



Global Strategic Management

Syllabus Fall Term 2023 – preliminary version

(Especially allocation/order of presentations, lectures, and guest lectures subject to change)

Last modified: 10/10/2023

Overview

Global Strategic Management addresses the challenges confronting managers and firms setting international strategy. The course focuses on multinational enterprises ("MNEs") and those firms aspiring to become MNEs, which own or control significant resources and operations in several, often disparate countries, cultures, and markets. An MNE's performance depends on income streams from multiple countries, and they tend to have operations situated in different geographies with often conflicting public policy priorities, product preferences, and standards of ethical conduct. The context creates challenges for strategic management that are distinctly different from those faced by firms operating in a single country. Global Strategic Management has become even more critical in recent years, which has witnessed a more complex international environment due to the rise of new protectionism, trade wars, and the succession of multiple crises.

The overall theme of the course is to understand strategy setting in the MNE: what are the dimensions of international strategy, how can MNEs compete effectively across different markets, what role do organizational structures play, and how can we explain persistent differences in performance between the MNE and its various rivals. The overall aim of the course is to understand how the strategy that an MNE carries out in an international context is different from firm strategy in a purely domestic setting.

Course Objectives

After the course, the participant should

- (1) Understand the characteristics of international strategy and its differences from domestic strategy.
- (2) Understand key managerial challenges faced by MNEs when operating in multiple international markets and ways to address these challenges.
- (3) Identify and critically analyze challenges faced by MNEs (e.g., in business cases). Develop, present, and critically discuss ways to address these challenges.

Teaching Method, Materials, Lecture Recordings

The course is taught by combining lectures, teaching case studies, guest lectures, and the independent study of a textbook. The course combines a strong focus on concepts with an orientation toward application. Several classes will focus on analyzing case studies situating the abstract concepts of global strategy in tangible real-life situations. Finally, several guest lectures by senior executives and consultants will provide a complementary view of managerial practice.

Course materials (lecture slides) will be provided on OLAT (direct link provided in September). We will provide video recordings of the lectures on OLAT as well. However, please note that *we cannot guarantee that all lectures will be available by podcast*, and students not visiting the sessions do so at their own risk.



The course book (as well as lectures/ lecture slides and guest speakers' presentations) are relevant for the exam:

- Collis, David, 2014, International Strategy: Context, Concepts and Implications, Wiley, ISBN 978-1405139687

Course Attendance

Attendance in class is not mandatory for lecture sessions held by Professor Keil. However, the classes have been designed with an interactive teaching approach in mind and emphasizing active learning. Please note that the exam will be partly based on material only discussed in class.

Students attending all four guest speaker sessions will receive a bonus of 5% of the total possible points from the final exam (provided that they pass the exam before bonus points). Attendance is **mandatory for assignment presentations** (see the next point for more details).

Mandatory Assignments

To be admitted to the final exam, students must complete the following two assignments during the semester (failure in one or more assignments will result in a zero mark for the entire course). Each assignment is graded on a pass/fail basis.

- 1) Case presentation #1 (in groups)
- 2) Case presentation #2 (in groups)

All assignments require students to apply the concepts of global strategy to real-life situations through case study presentations.

Students will be allocated into groups, and assignments will be evaluated on a pass/fail basis. We will provide feedback on assignments, and the three best groups will receive a bonus of up to 5% of the points achieved in the final exam (provided that they pass the exam before bonus points; see below).

Attendance is mandatory for the sessions in which your team has a presentation. Also, for the other case sessions, attendance is expected. Attending the case sessions shows respect to the groups with an assignment for that session and helps generate a more complete and detailed in-class discussion of the case.

Final Grade and Exam

Provided that the students have completed and passed the mandatory assignments, the final grade of the course is based on the final examination results. The final examination is scheduled for the last session in January (see also online in the course catalog). The exam will be based on the lectures and the textbooks. At least 50% of the total points are required to pass the exam.

Alternative date for Mobility Students:

Mobility students can choose between the following two alternative dates for writing their final exam. Please note this applies ONLY to incoming mobility students of non-UZH origin. Exceptions can be made for outgoing mobility students from the UZH in exceptional situations. The chair assesses these on a case-by-case basis upon individual inquiry:



Option A (additional exam date for mobility students only, mobility students need to opt in via email): 21.12.2023 (10.00h-12.00h)

Option B (default, regular exam with all others): 18.01.2023 (10.00h-12.00h)

Given the number of mobility students commonly enrolled in this course, many of which are likely to return to their home country before the January exam session, we will allow **these students to take the final exam on 21st Dec 2023, here at the University of Zurich**. Mobility students that want to write the exam in December (Option A) need to notify the course administration via email (dogan.dalay(at)business.uzh.ch - provide your full name and student ID number) until November 30th (end of the day). Students will receive a brief confirmation via email if they opt for Option A. Mobility students who want to write their exam in January (Option B) do not have to email the course administration. After November 30th, no more changes (writing at another exam date) are possible. Students must be present at the University of Zurich to write their exam (i.e., no distance exams are offered at the mobility students' home universities).

Grades will be given using the following grading scheme:

Less than 50% of points → fail
 Between 50% and less than 56% of points → 4.00
 Between 56% and less than 62% of points → 4.25
 Between 62% and less than 68% of points → 4.50
 Between 68% and less than 74% of points → 4.75
 Between 74% and less than 80% of points → 5.00
 Between 80% and less than 86% of points → 5.25
 Between 86% and less than 92% of points → 5.50
 Between 92% and less than 98% of points → 5.75
 98-100% of points → 6.00

Lectures and case sessions

Lectures will take place on Mondays from 10:15-12:00 in KOL-G-209 and Thursdays from 10:15-12:00 in HAH-F-1. The following topics will be covered (**dates for topics, guest lectures & presentations are preliminary and subject to change! – topics/order of individual lectures and guest presenters may change**):

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| Mon, 18.09.2023 | Introduction to the course and organizational matters |
| Thu, 21.09.2023 | Theoretical foundations of global strategic management |
| Mon, 25.09.2023 | International expansion I |
| Thu, 28.09.2023 | International expansion II |
| Mon, 02.10.2023 | International expansion III |
| Thu, 05.10.2023 | International expansion IV |
| Mon, 09.10.2023 | Assessing international initiatives: ADDING Value |
| Thu, 12.10.2023 | Acquisitions, alliances and joint ventures |
| Mon, 16.10.2023 | Leveraging firm-specific advantages (FSA) and CAGE |
| Thu, 19.10.2023 | Leveraging location-specific advantages (LSA) |



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| Mon, 23.10.2023 | Generic international strategies |
| Thu, 26.10.2023 | Organizational structures for MNEs |
| Mon, 30.10.2023 | Organizational architecture |
| Thu, 02.11.2023 | The role of MNE subsidiaries |
| Mon, 06.11.2023 | Guest Lecturer: Herman Anbeek, President Americas & EMEA |
| Thu, 09.11.2023 | Emerging markets (EM) and competing with EM MNEs |
| Mon, 13.11.2023 | Regional strategy & managerial roles |
| Thu, 16.11.2023 | Ethics and corporate social responsibility |
| Mon, 20.11.2023 | Guest Lecturer: Morten Wierod, ABB, President Electrification |
| Thu, 23.11.2023 | <i>Case session I</i> |
| Mon, 27.11.2023 | Guest Lecturer: Jacques Sanche, CEO, Bucher Industries |
| Thu, 30.11.2023 | <i>Case session II</i> |
| Mon, 04.12.2023 | <i>Case session III</i> |
| Thu, 07.12.2023 | <i>Case session IV</i> |
| Mon, 11.12.2023 | Guest Lecturer: Alexander Thiel, Partner - McKinsey & Company |
| Thu, 14.12.2023 | <i>Case session V</i> |
| Mon, 18.12.2023 | <i>Case session VI</i> |
| Thu, 21.12.2023 | Exam for mobility students (Option A) |
| Thu, 18.01.2024 | Exam |

Housekeeping rules

Some basic housekeeping rules for the course. Please familiarize yourself with these rules to avoid misunderstandings:

- Please be on time during the session;
- Attendance in class is not mandatory for lecture sessions taught by Professor Thomas Keil. However, the exam will be partly based on material only discussed in class.
- Students attending all four of the guest speaker sessions will receive a bonus of 5% of the total possible points from the final exam (provided that they pass the exam)
- **Attendance is mandatory for case sessions in which your team has an assignment (e.g., presentation).** Also, for the other case sessions, attendance is expected. Attending the case sessions shows respect to the groups with an assignment for that session and helps generate a more complete and detailed in-class discussion of the case.
- All questions are welcome. However, to maximize everybody's learning and minimize misunderstandings, we encourage you to ask questions on content during the class or submit them via email so we can address them in the next sessions. Administrative questions should be sent by email to the course assistant.
- Please be on time; do not enter or leave the class during the session;
- Computers, tablets, and similar devices are allowed to take notes. However, do not abuse this for chatting during class. The use of mobile phones during class is strictly prohibited, and you should put your phone on silent at the beginning of the class.
- The assessment style at the Chair in International Management is fact-based and is not based on personal networking/interaction capabilities. Therefore, all assessments will be



based on material containing only your student number but no other personally identifiable information.

- Please do all communications in English.

Instructor and Contact Information

The instructor of the course is Professor Thomas Keil.

The responsible assistants for the course are Dr. Dogan Dalay and Dr. Sangyun Kim. For all inquiries, please contact Dr. Dogan Dalay via email dogan.dalay@business.uzh.ch