

**Syllabus**  
**Global Strategy (4ECTS) WS 2022**  
**040221**

**Course Instructor:**

Dr. Katerina Makri, Chair of International Business, University of Vienna, Faculty of Business, Economics and Statistics, Institute of Marketing and International Business

Email: [katerina.makri@univie.ac.at](mailto:katerina.makri@univie.ac.at)

Office hours for students: by appointment

For all inquiries, please contact Judith Ladenstein, Tel. +43 1 4277-38012,

Email: [judith.ladenstein@univie.ac.at](mailto:judith.ladenstein@univie.ac.at)

Webpage: <https://international-business.univie.ac.at/>

**Course Description and Objectives**

The course provides an overview of the most important strategic decisions to be taken in a globalized economy. As such, the course aims to introduce a set of contemporary strategy theories, concepts and frameworks that will allow students to identify important principles that a firm can use in taking decisions that will ultimately determine its success (or demise) in a global business environment.

Throughout the course we will outline key opportunities, challenges and risks of globalization. We will focus on global growth opportunities and market assessment techniques. We will investigate the impact of culture in strategic decisions and emphasize the need to balance local responsiveness and global synergies. We will analyse global competitiveness and we will look at ways in which firms achieve competitive advantage in a global marketplace. The most prominent digital trends will also be discussed, as well as the challenges that digitalization brings to the business models of international firms.

The approach used is both strategic and managerial. Strategic in that we will develop an appreciation of business strategies and understand the notion of competitive advantage. And managerial, in that we will look at global strategy tasks through the lenses of IB managers and executives.

The course uses a combination of interactive lectures, case discussions and group presentations. Attendance and participation in class discussions is critical to the success of the course and will determine your grade.

**LEARNING OUTCOMES:**

The course aims to develop strategic thinking in a global business context. You will learn key concepts and tools used in developing global business strategies and in solving global business problems.

By the end of the course students will be able to:

- Appreciate the idiosyncrasies involved in developing strategies for global markets.
- Acknowledge the complexities involved in taking strategic decisions in a global marketplace.
- Contextualize these decisions in light of internal capabilities and external environment.
- Employ key analytical tools and frameworks helpful to managers developing global strategies.
- Understand global competition and competitive advantage.
- Analyse cases that approximate global business strategy situations.

**Course Policies and Useful Information:**

- All lectures take place on-site / presentations online in Zoom – Please see all information in Moodle.
- The final exam will take place in the classroom.
- Both the course and the exam will be held in **English**.
- Students wishing to take this course *must register via u:find/u:space* (with points) during the registration period. The maximum number of participants is 50.
- Registered students who, for whatever reason, are not able to take the course *must de-register* electronically. The latest date by which the course can be dropped is 09.10.2022. Students who decide to drop the course after this deadline will be graded with 5 (failed).
- *It is absolutely essential that all registered students attend the first session on October 3<sup>rd</sup> 2022 (Introduction) as failure to do so will result in their exclusion from the course. Students should also regularly check our homepage and Moodle for any changes in dates/times or way of connecting online.*

**Course Textbook and Additional Readings:**

**Course Textbook(s):**

- Global Business. M.W. Peng, Cengage Learning, 4<sup>th</sup> edition, 2017.
- International Business – Competing in the Global Marketplace. C. W. Hill, McGraw-Hill, Irwin, 13<sup>th</sup> edition, 2020

**Course Evaluation:**

- 40% Case assignment (team task - reports and presentations)
- 40% Final Examination (individual, in class)
- 10% Class participation
- 10% Peer Rating\*

\*At the end of the course, you will be asked to rate the contribution of the team members in your study group.

|     | <b>Date/ Time</b>           | <b>Agenda</b>   |
|-----|-----------------------------|---|
| (1) | Mon. 03/10<br>09:45 – 11:15 | Introduction to course, administration issues, guide to analyzing case studies   HS 16                        |
| (2) | Mon. 10/10<br>09:45 – 11:15 | Global growth opportunities and market assessment   HS 16   |
| (3) | Mon. 17/10<br>09:45 – 11:15 | Global competitiveness and competitive advantages and the role of culture in global business strategy   HS 16 |

|     |                             |  |
|-----|-----------------------------|--|
| (4) | Mon. 24/10<br>09:45 – 11:15 | Digital globalization: implications for global business strategy   HS 16   |
| (5) | Mon. 31/10<br>09:45 – 11:15 | Corporate social responsibility strategies in international business<br><i>Guest lecture by Dr. Karolos Papadas (University of York)   HS 16</i> |
| (6) | Mon. 07/11<br>09:45 – 11:15 | Recap session: future outlook of global business strategy   HS 16  |
| (7) | Mon. 14/11<br>09:45 – 12:45 | Case Presentations   online in Zoom  |
| (8) | Mon. 21/11<br>09:45 – 12:45 | Case Presentations   online in Zoom  |
| (9) | Mon. 28/11<br>11:30 – 14:45 | Final Examination (management decision task)   HS 6  |