



UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Global Strategy

2526-2-F7702M063-F7702M201M

Learning objectives

1. To get a good feeling of the important influence of contextual differences on international business.
2. To understand the unique challenges and processes implied in doing business across borders.
3. To analyze real-life international business opportunities and problems, and apply best practices to address them.
4. To evaluate and select appropriate entry modes for entering new markets, with a detailed understanding of key strategies.
5. To master core theoretical frameworks related to global competitiveness and global marketing/strategy.

Contents

Global strategy is quite challenging. It is “doing business across and beyond borders”. This implies companies face lots of challenges when operating in international markets. Inhibitors might block their international expansion objectives. Even multinationals have experienced several international blunders.

Global managers experience a huge impact of political, legal, and social changes, creating uncertainties on their global strategies.

This course examines the triggers, inhibitors, capabilities, processes, concepts, strategies, and outcomes essential for managers and firms operating globally. A parallel project will apply the analytical frameworks discussed in class to real-world scenarios.

Detailed program

Aligning with the structure of the textbook, the course is divided in the following parts:

PART I

1. The decision whether to internationalize
2. Initiation of internationalization
3. Internalization theories
4. Development of the firm's international competitiveness

PART II

5. Deciding which markets to enter: The filter and portfolio models
6. The political, economic, and sociocultural environment
7. Market entry strategies: export modes, intermediate modes, Hierarchical modes
8. International sourcing decisions and the role of the subsupplier

In the first part, during the first lectures, the motivations for internationalization and foundational concepts are introduced. We focus also on barriers and success factors, and on the theories behind internationalization. Global business is described. In the next set of lectures, the international competitiveness of companies and nations is studied. The strategic drivers of international competitiveness are deeply studied. A strategy perspective on internationalization will be developed. In the second part, we introduce market selection in internationalization.

The third part looks at entry strategies, that is, once the company has decided to enter additional international markets, it will have to select the most appropriate approach for entering the market. We study in-depth the different strategies to do this (called entry modes) and bring to the fore the reasoning behind choosing the best approach to tap the market potential of a foreign market.

The concluding part looks at organizational and human capital issues to underscore the above developed strategies.

Prerequisites

There are three prerequisites that may have a major impact on successful attendance of this course:

1. Students must have completed a course in strategic management or corporate strategy (minimum 6 ECTS). This foundation is essential as the fundamental concepts and conceptual frameworks from corporate strategy will be leveraged and applied extensively to the context of international business throughout this course.
2. This course has a strong quantitative orientation. Students are expected to possess foundational skills in collecting, systematizing, and analyzing data, and to be familiar with the basics of statistical software packages (a basic understanding of STATA is strongly recommended). Prior coursework in statistics, econometrics, or business analytics would provide an excellent background for the project work and in-class activities.
3. Given the extensive use of scientific articles and an English-language textbook, fluency in English is required.

Teaching methods

Classes are interactive and will be delivered in person. All classes contain a balanced mixture of interactive teaching by the professor, little videos and cases to be discussed, and applications in group or subgroups, followed by a plenary reporting and discussion.

The students following both the Global Strategy and the Global Marketing parts participate in a large application project, called the Duel task, i.e. a battle between two listed companies. This larger application follows the structure of the course and entails the application of the core frameworks and concepts of each part of the course in a real-

life setting. The work implies a weekly application of these concepts and frames based on secondary data (Internet search followed by interpretation). The students which follow only Global Strategy have a minor application that is clearly more limited in scope. A separate note with the briefing will be provided.

Assessment methods

The exam comprises two parts: a project work (the Duel task) and an oral exam.

PROJECT WORK

A detailed description of this activity will be provided at the beginning of the course.

ORAL EXAM

The oral, "closed book", exam covers the topics discussed in the selected chapters of the textbook, the teaching material distributed throughout the course (e.g., slides, academic articles, videos), the topic discussed in the seminars, and the subject of the business report that students must deliver as part of their project work. This exam aims to evaluate students' ability to articulate their knowledge clearly and coherently, engage in critical discussions, and demonstrate their analytical and strategic thinking skills in real-time. Additionally, the oral examination provides an opportunity to assess the students' autonomous thinking and problem-solving abilities, as well as their capacity to integrate and apply theoretical knowledge to practical, real-world scenarios. Through this format, students will also be evaluated on their communication skills, including the ability to present their ideas effectively and respond to questions with confidence and clarity.

HONORS (LAUDE)

Provided the student demonstrates excellent performance in the project work and oral exams, the awarding of honors (laude) is contingent upon and regular, proactive, and constructive participation in course activities and debates.

Plagio e uso inappropriato di strumenti di IA:

È fondamentale che tutto il lavoro presentato sia originale e citi correttamente tutte le fonti o le influenze. Il plagio, che include la copia di testo o idee da fonti senza adeguata attribuzione, è severamente proibito e comporterà sanzioni accademiche. Inoltre, mentre gli strumenti di IA possono essere utili per la ricerca e la stesura, l'uso di testo generato dall'IA deve essere trasparente e limitato a garantire la correttezza grammaticale e la coerenza. La presentazione di contenuti generati o significativamente alterati dall'IA come proprio lavoro originale non è accettabile.

Tutti i lavori scritti presentati saranno sottoposti a un rigoroso controllo per verificarne l'originalità e la conformità agli standard accademici. Utilizziamo software avanzati per il rilevamento del plagio e disponiamo di meccanismi per individuare l'uso inappropriato di contenuti generati dall'IA. Qualsiasi violazione di queste linee guida sarà presa seriamente e comporterà l'invalidazione del lavoro presentato e la richiesta agli studenti coinvolti di redigere un nuovo report.

Inoltre, il rispetto di questi standard non riguarda solo la tua integrità accademica, ma anche il tuo dovere verso i tuoi compagni di corso. Il plagio o l'uso improprio dell'IA mina gli sforzi dei tuoi colleghi che si impegnano a produrre lavori originali e a sostenere i valori di equità e onestà nella nostra comunità accademica. Ti preghiamo di affrontare il tuo lavoro con integrità e diligenza, poiché questi sono fondamentali per la tua crescita accademica e il tuo sviluppo professionale.

Textbooks and Reading Materials

Hollensen, Svend (2020), Global Marketing, Harlow, UK, Pearson, 8th edition, ISBN: 978-1-292-25180-6 (print), 978-1-292-25182-0 (ePub) (recommended e-version that can be rented, see a.o., <https://www.vitalsource.com/en->

uk/referral?term=9781292251820).

Besides, all slides used in class and selected academic articles of the Professors referred to in classes, and provided on e-learning, will be required examination material.

Semester

First semester

Teaching language

English

Sustainable Development Goals

INDUSTRY, INNOVATION AND INFRASTRUCTURE | RESPONSIBLE CONSUMPTION AND PRODUCTION |
PARTNERSHIPS FOR THE GOALS
