

B290 GLOBAL STRATEGY

Winter term 2015/16

ECTS:	6 (lecture and practice course combined)
Lecture:	Monday 14:15 – 15.45 HS 21 Kupferbau
Practice Course:	Monday <i>Either</i> 10.15 – 11.45 <i>Or</i> 16:15 – 17.45 HS 23 Kupferbau
Instructor:	Ass. Prof. Dr. Theresa Veer
Office Hours:	Only by appointment
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Organizational questions:	tutors.strategy@wiwi.uni-tuebingen.de

Please note: You have to register for the practice course until **October 23rd 20:00** by participating in the poll on the ILIAS Platform. This is of outmost importance for organizing the case study groups. The group work accounts for 50% of your course grade. The first groups present on Monday, November 2nd and need time for preparation. Therefore, an extension of the deadline is not possible.

Content and Objectives

The subject Strategy brings all the various sub-areas of management such as finance, marketing etc. together and analyzes the key corporate decisions from the perspective of the CEO. Focus of this course in Global Strategy is the multinational company (MNC). This course aims to show how strategy contributes to the success of the MNC, how it provides overall direction and how it integrates the various activities and decisions of the MNC. After attending the lecture and practice course students should be able to identify and analyze the determinants of strategic decisions on a global level. They should be able to describe and evaluate a firm's business and corporate strategy and on this basis develop solutions for strategic dilemmas in real-life case studies.

In the practice course students will work with case studies to analyze corporate decisions of strategic importance in an international context.

In order to prepare students for international assignments, the lectures and the practice course will be entirely in **English** including all assignments students have to do.

Course Format: The Lecture

The assigned readings and the contents of the lecture are designed to complement each other. Students should have read and analyzed the assigned material *before* class, since the PowerPoint assisted lecture will elaborate on these topics and expand the discussions provided in the book.

To fully grasp the power and usefulness of the tools of strategy, students have to actively apply the frameworks and techniques to different examples and real-world situations. For this purpose, a multitude of case studies will be discussed in class. To be able to participate in these interactive class discussions, students are required to prepare the assigned cases prior to each session. Coming to class unprepared, students will not be able to fully benefit from it.

Students are recommended to take part in the lecture as this is an excellent way to prepare yourself for the exam and get a thorough introduction to strategy. However, attendance will not be checked.

Summary Lecture Calendar:

Date	Area	Topic	Reading
19.10.15	Introduction	The Concept of Global Strategy	Peng Ch 1
26.10.15		Strategic Goals, Values and Performance	[scan on ILIAS]
02.11.15	Context Analysis	Industry Analysis	Peng Ch 2
09.11.15		Resources and Capabilities Analysis	Peng Ch 3
16.11.15		Institution Analysis and Competitive Advantage	Peng Ch 4
23.11.15	Business Strategy	Industry Evolution and Strategic Change	Peng Ch 6
30.11.15		Market Entry Strategies	Peng Ch 5
07.12.15		Strategic Alliances	Peng Ch 7
14.12.15		Managing Global Competitive Dynamics	Peng Ch 8
11.01.16	Corporate Strategy	Organizational Structures and Systems	Peng Ch 10
18.01.16		Diversification and Acquisitions	Peng Ch 9
25.01.16		Knowledge Management	Peng Ch 10
01.02.16		Global Corporate Governance	Peng Ch 11
08.02.16		Global Corporate Social Responsibility	Peng Ch 12

Course Format: The Practice Course

The practice course will provide students with the opportunity to apply their theoretical knowledge of corporate and business strategies by analyzing real-world case studies. In small groups, students will give a presentation on the assigned case and subsequently lead a class discussion. Case study assignments and dates are summarized in the calendar below. Every individual group member has to take part in the presentation, which must be held entirely in English, including the class discussion.

Each team will have 20 minutes for their presentation and subsequent discussion. It will be the responsibility of the team to carefully manage their allotted time (cf. "Grading" below). While the groups have to present findings of their careful analyses, the class is expected to have read and thought about the assigned case at home and to participate in a lively discussion.

Further, each group will be allotted as discussion group to another case study. Discussion groups are obliged to attend the case study presentation to which they are assigned so as to discuss and challenge the presenters in the discussion with their ideas and own analyses of the case. Hence, the discussion group members have to carefully read the case study they are assigned to and foster the discussion after presentation. Please note that discussion groups have no chance to present their own findings but rather are in charge of creating/supporting a lively class discussion.

Please note:

To obtain a slot for a case study presentation and as a discussion group member, you have to **register** for the practice course **before October 23rd 20:00** by **participating in the poll on the ILIAS Platform**. Students will be assigned to a case study and discussion group based on their participation in the poll. You will either be assigned to group A (Monday 10.15 – 11:45) or group B (Monday 16.15 – 17:45).

Summary Calendar Practice Course:

No	Date	Team	Discussion group	Topic / Case
1	02.11.2015	Team 1	Team 7	Strategy for the Base of the Pyramid
		Team 2	Team 8	The European Brewing Industry
		Team 3	Team 9	Carmax
2	09.11.2015	Team 4	Team 10	Ebay
		Team 5	Team 11	The Portman Ritz-Carlton
		Team 6	Team 12	From Copycats to Innovators
3	16.11.2015	Team 7	Team 13	HTC vs. Apple
		Team 8	Team 14	Microsoft in China
		Team 9	Team 15	High Fashion
4	23.11.2015	Team 10	Team 16	Skype
		Team 11	Team 17	3M
		Team 12	Team 18	Microfinance
5	30.11.2015	Team 13	Team 19	FDI in China
		Team 14	Team 20	Pearl River
		Team 15	Team 21	Wal-Mart in Germany

6	07.12.2015	Team 16	Team 22	SAB Miller
		Team 17	Team 23	Ekomate
		Team 18	Team 24	BP, AAR and TNK
7	14.12.2015	Team 19	Team 25	Merck
		Team 20	Team 26	Google
		Team 21	Team 27	Online Video Games in China
8	11.01.2016	Team 22	Team 28	Flextronics
		Team 23	Team 29	Bayer North America
		Team 24	Team 30	KPMG
9	18.01.2016	Team 25	Team 31	Virgin
		Team 26	Team 32	South Korea
		Team 27	Team 33	Acquirers from India and China
10	25.01.2016	Team 28	Team 1	Toyota
		Team 29	Team 2	BG
		Team 30	Team 3	PepsiCo
11	01.02.2016	Team 31	Team 4	David Webb
		Team 32	Team 5	Manchester United
		Team 33	Team 6	Private Equity

Each case will cover a specific aspect of global strategy. It will also focus on a particular company, country or region. Both aspects must be covered in the presentation. The presentation will include the following activities:

1. Briefly summarize the assigned case (approx. 2 min.)
2. If your case is about a certain company, present a short history of the company, including its internationalization process starting with the first steps abroad until today. If your case is about a certain country or region, provide background information on this country, including a brief country profile, culture, business practices and values, etc. Do not spend too much time reading encyclopedic "facts" about the country, but emphasize issues relevant to strategic decisions of the MNEs doing business there (approx. 3 min.)
3. Answer the assigned case questions. Your answers should inspire the class to think about the critical, underlying issues of the case (approx. 10 min.)
4. Summarize the main lessons learned from the case (approx. 2 min.)
5. Prepare some thought provoking points and facilitate a short class discussion of the case and the lessons learned (approx. 2 min.)

Please do not forget to include a list of resources and references used for your analyses in your presentation (last slide, no need to present it in class).

There will be no opportunities to make up a missed presentation. Students are obliged to attend the sessions of the practice course in which they present or to which they are assigned as member of the discussion group. Missing out on either one (presenting your own case or discussing the second case) will result in not passing the practice course and, consequently, require the respective students to attend the course again in the next winter term.

Grading

The overall grade will be calculated on the basis of the following components:	Weight
Case study presentation	50%
Final exam: multiple choice questions; open questions	50%
Total	100%

Practice course:

The presentation will be graded as follows:

- Assigned case questions (material from the relevant chapter/topic is applied to the strategic analysis - with clear value added, i.e., not just replicating what is already in the text) (40%)
- Creativity of presentation (PowerPoint slides, video, etc.) (15%)
- Quality of presentation (free presentation, not just read from notes, quality of class discussion moderation) (15%)
- Presentation stays within the 20-minute time limit (15%)

Additionally, the discussion group input will be graded individually for each group member:

- Quality of input as discussion group member (individual: 15%)

If it becomes obvious that research or presentation rely significantly more on one group member, this will be reflected in the grade.

Final exam:

The final exam of 90 minutes will consist of multiple choice (50%) and short questions (50%). Examples for possible examination questions will be presented throughout the course. The exam will cover material from assigned readings, lectures, and classroom discussions. Please note that while the practice course is helpful to reflect and apply things learned during the lecture and as such helps students to broaden and deepen their knowledge, the content of the case studies discussed going beyond the lecture's content will not be subject of the final exam.

Please note:

Students who have already passed the practice course in past semesters are not required to repeat the practice course and merely have to pass the exam. Students who pass either the exam or the practice course, have not successfully passed the course and have to pass the missing part of the course (either exam or practice course) in subsequent terms.

Eligibility and Course Registration at Examination Office

International students are warmly welcome to attend the course. All students without major or minor in business administration have to check the eligibility of this course with the examination office.

Further, each student is responsible for their registration for the exam. We are neither in charge nor able to provide any kind of support for exam registration, eligibility, etc. For any questions, please refer to the examination office (Prüfungsamt).

Textbook

Peng, M.W. 2013. Global Strategic Management. 3rd International Edition, Cengage Learning, ISBN 1133953263.