



B290 GLOBAL STRATEGY

Winter term 2016/17

ECTS:	6 (lecture and practice course combined)
Lecture:	Starts October 18th; ends December 6th Tuesday 08:15 – 09:45 Thursday 08:15 – 09:45 HS 21 Kupferbau
Practice Course:	25 th of November, 08:00 – 17:30 & 02 nd of December, 08:00 – 15:30 <i>Alternatively</i> 26 th of November, 08:00 – 17:30 & 03 rd of December, 08:00 – 15:30 Wiwi Medienraum (Nauklerstraße 47)/ Raum 024
Exam date	December 8 th ; in HS 21 and HS 25 (2 nd date will be in March/April 2017) Registration: on ILIAS platform until 2 nd December
Instructor:	Asst. Prof. Dr. Theresa Veer
Office Hours:	Only by appointment via ILIAS Campus system on the lecture Campus system on the practice course http://www.uni-tuebingen.de/wiwi/strategy
Contact:	tutors.strategy@wiwi.uni-tuebingen.de

General information

You have to register for the practice course until November 4th 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. **This is a cut-off registration deadline. A further extension of the deadline or exceptional cases are not accepted.**

Students who have already passed the practice course in past semesters are not required to and cannot 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.

All deadlines in this course are **cut-off deadlines**. There won't be any conditions under which deadlines will be extended.

For any concerns or issues, we will **contact** you via the email address that is connected to the ILIAS platform. Usually this is your **student account** (name.surname@student.uni-tuebingen.de). Therefore, make sure to check this account regularly or forward it to another account you regularly check.



Content and objectives

The subject Strategy combines all the various sub-areas of management such as finance, marketing etc. 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 strategizing 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. Further, 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 – 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. Questions of obviously unprepared students will not be answered in class.

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

Day	Area	Date	Topic	Literature
Tuesday	Introduction	18-Oct-16	The concept of global strategy	Peng - chapter 1
Thursday		20-Oct-16	<i>No lecture - Dies Universitatis</i>	
Tuesday	Context analysis	25-Oct-16	Industry analysis	Peng - chapter 2
Thursday		27-Oct-16	Resources and capabilities analysis	Peng - chapter 3
Tuesday		1-Nov-16	<i>No lecture - Holidays</i>	
Thursday		3-Nov-16	Introduction to case study analysis (8:00-8:30) Institution Analysis and Competitive Advantage (8:30-10:00)	Peng - chapter 4
Tuesday		8-Nov-16	Industry evolution and strategic change	Peng - chapter 6
Thursday	Business strategy	10-Nov-16	Market entry strategies	Peng - chapter 5
Tuesday		15-Nov-16	<i>No lecture - Service duties</i>	
Thursday		17-Nov-16	Strategic Alliances	Peng - chapter 7
Tuesday		22-Nov-16	Managing global competitive dynamics	Peng - chapter 8
Thursday	Corporate strategy	24-Nov-16	Diversification and acquisitions	Peng - chapter 9
Tuesday		29-Nov-16	Knowledge management	Peng - chapter 10
Thursday		1-Dec-16	Global corporate governance	Peng - chapter 11
Tuesday		6-Dec-16	Prep session	
Thursday		8-Dec-16	Exam	

Course format – 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 15 minutes for their presentation and 5-10 minutes for the 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 prior to class 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 November 4th 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 can freely choose your presentation slot based on your preferences. Each presentation slot is connected to a discussion slot. **It's not possible to disentangle the presentation slot from the connected discussion slot.**

Content expectations of presentations

An introduction to how to analyze cases will be held on 3rd Nov. at 8:00 – 8:30. The lecture will therefore start at 8:30.

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. 1-2 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/region, including a brief 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. 2-3 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. 1-2 min.)
5. Discussion with class mates (approx. 5 min-max 10min.)

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.



Summary calendar practice course (preliminary)

Day	Presenters	Discussants	Case	Time
Friday 25 th Nov / Saturday 26 th Nov	Team 1	Team 3	Strategy for the base of the pyramid	08:00
	Team 2	Team 1	Global forces and the advertising industry	08:30
	Team 3	Team 2	Carmax	09:00
	Team 4	Team 6	Ebay	09:45
	Team 5	Team 4	The Portman Ritz-Carlton	10:15
	Team 6	Team 5	Rocket Internet - will the copy cat be imitated?	10:45
	Team 7	Team 9	HTC vs. Apple	11:30
	Team 8	Team 7	The IKEA approach	12:00
	Team 9	Team 8	High fashion	12:30
	Team 10	Team 12	Rovio Entertainment: Disney of the smart phone age?	14:00
	Team 11	Team 10	Apple Inc	14:30
	Team 12	Team 11	Micro-finance	15:00
	Team 13	Team 15	FDI in China	15:45
	Team 14	Team 13	Pearl River	16:15
	Team 15	Team 14	Wal-Mart in Germany	16:45

Friday 2 nd Dec / Saturday 3 rd Dec	Team 16	Team 18	SAB Miller (new)	08:00
	Team 17	Team 16	"Final Fantasy?" Acquisitions and alliances in electronic games	08:30
	Team 18	Team 17	BP, AAR and TNK	09:00
	Team 19	Team 21	Merck	09:45
	Team 20	Team 19	Google	10:15
	Team 21	Team 20	Online video games in china	10:45
	Team 22	Team 24	Virgin	11:30
	Team 23	Team 22	South Korea	12:00
	Team 24	Team 23	Acquirers from India and China	12:30
	Team 25	Team 27	David Webb	14:00
	Team 26	Team 25	Manchester United (new)	14:30
	Team 27	Team 26	Private equity	15:00

Please be advised that this schedule will be updated once all students have chosen their group. Groups with less than two persons will be reassigned to other case studies. This may have an effect on the scheduling. We will post a PDF with the final schedule on the ILIAS platform after the registration deadline.



Important note for past years' students

Students who have already passed the practice course in past semesters are not required to and cannot 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.

Course materials

The only required course material is available at ILIAS. Additionally, the corresponding chapters in Peng, M.W. 2013. Global Strategic Management. 3rd International Edition, Cengage Learning, ISBN 1133953263. are required readings. The password for the ILIAS course will be published in the first lecture only and not via e-mail.

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

- 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 15-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.

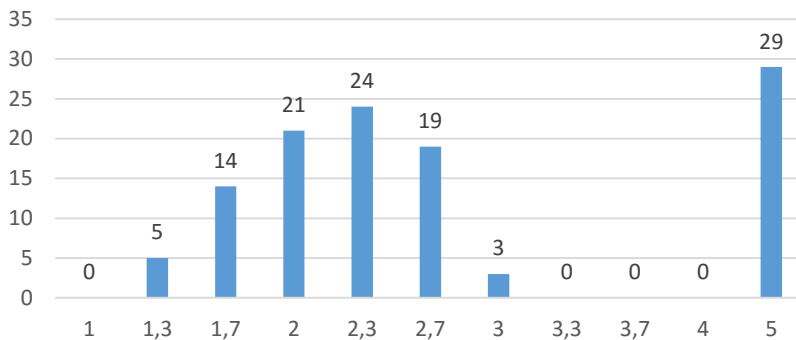
Final exam:

The final exam of 90 minutes will consist of multiple choice (45%) and short questions (55%). Examples for possible examination questions will be discussed in the prep session. 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.



Past year's grades:

February 2016:

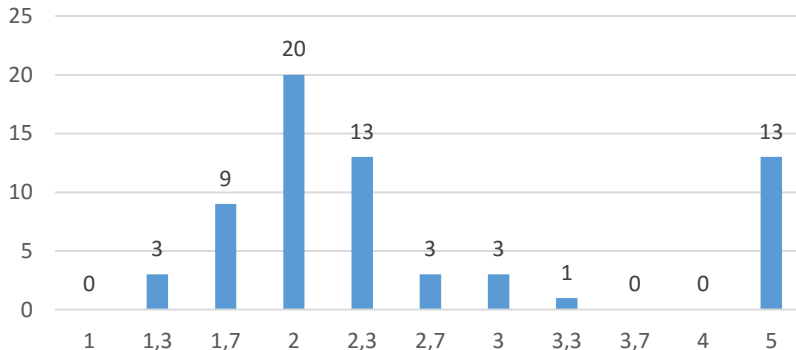


Average failure rate: 20%

Average grade passed exams: 2.18

Average grad all exams: 2.89

April 2016:



Average failure rate: 20%

Average grade passed exams: 2.11

Average grad all exams: 2.60

Note that these grades include international students. For an overview for grades for non-internationals only please refer to: [Wort zum WiWi](#) page 22.

Eligibility and course registration

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 on the ILIAS Platform. We are neither in charge nor able to provide any kind of support for eligibility, etc. For any questions, please refer to the examination office (Prüfungsamt).



Contact for questions, appointments

If you need help, support, or have questions on the course, you can book an appointment with me (on the calendar to the right on this platform)

- Once a week, I'll be there for your questions.
- You have to book at least 2 days in advance via ILIAS (the calendar on the right in the course).
- Monday, 08.00-09.00 (15 min slots).
- You have to state the matter of your inquiry clearly in the textbox when requesting the appointment. Appointment requests without this statements will not be accepted.

In case you'd like to contact me, you can do so exclusively via tutors.strategy@wiwi.uni-tuebingen.de. Use this option judiciously, please.

The password for the ILIAS course will be published in the first lecture only and not via e-mail.

Important: Two days prior to the final exam, there will be a **black out period**. During that period, we will not answer any question regarding the content resulting in no answer to any emails with questions on the exam, content, etc. The black out period will start right after the prep session of the exam. Hand in all your questions before that.