



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
<b>GLOBAL BUSINESS STRATEGY</b>	

Lecturer(s)	Department(s) where the course unit (module) is delivered
<b>Coordinator:</b> Aldas Kriaučiūnas	Faculty of Economics and Business Administration
<b>Other(s):</b>	

Study cycle	Type of the course unit (module)
Second	Compulsory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Face to face, online	Autumn	English

Requirements for students	
<b>Prerequisites:</b>	<b>Additional requirements (if any):</b>

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	32	98

Purpose of the course unit (module): programme competences to be developed
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The course focuses on the strategic challenges confronting firms which compete in the global economy. The course requires thinking about multi-industry and multi-country business decisions from a managerial perspective. Completion of course will provide students with insights and frameworks to navigate multi-country market expansion and competition.

Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
To understand the four foundation characteristics related to foreign market entry - firm, industry, institutional, and managerial factors.	Readings, class discussions, lectures	Class discussion quality
To apply country choice criteria for choosing and entering a foreign country.	Readings, class discussions, lectures	Class discussion quality; Homework, Case analysis
To analyze multi-country organizational structures and understand what they can and cannot achieve and the implications for multi-country competition.	Readings, class discussions, lectures	Class discussion quality; Homework submission
To understand the modes of foreign country entry, with a focus on different alliance forms.	Readings, class discussions, lectures	Homework, Case analysis
To consider the application of global strategy concepts to developed and emerging markets	Readings, class discussions, lectures	Class discussion quality

Content: breakdown of the topics	Contact hours							Self-study work: time and assignments
	Lectures	Tutorials	Seminars	Exercises	E-learning	Contact hours	Self-study hours	Assignments
<b>1. Introduction: Foundations of Strategy for Global Expansion</b>	.5		1.5			2	<b>3</b>	Review slides for class. Read Expanding Your Company Globally? Here are 3 Strategies You Should Consider and Lego to Build U.S. Factory for \$1 Billion. Be prepared to discuss which strategy (aggregation, adaptation, arbitrage) you feel Lego is using based on the reading.
<b>2. Country Choice for Market Expansion: Issues to Consider</b>	.5		1.5			2	<b>4</b>	Review slides for class. Review information on Taco Bell and be prepared to provide recommendation for which market the company should enter during class discussion.
<b>3. Industry Analysis</b>	1		1			2	<b>5</b>	Review slides for class. Read: Porter's 5 Forces Explained and How to Use the Model; Review Excel template for evaluating attractiveness of industry structure. Be prepared to discuss concept and application in class.
<b>4. Understanding Resources</b>	1		1			2	<b>6</b>	Review slides for class. Read: Three Circle Analysis and be prepared to discuss how it can be used.
<b>5. Formal Institutions</b>	1		1			2	<b>6</b>	Review slides for class. Read Indonesia Mining Law adds Obstacles for Foreign Investors, Mining in Indonesia. Be prepared to discuss the following: Why did the Indonesian government pass the law? What could the Indonesian government do to make the mining law more acceptable to foreign investors yet still create the benefits it seeks? Or should it continue to implement the law as planned. Review World Bank 'Ease of Doing Business Data'.
<b>6. Informal Institutions</b>	1		1			2	<b>4</b>	Review slides for class. Be prepared to share examples of how culture impacts business.
<b>7. Foreign Country Entry: Non Equity and Equity Based Options</b>	1		3			4	<b>16</b>	Review slides for class. Read Peng Chapter 6. Read the following: <i>Target Looks North For a Lift</i> ; <i>Toyota Gets in Line for Australia Exit</i> ; <i>Juan Valdez's Latest Travels</i> ; <i>Indonesia Serves Tasty Dish for Tupperware</i> ; <i>India Windmill Empire Begins to Show Cracks</i> Submit Paper: Evaluate the five readings for market entry as described in the assignment.
<b>Wal-Mart International Expansion</b>	1		3			4	<b>14</b>	Submit Wal-Mart Case assignment. Also be prepared to discuss the following questions (but do NOT submit them): Wal-mart used greenfield, JVs, and acquisitions as its modes of entry. What mode of entry do you think was

							best for Wal-mart? Why do you think that approach worked best for Walmart? What factor or set of factors seems to best predict Walmart's success or failure in its foreign entries?	
<b>Multinational Strategies, Structure, Innovation and Knowledge Management</b>	1		3			4	<b>17</b>	Read Peng Chapter 10. Review slides for class. Read Toyota strategy and structure reading 'How Toyota Lost Its Way'. Submit assignment.
<b>Corporate Strategy</b>	2		2			4	<b>10</b>	Review slides for class. Read the Triangle of Corporate Strategy. Prepare and be ready to share an example that reflects the concept in the reading.
<b>Competition and Success in Emerging Markets</b>	1		1			2	<b>7</b>	Review slides for class. Read: Can P&G Make Money where People Earn \$2 a Day and read The Blue Ocean Strategy Summary (with 4 examples). Consider how the Blue Ocean strategy can be used in Emerging Markets.
<b>Privatization and Conclusion</b>	1		1			2	<b>6</b>	Review slides for class. Review Privatization on Wikipedia. Read Alitalia Deal Jeopardized by Politics, Dwindling Cash. Read India's Top Shipping Company Set to Kick Off Privatization Push
<b>Total</b>	<b>12</b>		<b>20</b>			<b>32</b>	<b>98</b>	

<b>Assessment strategy</b>	<b>Weight, %</b>	<b>Deadline</b>	<b>Assessment criteria</b>
Paper: Evaluate the five readings for market entry along the following questions: (1) What strategic goal do you think the firms had to expand beyond their home markets ( <b>Table 6.1</b> )?; (2) What approach for expansion did they use (strategic or stage, pg. <b>165</b> ); (3) What mode of entry was used ( <b>Table 6.3</b> ); As appropriate, explain your answer.	15%	September 19, 2022	Does student appropriately apply course concepts to evaluate the market entry of firms into foreign markets. Length: 800-1000 words.
Paper: Provide answers for Wal-Mart Case Global Expansion for the following questions: Discuss 4 aspects from Walmart's success in its home country (USA) that have to be transferred abroad for success to occur? Discuss what 4 aspects might be optional?	20%	September 21, 2022	Does student answer each question. Does student provide support from the case and course concepts to answer each question. Length: 800-1000 words.
Paper: Read reading 'How Toyota Lost Its Way' and identify three sources of the companies problems and two solutions to those problems.	15%	2022 09 22	Does student answer each question. Does student provide support from the reading and course concepts to answer each question. Length: 800-1000 words.
Class Discussion	20%	2022 09 29	Does student attend class. When attending class, does person provide insights on topics being discussed and build from other ideas. When disagreeing, is the approach professional.

Final Exam	30%	October 3, 2022	Does student apply course concepts appropriately to the question asked. Is both qualitative and quantitative support provided in providing their answer.
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Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
<b>Compulsory reading</b>				
Gloria Li	2016	Expanding Your Company Globally? Here are 3 Strategies You Should Consider	Online	<a href="https://blog.btrax.com/what-should-your-companys-international-expansion-strategy-be/">https://blog.btrax.com/what-should-your-companys-international-expansion-strategy-be/</a>
Saabira Chaudhuri	2022	Lego to Build U.S. Factory or \$1 Billion	Wall Street Journal	Provided by Kriauciunas
Kriauciunas	2022	Yum! Foods Data	Faculty created	Provided by Kriauciunas
Gordon Scott, Patrice Williams	2022	Porter's 5 Forces Explained and How to Use the Model	Online	<a href="https://www.investopedia.com/terms/p/porter.asp">https://www.investopedia.com/terms/p/porter.asp</a>
Kriauciunas	2022	Industry analysis Template	Faculty created	Provided by Kriauciunas
Ashish Basu	2022	Three Circle Analysis	Online	<a href="https://ashishbasu.com/using-3-circle-analysis-to-create-customer-perspective-in-strategy/#:~:text=The%203%20Circles%20are%20overlapping,as%20well%20as%20your%20competitors%27.">https://ashishbasu.com/using-3-circle-analysis-to-create-customer-perspective-in-strategy/#:~:text=The%203%20Circles%20are%20overlapping,as%20well%20as%20your%20competitors%27.</a>
Unknown		Mining in Indonesia	The Economist	Provided by Kriauciunas
Wright	2008	Indonesia Mining Law adds Obstacles for Foreign Investors	Wall Street Journal	Provided by Kriauciunas
World Bank	2021	Ease of Doing Business	World Bank	Provided by Kriauciunas
Peng	2008	Global Strategy: Chapter 6	Cengage	Provided by Kriauciunas
Munoz	2013	Juan Valdez Latest Travels	Wall Street Journal	Provided by Kriauciunas
Wright	2008	India Windmill Empire Begins to Show Cracks	Wall Street Journal	Provided by Kriauciunas
Bellman	2013	Indonesia Serves Tasty Dish for Tupperware	Wall Street Journal	Provided by Kriauciunas
Zimmerman and Johnson	2013	Target Looks North for Lift	Wall Street Journal	Provided by Kriauciunas
Winning and Inagaki	2014	Toyota Gets in Line for Australia Exit	Wall Street Journal	Provided by Kriauciunas
Juan Alcacer	2013	Wal-Mart Around the World	HBP	
Peng	2022	Global Strategy: Chapter 10	Cengage	Provided by Kriauciunas
Taylor	2010	How Toyota Lost Its Way	Fortune	Provided by Kriauciunas
Sophie Johnson		The Triangle of Corporate Strategy	Online	<a href="https://smallbusiness.chron.com/triangle-corporate-strategy-68313.html">https://smallbusiness.chron.com/triangle-corporate-strategy-68313.html</a>
Reingold	2011	Can P&G Make Money where People Earn \$2 a Day	Fortune	Provided by Kriauciunas
Amanda Atrash	2022	The Blue Ocean Strategy Summary (with 4 examples)	Online	<a href="https://www.clearpointstrategy.com/blue-ocean-strategy/">https://www.clearpointstrategy.com/blue-ocean-strategy/</a>
Varied	2022	Privatization	Online	<a href="https://en.wikipedia.org/wiki/Privatization">https://en.wikipedia.org/wiki/Privatization</a>
Di Leo	2008	Alitalia Deal Jeopardized by Politics, Dwindling Cash	Wall Street Journal	Provided by Kriauciunas

Paris	2021	India's Top Shipping Company Set to Kick Off Privatization Push	Wall Street Journal	Provided by Kriauciunas
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