



## [GLOBS] GLOBAL STRATEGY

### Introduction

Global Strategy focuses on the strategic and organizational issues that arise when firms operate across national borders. The course builds on the conceptual foundations covered in the Competitive Strategy course taught in module 2.

### Objectives

The objective of the course is to give students a sense of the complexity involved in doing business around the world so that they can potentially help develop strategy for firms and institutions dealing with international expansion. The goal is to be able to manage that complexity and potentially derive competitive advantage from it.

### Learning Outcomes

Global Strategy has five intended learning outcomes. As a result of taking the course students will be able to:

1. Understand the different strategic aspects which motivate international expansion.
2. Understand the key differences that affect business success between different countries including the cultural, administrative, geographic and economic issues.
3. Reflect on the most common patterns of international strategy that can be observed.
4. Learn how the international strategy chosen by the firm affects its choices of organizational structure and management processes.
5. Appreciate the geo-political complexity of the world.

6. Spot leading indicators of geo-political shifts, which can affect the business climate in a particular region or country.
7. Improve their ability to explain political realities and their impact on business strategy.

## Competences

### Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

### General

CG1 – To explain and discuss business situations in a rigorous, effective way using both formal and informal procedures, and providing relevant information to support their observations and conclusions.

CG7 – To distinguish and categorize relevant information effectively for business decision making.

CG9 – To interpret the global context in order to analyze and judge the threats and opportunities facing the organization.

CG10 – To acquire the vision of a global citizen when dealing with the multicultural aspects present in the international market.

CG11 – To formulate and evaluate business strategies in decision-making, anticipating the economic consequences of action plans.

CG14 – To analyse, debate, and apply ethical criteria in order to behave properly and honestly in any situation.

### Specific

CE1–To apply a structured, rigorous analysis process of business situations that encompasses all the dimensions of the business (personnel, strategy, finance, etc.) and concludes with the preparation of a reasonable, feasible action plan.

CE2 – To write organized, concise, and clear executive reports for analysis and decision making in business situations.

CE28 – To handle monitoring tools to help implement the company's strategy.

CE31 – To understand and evaluate the impact of the process of globalization on different sectors and businesses after examining its determining factors and historical evolution.

## Content

The content will be largely drawn from *Redefining Global Strategy* (Pankaj Ghemawat, 2011), as well as *Strategy & Geopolitics* (Mike Rosenberg, 2018). Neither is required reading for the course.

## Methodology

The course will be primarily based on case studies supplemented by readings, which go deeper into the issues covered in the case. There will also be a workshop designed to bring the issues to life with real examples taken from the students' collective experience.

There is also to be a team report in which groups of 3-4 students will apply the concepts raised in the course to a specific company or institution. This report will be part of an integrated assignment done together with the courses of Supply Chain Management and Cross-Cultural Management.

Finally, each student will also be asked to make a 2-3 minute video blog in which each student discusses his or her views on globalization in general after the course.

## Evaluation

Grades will be based 60% on class participation and 40% on the group assignment which is integrated with other courses during the module.

1. Student's class participation will be evaluated as to their ability to look at differences between countries, their ability to determine the implication of those differences for a specific industry and for a given firm;
2. The individual video is considered a component of class participation.
3. Criteria for the group report will be the depth of the analysis, the degree to which the group applies the concepts discussed in class, and the quality of the recommendations provided.

## **Sustainable Development Goals (SDG)**

- SDG 1 – No Poverty
- SDG 2 – Zero Hunger
- SDG 3 – Good Health and Well-Being
- SDG 4 – Quality Education
- SDG 5 – Gender Equality
- SDG 6 – Clean Water and Sanitation
- SDG 7 – Affordable and Clean Energy
- SDG 8 – Decent Work and Economic Growth
- SDG 9 – Industry Innovation and Infrastructure
- SDG 10 – Reduced Inequalities
- SDG 11 – Sustainable Cities and Communities
- SDG 12 – Responsible Consumption and Production
- SDG 13 – Climate Action
- SDG 14 – Life Below Water
- SDG 15 – Life on Land
- SDG 16 – Peace, Justice and Strong Institutions
- SDG 17 – Partnerships for the Goals

## Professor's Biography



### **Prof. Mike Rosenberg**

Professor of the Practice of Management of the Strategic Management Department

Doctor of Philosophy (Management), Cranfield University  
Master's in Business Administration, IESE, University of Navarra  
Bachelor of Science in Engineering, University of Michigan

Mike Rosenberg is a Professor of the Practice of Management in the Strategic Management Department at IESE Business School where he lectures on strategy, globalization, and sustainability in IESE's MBA programs. He also serves as Academic Director on a number of the school's executive education programs.

His first book, titled *Strategy and Sustainability* (Palgrave Macmillan, 2015) is an exploration of the link between business and the environment and looks at the issue more from the perspective of business executives rather than that of environmentalists. The second book is titled *Strategy and Geopolitics* (Emerald, 2017) and is written to encourage business leaders to pay more attention to what is happening around the planet. Both books offer his own frameworks for looking at these two issues. His latest book, *Learning to Fly* (Anthem, 2022) is about how to manage your career throughout life given the complexity of today's world.

In addition to his academic work, Professor Rosenberg consults with leading international companies and is asked to speak on topics relating to environmental sustainability, and managing global firms in light of the increasingly complex geo-political situation in many parts of the world.

Prior to joining the IESE faculty full time in 2003, Professor Rosenberg worked for more than 15 years as a Management Consultant for Arthur D. Little, A.T. Kearney and Heidrich & Struggles working in Europe, North America, and Asia; primarily in the Automotive industry.

Professor Rosenberg has an undergraduate degree in Naval Architecture from the University of Michigan; an MBA from IESE Business School and received his Ph.D. from the Cranfield School of Management. He also publishes a weekly blog, which can be found at:

<https://blog.iese.edu/doing-business/>