

Master of International Business

COURSE SYLLABUS

Course Title: **STRATEGIC OPTIONS**
Contact Hours: 20
ECTS Credits: 3

Instructor:

➤ **DESCRIPTION and LEARNING OBJECTIVES OF THE COURSE**

The focus of Strategic Options course is on the strategic choices companies face when determining where and how they wish to develop.

Students will become familiar with the strategic management process in general and in particular the formulation of alternative strategies in response to the current strategy and strategic issues.

The instructor will explain and discuss with the class core concepts of strategic management in language that students can grasp. After completion of the course students will become familiar and will understand the meaning and practical importance of a variety of corporate and business level strategies for national and multinational corporations.

We will discuss also some of the cutting edge ideas about business corporations' strategies for the current turbulent times.

The course will incorporate lectures, class discussions, case studies and short video clips.

➤ **TOPICS OF EACH SESSION OR SUMMARY OF THE COURSE**

Session 1

Theory Lecture and Discussion:

- 1) *The managerial process of crafting strategy*
- 2) *The five generic strategies*
- 3) *Strengthening a competitive position*

Case Discussion: Wal-Mart tries Cheap Chic

Readings:

1. Thompson, A. Jr., Peteraf, M., Gamble, J., Strickland III, A.
Crafting & Executing Strategy: The Quest for Competitive Advantage, 18th Ed., 2012, Ch. 2 & 5.

Session 2

Theory Lecture and Discussion: **CORPORATE LEVEL STRATEGIES**

- 1) *Diversification*
- 2) *Alliances and partnerships*
- 3) *Mergers and acquisitions*

Case Discussion: Gillette: acquisition of Duracell

Readings:

1. Thompson, A. Jr., Peteraf, M., Gamble, J., Strickland III, A.
Crafting & Executing Strategy: The Quest for Competitive Advantage, 18th Ed., 2012, Ch. 6.
2. Beattie, Anita Chang, *Why China's appetite for American brands is getting stronger?*
Advertising Age; 7/22/2013, Vol. 84 Issue 27, p15-15

Session 3

Theory Lecture and Discussion: INTERNATIONAL BUSINESS STRATEGIES

- 1) *Foreign markets entry strategies*
- 2) *Competing in foreign markets*
- 3) *Strategic alliances and J.V. with foreign partners*

Case Discussion: Eli Lilly in India

Readings:

1. Thompson, A. Jr., Peteraf, M., Gamble, J., Strickland III, A.
Crafting & Executing Strategy: The Quest for Competitive Advantage, 18th Ed., 2012, Ch. 7.
2. Cullen, B. and Parboteeah, P., *Multinational Management: A Strategic Approach*, 5th Ed., 2011,
Ch. 10
3. Burak, M. and Henry, T., *Check the (Tax) Climate When Choosing a New Facility Location*
Area Development Site and Facility Planning, Fall 2012, pg. 54-56.
4. Corporate Strategies for a Slowing China, Part 2
Anil G. and Haiyan W., Business Week, September 26, 2012

Session 4

Theory Lecture and Discussion: INTERNATIONAL BUSINESS STRATEGIES

- 1) *Dealing with the global-local dilemma*
- 2) *Strategies for MNCs*
- 3) *Strategies for small companies*

Case Discussion: Carlos Ghon in Nissan

Readings:

- Cullen, B. and Parboteeah, P., *Multinational Management: A Strategic Approach*, 5th Ed., 2011,
Ch. 6, 7

Session 5

Theory Lecture and Discussion: STRATEGIES FOR TURBULENT TIMES

EXAM – 150 min

Readings:

1. Rita McGrath, *Transient advantage*, Harvard Business Review, June 2013, pg. 61-70,
2. Todd Zenger, *What is the theory of your firm?* Harvard Business Review, June 2013, pg. 73-78

➤ **EVALUATION AND GRADING**

Attendance	- 10%
Class theory discussion	- 20%
Class case discussions	- 20%
Final exam	- 50%

100%

➤ **BIBLIOGRAPHY**

REQUIRED:

1. Thompson, A. Jr., Peteraf, M., Gamble, J., Strickland III, A.
Crafting & Executing Strategy: The Quest for Competitive Advantage, 18th Ed., 2012,
ISBN-13 9780078112720
2. Cullen, B. and Parboteeah, P., *Multinational Management: A Strategic Approach*, 5th Ed., 2011,
ISBN-13 9781439080658

➤ **GUIDELINES FOR OUR WORK IN CLASS**

PARTICIPATION and CONTRIBUTION TO CLASS DISCUSSIONS

Students are expected to participate actively in class discussions. Success in the business environment requires the ability to network and collaborate with others in order to achieve mutually desirable goals. The classroom is an excellent forum for students to practice exchanging information, challenge proposals and develop solutions.

Preparation of course material and questions in advance will help to facilitate participation and contribution to class discussion.

Come prepared to class

In order to be successful in the in-class discussion students have to read carefully the assigned texts and cases prior to class.

Meaningful contribution

To be awarded a contribution point students must actively contribute to in-class discussion. Asking a simple question is not a contribution. At any time the professor will ask students to answer questions, or express opinion related to the discussed issues.

Contribution list

It is a student's responsibility at the end of every class to make sure that his/her contribution is reflected correctly on the contribution list for the class.

Contribution grading

Your contribution grade will be based on two elements: quality and quantity.

- **Quantity element** - In order to achieve 100% quantitative contribution grade, a student has to get 10 contribution points. Any time when you contribute in a meaningful way to the theory, or case discussion, you get 1 point. Per class session (morning or afternoon) a student can get maximum 3 points.
- **Quality element** - The instructor, according to his judgment, will adjust your quantitative grade up, or down, depending on the quality of your contribution.

ATTENDANCE

Constructive contribution to class discussions is an integral part of this course, since - **attendance at classes is very important**. Past experience has shown that there is a strong positive correlation between class attendance and students' course grade. Timely arrival for classes is a must. **Students are expected to arrive 10 min before the start of class. If you are late more than 5 min. wait until the break to enter the class room.**

USE OF ELECTRONIC DEVICES

Your portable phones, beepers, pagers, iPods or any other similar devices should **always be turned off during class**. **Digital dictionaries** or time keeping devices are not permitted during examinations. Only pocket size, paper translation dictionaries will be allowed and I reserve the right to review their contents.

Course schedule

	Topic	Class time	Readings	Chapter
	DAY ONE			
1.	BUSINESS STRATEGIES			
	1.1. The managerial process of crafting a strategy	8:00 – 9:00	Strickland and all, 18 th edition	Ch.2
	1.2. The five generic business strategies	9:00 – 10:00	Strickland and all	Ch.5
	3. Strengthening a competitive position	10:00 – 11:00	Strickland and all	Ch.6
	Case discussion	11:00 – 12:00	Case: Wal-Mart tries Cheap Chic	
	LUNCH BREAK			
2.	CORPORATE STRATEGIES			
	2.1. Diversification	14:00 – 15:00	Strickland and all	Ch.8
	2.2. Alliances and partnerships	15:00 – 16:00	Strickland and all,	Ch.8
	2.3. Mergers and acquisitions	16:00 – 17:00	Strickland and all,	Ch.8
	Case discussion	17:00 – 18:00	Case: Gillette acquisition of Duracell	
	DAY TWO			
3.	INTERNATIONAL BUSINESS STRATEGIES			

	3.1. Foreign markets entry strategies	8:00–9:00	Strickland and all	Ch. 7
	3.2. Competing in foreign markets	9:00–10:00	Strickland and all	Ch. 7
	3.3. Strategic alliances and J.V. with foreign partners.	10:00–1:00	Strickland and all	Ch. 7
	Case discussion	11:00–12:00	Case: Eli Lilly in India	
	LUNCH BREAK			
4.	INTERNATIONAL BUSINESS STRATEGIES			
	4.1. Dealing with the global-local dilemma	14:00–15:00	MNCs Management	Ch. 6
	4.2. Multinational e-commerce strategies	15:00–16:00	MNCs Management	Ch.10
	4.3. Strategies for small companies.	16:00-17:00	MNCs Management	Ch.7
	Case discussion	17:00-18:00	Case: Carlos Ghon in Nissan	
	DAY THREE			
5.	5.1. STRATEGIES FOR TURBULENT TIMES	9:00–10:30	Harvard Business Review, June 2013, pg. 61-78	
	5.2. EXAM – 150 min	10:30–13:00		