



UNIVERSITÀ  
DEGLI STUDI DI MILANO-BICOCCA

## SYLLABUS DEL CORSO

### Global Management Decisions

2223-2-F5602M020

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#### Learning objectives

This course is designed to expose students to the fundamental concepts in the field of global strategy. The objective of this course is to endow students with a comprehensive understanding of the theoretical and empirical themes characterizing managerial decisions in the global context.

#### Contents

This course is designed to expose students to the fundamental concepts in the field of global strategy. The objective of this course is to endow students with a comprehensive understanding of the theoretical and empirical themes characterizing managerial decisions in the global context. On the theoretical ground, students will gain an understanding of various strategic considerations for market expansion and the dynamic strategy in the global market. On the empirical ground, students will learn the necessary knowledge and tools to analyse and find solutions to real-life challenges faced by multinational firms.

#### Detailed program

##### CLASS SCHEDULE AND CONTENT

**Session 1:** What is (global) Strategy?

**Date - hours** 04/05/2023 @14:30

**Location** U6-10 [AGORA' ex U6]

**Content**

- Introduction to the course
- Global Strategy

**Required Readings**

Porter, M. E. (1996). What is strategy?. Harvard business review, 74(6), 61-78.

<http://innovationinthebox.com/clientresources/articles/Strategy/CLASSIC-What%20is%20strategy%20HBR.pdf>

**Session 2: Growth by Globalization**

**Date - hours** 09/05/2023 @10:30

**Location** U6-35 [AGORA' ex U6]

**Content**

- The globalization of market and production
- The emergence of global institutions
- The globalization debates

**Required Readings** Book Chapters 1, 2, 3, and 5.

**Case study**

GM in China (case discussion)

Trade war between America and China.

**Session 3: Effect of Imports on Innovation w/ Professor Marta Fernández Olmos**

**Date - hours** 11/05/2023 @14.30 (mandatory); 11/05/23 @16.30 – 18.30 (optional seminar)

**Location** U6-10 [AGORA' ex U6]

**Content**

- Which import source is best for innovation in MNEs?
- Imports and innovation: Do family firms benefit more?
- Imports and innovation performance: diversity and geographic proximity of suppliers

**Required Readings** tbd

**Case study** tbd

**Session 4: Market Attractiveness**

**Date - hours** 12/05/2023 @12.30

**Location** U6-40 [AGORA' ex U6]

**Content**

- National differences (political, economic, and legal systems)
- Analysis of costs, benefits, and risks
- Industry Globalization Drivers
- International trade theory
- Foreign direct investments

**Required Readings**

Yip, G. S. (1994). Industry drivers of global strategy and organization. The International Executive, 36(5), 529-556.

[https://search.proquest.com/docview/232066933?pq-origsite=gscholar\\*\\*](https://search.proquest.com/docview/232066933?pq-origsite=gscholar**)

**Case study** Baltic states, Indonesia, Apple.

**Session 5: Designing Global Strategy**

**Date - hours** 16/05/2023 @10.30

**Location** U6-10 [AGORA' ex U6]

**Content**

- Competitive pressure in the global market place
- Strategies for market expansion

**Required Readings** Guillén, M. F. (2013). Understanding and managing the multinational Firm.

<http://www-management.wharton.upenn.edu/guillen/files/MNEConcept.pdf>

**Case study** Globalization of BMW, Rolls-Royce and the Mini

**Session 6: Ethics, CSR and Sustainability**

**Date - hours** 18/05/2023 @14:30

**Location** U6-35 [AGORA' ex U6]

**Content**

- Ethics and International Business

- Roots of Unethical Behaviour
- Philosophical Approaches to Ethics

**Required Readings** Book Chapter 5

**Case study** Natura, The Body Shop, Aesop; Woolworths' CSR

**Session 7: Market entry strategies**

**Date - hours** 19/05/2023 @12.30; 23/05/2023 @10:30

**Location** U6-40; U6-35 [AGORA' ex U6]

**Content**

- Timing of entry
- Entry scale
- Entry modes (pros & cons)
- Merger and Acquisition (antecedents and consequences)
- Strategic alliances
- Something about startup

**Required Readings** Buckley, P. J., & Casson, M. C. (1998). Analyzing foreign market entry strategies: Extending the internalization approach. *Journal of international business studies*, 29(3), 539-561.

Pan, Y., & David, K. T. (2000). The hierarchical model of market entry modes. *Journal of international business studies*, 31(4), 535-554.

**Case study** Haier. Danone, ENI.

**Session 8: Exporting, Importing and Countertrade**

**Date - hours** 25/05/2023 @14:30

**Location** U6-10 [AGORA' ex U6]

**Content**

- Improving Export Performance
- Export and Import Financing
- Countertrade

**Required Reading** Book Chapter 16.

**Case study** Spotify

**Session 9: The Organization of International Business**

**Date - hours** 26/05/2023 @12:30

**Location** U6-40 [AGORA' ex U6]

**Content**

- Organizational Architecture
- Centralization vs. Decentralization decision making

**Required Reading** Book Chapter 14.

**Case study** Philips vs. Matsushita P&G, pag 646

**Session 10: Lectio Magistralis w/Luca Canzi, Country Head - Android EMEA @ Google**

**Date - hours** 30/05/2023 @10.30

**Location** U6-35 [AGORA' ex U6]

**Content**

- Google Case Study

**Required Readings** tbd

**Case study** tbd

**Session 11: The Horizontal and Vertical Boundaries of the Firm**

**Date - hours** 06/06/2023 @10:30; 08/06/2023 @14:30

**Location** U6-35; U6-10 [AGORA' ex U6]

**Content**

- Motives for diversification (cap. 12 Grant)
- Diversification strategy
- Diversification and Core competence

- Make vs. Buy: Key considerations
- Global Supply Chain

### **Required Readings**

Rumelt, R. P. (1982). Diversification strategy and profitability. *Strategic management journal*, 3(4), 359-369.

Montgomery, C. (1982), The measurement of firm diversification: some new empirical evidence. *Academy of Management Journal*, Vol. 25, pp. 299-307.

**Case study** Virgin Group, Chipotle, Lufthansa, RR Donnelley.  
Alibaba (Pag. 650)

### **Session 12: Global Marketing and Business Analytics**

**Date - hours** 09/06/2023 @12:30

**Location** U6-40 [AGORA' ex U6]

#### **Content**

- Business Analytics
- Distribution & Product Strategy
- Product Development and R&D

**Required Readings** Book Chapter 18

**Case study** Burberry

### **\*\* Group Presentations\*\***

**Date - hours** 15/06/2023 @14.30 & 16/06/2023 @12:30

**Location** U6-10 ; U6-40 [AGORA' ex U6]

#### **Content**

- Conclusion
- Feedbacks
- Group Presentations

### **DISCLAIMER**

The information contained in this syllabus may be subject to moderate changes. The course instructor will communicate any modifications to students.

## **Prerequisites**

## **Teaching methods**

Classes will be held in presence and according to the rules the University will set for the a.y. 2022-23.

## **Assessment methods**

For students that attend the classes, the course assessment is structured as follows:

1- Final Written Exam (50%): A short case analysis to evaluate the competences acquired by students throughout the module.

2- Group presentation (40%): The work is developed in groups comprising at most 4-5 students. Each group must work on a case study of their choice. Each group submit a power point presentation and short report (2000 words). The group evaluation will depend on the quality of submitted report, presentations, and peer evaluation.

3- Group Case presentation (10%): The work is developed in groups comprising at most 4-5 students. Each group

must learn a reading of their choice and present it to the class.

For students that do not attend classes, the final score is based on a written exam, which includes a number of open-answer questions and multiple choice question that cover all the theoretical and empirical topics discussed in the course.

## **Textbooks and Reading Materials**

Suggested reading materials (pre-course):

Grant, R. M. (2016). Contemporary strategy analysis: Text and cases edition. John Wiley & Sons.

Required Readings (for the course):

Hill, Charles W. L. International Business, Global Edition, 13th Edition, McGraw-Hill Education (UK) Ltd., 2021; ISBN 9781260575866.

Compatible previous editions: Hill, Charles W. L. International Business, Global Edition, 11th Edition, McGraw-Hill Education (UK) Ltd., 2017.

## **Semester**

II semester

## **Teaching language**

English

## **Sustainable Development Goals**

GOOD HEALTH AND WELL-BEING | QUALITY EDUCATION | GENDER EQUALITY | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | REDUCED INEQUALITIES | RESPONSIBLE CONSUMPTION AND PRODUCTION | PEACE, JUSTICE AND STRONG INSTITUTIONS

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