040221 KU Global Strategy (MA) | 2025WS

Chair of International Business: https://international-business.univie.ac.at/

Information about the course:

Course Details

4.00 ECTS (2.00 SWS) | compulsory attendance | continuous assessment | course format: on site | SPL 4 - Wirtschaftswissenschaften | max. 50 participants | Language: English

Course# 040221 | Start: Monday, October 6th, 09:45

Course Instructor: Dr. Katerina Makri
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Office hours for students: by appointment only

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Objectives & Content

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 discuss strategic decisions and emphasize the need to balance local responsiveness and global synergies. Drawing on the Resource Based View (RBV) of the firm, 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. We will also examine corporate social responsibility (CSR) as a universal platform for the development and implementation of global business strategy.

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

The course has “prüfungsimmanenten Charakter”. Attendance is compulsory throughout the semester. More than two absences will automatically result in a “fail” grade.

Both the course and the exams will be held in English. During the course active participation is required during all lessons. The lectures and exams take place in the classroom.

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 by the 14th October 2025. 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 6th October 2025 (Introduction). As failure to do so will result in their exclusion from the course.

Course Structure

Lectures usually take place on Monday from 09.45 am till 11:45 am. The case presentations (17th November and 24th November) and the final exam (1st December) will take the **entire morning** (check below).

Assessment

The evaluation is structured as follows:

- Case assignment (40% of final grade): Team task - reports and presentations
- Final Examination (40%): Individual, in class
- Peer Rating (10%): At the end of the course, you will be asked to rate the contribution of the team members in your study group
- Class participation (10%)

A minimum of 50 percent of the points needs to be attained overall to pass the course. The grading system is as follows:

88% - 100% | 1

75% - 87% | 2

63% - 74% | 3

50% - 62% | 4

Dates & Content

Session	Date/Time	Room	Agenda
(1)	06 October 2025 (09.45 am – 11.15 am)	HS 12	Introduction to course, administration issues, guide to analyzing case studies
(2)	13 October 2025 (09.45 am – 11.15 am)	HS 12	Strategy and the firm – expanding in foreign markets
(3)	20 October 2025 (09.45 am – 11.15 am)	HS 12	Global competitiveness and competitive advantages in global business strategy
(4)	27 October 2025 (09.45 am – 11.15 am)	HS 12	Digital globalization and its implications for global business strategy
(5)	03 November 2025 (09.45 am – 11.15 am)	HS 12	Corporate social responsibility: an international plat-form for global strategies
(6)	10 November 2025 (09.45 am – 11.15 am)	HS 12	Recap session: future outlook of global business strat-egy
(7)-(8)	**17 November 2025 (08.00 am – 11.15 am)**	HS 12	**Case Presentations**
(9)-(10)	**24 November 2025 (08.00 am – 11.15 am)**	HS 12	**Case Presentations**
(11)-(12)	**01 December 2025 (08.00 am – 11.15 am)**	HS 12	**Final Examination (management decision task)**

Registration/De-Registration

https://ufind.univie.ac.at/

Literature

Recommended Textbook(s):

- International Business Strategy – Rethinking the Foundations of Global Corporate Success. A. Verbeke & I.H.I. Lee, Cambridge University Press, 3rd edition, 2013.
- International Business – Competing in the Global Marketplace. C. W. Hill, McGraw-Hill, Irwin, 13th edition, 2020.

Additional readings will become available (on Moodle) during the lectures.