world (in terms of GDP per capita) Argentina has experienced decades of crisis and volatility on economic, social and political dimensions. The primary purpose of our visit is to understand how the leaders of Argentinean businesses and other institutions contend with a highly uncertain environment, and to consider what our own organisations might learn from this.

## FORMAT

During the Global Business Assignment you will visit companies in Buenos Aires such as Globant, Mercado Libre and others. You will get a chance to meet experts on the Argentinean environment at IAE Business School as well as students on the IAE MBA programme. Core learning themes will be introduced in classroom style by Dominic Houlder early on in the assignment, and – in your assignment study groups – you will have a working session with Dominic to help develop your report. Last but not least you will get the opportunity to learn, record and present your perspectives on Argentinean culture.

Your grade in this course will be based on a group project and your level of individual participation in the Global Business Assignment.

## REQUIRED READINGS

There is one textbook: *The Upside of Turbulence: Seizing Opportunity in an Uncertain World* (2009) by Don Sull. This will be provided ahead of the assignment. We strongly recommend that you read this book well ahead of your arrival in Buenos Aires and start to consider how its perceptions and frameworks might help you with the group assignment. Ahead of the trip we will also provide you with a selection of relevant articles and press comments on the Argentinean economic, social, political and cultural environment, as well as profiles of the organisations that we will be visiting.

## ASSESSMENT

To pass the course students must achieve a 50% or more on the course overall. Final grades are assigned based on the School's elective grading curve. Assignments, due dates, and final grade's components are indicated in the following table:

Assignment	Due date	Grade
Individual Participation	Ongoing	20%
Group Project	9 May 2016	80%
<b>Total</b>		<b>100%</b>

### Individual Participation

Your level of (individual) participation counts for 20% of your grade. All students are expected to play an active role in their own learning. As a result, individual contributions to the classroom environment will form an important part of your course.

In recognition of this, class contribution will count towards the faculty's assessment of your performance in this course. There are two important principles behind this:

- To facilitate an environment whereby students can share relevant thoughts, insights and experiences which advance discussions and the general learning in class and capitalise on the wealth of professional experience in the classroom from students across all degree programmes.
- To assist in the development of your skills in being able to 'think on your feet', develop a succinct argument as well as learning how to challenge peers in a constructive way. Such skills will serve you well throughout your studies and beyond.

To earn the full 20% you will need to attend and actively engage in all the Global Business Assignment activities that have been identified as mandatory in the final Global Business Assignment schedule (unless there are extenuating circumstances such as illness). Missing one of the scheduled mandatory activities will lead to your individual participation grade dropping to half the maximum (i.e. down to 10% in the overall grading scheme. Missing two or more mandatory activities will lead to you forfeiting all the individual participation grading points. The Programme Manager will keep records of attendance.

### **Group Project**

You will be split into twelve groups, and each group will complete a group project consisting of two parts:

- One the final day of the Global Business Assignment, all groups will present their views on one of several questions posed at the beginning of the week.
- Following the assignment, each group will submit a report addressing the following questions:

*How do the leaders of the Argentinean businesses and other institutions who you have met contend with a highly uncertain environment? What might your own organisations – as represented in your group - learn from this?*

80% of your grade for the Global Business Assignment will be based on assessment of your group project.

Once you are assigned into groups, the first thing you should do is meet (or conference call) and brainstorm on the key issues you need to investigate, the reading you need to do, and individuals, firms or organisations it would be useful for you to meet with. You do not have much time so it is critical that you start this as early as possible.

The report should *not exceed 2500 words* (you must show the word count). This limit excludes words in text boxes, tables or other inserted objects. The body of the report should fully credit the sources of information used. In addition, at the end of the report you should include an appendix with a reference list of all the sources (bibliographic, electronic, or other) used to prepare the report. Please do not include additional appendices. The report must be a collective effort drawing fully on all members of your group (i.e. you will not be able just to divide it up with each person writing 200 words, making a simple assembly of those contributions).

The academic content of the report should be guided by the grading criteria set out below. The apportioning of maximum numeric scores between the criteria is shown:

1.	Issue Definition (10)	The report identifies key issues faced by business leaders in the Argentinean environment and frames them in way that invites analysis and critical observation in order to evaluate how those issues are being addressed.
2.	Use of reference frameworks and academic disciplines (20)	Analysis of the key issues faced by Argentinean business leaders draws meaningfully on the frameworks presented in the set textbook. Credit will also be given for meaningful reference to other academic frameworks covered in the MBA programme.
3.	Linking theory and observation (25)	The report demonstrates the quality of observation during the assignment and uses logical reasoning to connect observation to academic frameworks.
4.	Application of learning (30)	The report provides messages relevant to participants' organisations which draw on appropriate theory and observation, and should be convincing as a set of insights that could prompt changes in leadership behaviour.
5.	Presentation (15)	The report is well presented and structured.

### **Submission Deadline**

The due date for the report is close of business UK time on Monday 9 May. You should email the report to Dominic at [dhoulder@london.edu](mailto:dhoulder@london.edu) and Kira at [kvorre@london.edu](mailto:kvorre@london.edu).

### **Late Submission**

If a group has no extenuating circumstances but chooses to submit late, they will receive the following penalties:

- Zero to two working days late – 5 point reduction
- Three to five working days late – 8 point reduction
- Six to nine working days late – 10 point reduction
- More than nine working days late - Fail



