



UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Global Strategy

2021-2-F7702M063-F7702M201M

Learning objectives

1. The students have essential insights into international trade, the economic environment and the role of political and cultural differences for internationally operating firms
2. The students learn different theoretical perspectives and frameworks on the strategy, structure and environment of international companies. The students can apply these perspectives and frameworks to get an understanding of the organisational complexities of an international company.
3. The students are able to make a thorough analysis of a specific multinational organisation and its specific context, identify weaknesses and specific strategic options with a critical mindset.
4. The students learn the social and ethical implications of global strategies and the impact that doing business abroad may have on several stakeholders (i.e. communities, institutions, citizens).
5. The students are able to gather, critically evaluate and structure extant knowledge on international business activity for their own professional purposes. Especially, this entails the ability to comprehensively portray and assess a situation of a multinational company, and to arrive at a limited set of original and viable strategic options and recommendations for an organisation.
6. The students are able to present and defend their strategic analysis and recommendations in a convincing way.

Contents

This course provides 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. Globalization and the wider context of international business will be analysed, as well as the basic theoretical concepts of international trade and investment. The course will then focus on the multinational enterprise as a firm that owns or controls productive assets in at least three countries; one is its home country, the others are its host countries. It seeks to provide understanding on the evolving nature of MNEs by looking at theories and models that explain their nature, organization and behavior. It builds on foundational knowledge on international business, strategy and organization theory to explore core issues in the domain of MNEs, such as issues of headquarter-subsidary relations, managing international research and development, coordinating global value chains, international strategic alliances and networks, global competitive dynamics and social responsibility and sustainability.

Detailed program

Part I: The International Environment

- #1 #1, The Globalization Debate
- #2 #2, Case 1: *"Why Globalization is Good"*, *"Stranded"*, *"The End of Globalization"*
- #3 #3, National Differences
- #4 #4, Case 2: *"Uber in China"*
- #5 #5, International Trade Theories and current applications
- #6 #6, Government Intervention in International Trade
- #7 #7, Case 3: *"Monsanto and Genetically Modified Organisms"*

Part II: Internationalizing the Firm

#8 #8, Regional Economic Integration and firms' implications

#9 #9, Innovation and International Technology Development

#10 #10, Case 4: "SAP Labs India"

#11 #11, Go Global project: Student feedback session

Part III: Managing the MNE

#12 #12, Nature, types and roles of the MNE

#13 #13, Case 5: "The Long Goodbye of General Motors in Europe"

#14 #14, MNEs and emerging markets

#15 #15, Case 6: "Geely versus Ford: Threat from an Emerging Market Multinational to a Market Leader"

Part IV: Inter-organizational strategies of the MNE (4 sessions)

#16 #16, MNE-government relations

#17 #17, Case 7: "International Lobbying and the Dow Chemical Company"

#18 #18, MNE competitive dynamics

#19 #19, International strategic alliances and competition dynamics (includes Case 8: *Swissair's*

Alliances)

#20 #20, Go Global project: student presentations 1/2

#21 #21, Go Global project: student presentations 2/2

Prerequisites

None

Teaching methods

Lectures, case studies, group work

Assessment methods

1. Case studies as group assignment w/ peer evaluation, 20% of the final grade

In groups of 3 students, you are asked to analyze a company situation and to present and defend your analysis to the class.

Deliverables and timing: Preparation time before course sessions, »30 minutes presentation in class on the day the respective case figures in the course calendar (see above); submit PPT and the filled-in peer evaluation form via Blackboard on the same day.

2. GoGlobal Clinic as group assignment w/ peer evaluation, 40% of the final grade

This assessment component draws on your general understanding of the key course components and their linkages. In groups of 3, you are asked to identify a company and autonomously find, frame and analyze its most important problem in their international setup or strategy. On the final course day, you will present your analysis and strategic options to the class. Class session #11 is designed as a dedicated counselling and feedback session for the development of your consulting project.

Deliverables and timing: Preparation time in and between course session, 20 minutes presentation of your case on the final course day (14 January). Hand in a PPT (no report) that reflects a concise argumentation and contains the following sections: company situation incl. current international setup, problem identification and analysis, recommendations. Submit the PPT by 6/01/2021 via Blackboard.

3. Final Exam, 30% of the final grade

The final exam will be a 60 minutes exam covering all general reading assignments plus our class room discussions. The exam will consist of 3-4 questions that have to be answered by writing a concise and structured (short) essay. A good essay demonstrates your ability to critically evaluate and analyze business situations as well as to critically reflect upon theory. No books, other notes or consultations with other students will be allowed during the exam period.

4. Reflective Essay, 10% of the final grade

Students should identify and critically analyze the immediate and long term value they believe they have got from the course, incl. the GoGlobal Clinic.

Timing and instructions: Hand in a 400 words essay via Blackboard before 24/01/2021.

5. Peer evaluation

Peer evaluation of yourself and your team mates for the group assignments are a tool to reflect your own role and contribution as well as those of your fellow team members. They also serve to avoid free riding and ensure an at least acceptable fairness level in each team. Peer evaluation for both case study assignments above are required, and can be used to adjust the grade in case a student gets a low score in the evaluations.

Timing and instructions: Hand in *two* peer evaluation forms, one for your group assignment 1 (case study) and one for your group assignment 2 (GoGlobal Clinic) before 24/01/2021. Indicate your assignment topic/title clearly on the form.

Textbooks and Reading Materials

Reading package

Selected chapters from Hill, Charles W. L.; Hult, G. Thomas M. (2017). International Business: Competing in the Global Marketplace (International Edition), 11th Edition. Maidenhead: McGraw-Hill. (ISBN: 9781360084153).

Additional journal articles (max 2 per session) will be provided.

Additional required reading material

Semester

1 Semester

Teaching language

English
