



Global Management

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| Module Code | | Program Level | <i>MBA</i> |
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| Target Students | <i>MBA</i> | Total Credits | <i>2</i> |
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| Semesters | <i>Fall Semester 2022</i> | Prerequisites | |
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| Instructor 1 | <i>Prof. Dr. Karlheinz Schwuchow</i> | E-mail | <i>karlheinz.schwuchow@hs-bremen.de</i> |
| Office Location | | Phone | |

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| Office hours/ Appointment Procedures | <i>Appointment by e-mail</i> |
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| Course Description | <i>The course addresses the challenges of formulating and implementing business strategies in companies that are active on a global scale. As such it incorporates important recent developments in strategy research and business practice bringing a broad perspective to issues of market strategies, business model innovation and digital business strategies in a global context, characterized by a high level of disruption. It challenges students with case-work and in-class discussion exercises that stimulate strategic decision-making in firms.</i> |
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| Aims & Objectives | <i>The theory and key concepts of global management will be provided primarily by the course script and the assigned readings. Thus, each class will involve assigned readings and cases. Additionally, since the course assumes that skills gained in the classroom can transfer to the „real world“, there is a strong emphasis on the analysis of complex international business problems through the preparation, team presentation and discussion of a variety of case studies as well as the discussion of current events, e.g. COVID-19 and the Ukraine war.</i> |
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| Learning Outcomes | <i>Practically, by the end of this course, students should possess an understanding of the process of globalization of companies, be acquainted with the current thinking and practices in formulating and implementing global strategies and able to evaluate globalization strategies in the context of current developments, e.g. supply chain disruptions.</i> |
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| Grading System | <ul style="list-style-type: none"> • Case Presentation & Written Summary 40 % • Class Participation & In-Class Discussion 20 % • Final Exam (November 18, 2022) 40 % |
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| Outline of Teaching Schedule | Lecture | Readings/Cases |
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| 1. September 16, 2022 | An Introduction to Global Management (Chap. 1) | <ul style="list-style-type: none"> • Bremmer, The New Rules of Globalization • Jacobis/Reeves, Adapt your Business to the New Reality |
| 2. September 23, 2022 | General Frameworks in Global Management (Chap. 2) | <ul style="list-style-type: none"> • Ghemawat: Distance Still Matters - The Reality of Global Expansion • Ghemawat: Finding your Strategy in the New Landscape |
| 3. October 7, 2022 | Multinational Enterprises, Innovation, and Competitiveness (Chap. 3) | <ul style="list-style-type: none"> • Introduction to Case Analysis • Black/Morrison, Can China Avoid a Growth Crisis • Dychtwald, China's New Innovation Advantage |
| 4. October 14, 2022 | Multinational Strategy (Chap. 8) | <ul style="list-style-type: none"> • Sample Case Study: Apple Inc. - 2019 • Khanna/Palepu, Strategies that Fit Emerging Market |
| 5. October 21, 2022 | Organization Structures (Chap. 9) | <ul style="list-style-type: none"> • Samsung Electronics – 2019 • Vodafone – 2012 • Khanna/Palepu, Emerging Giants – Building World Class Companies in Emerging Markets |
| 6. October 28, 2022 | Political Risk and Negotiation Strategy (Chap. 15) | <ul style="list-style-type: none"> • Ford Motor Company - 2019 • Daimler Trucks in India – 2009 • Ghemawat/Hout, Tomorrows Global Giants • Renault-Nissan – 2015 • BMW – 2018 |



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| 7. November 4, 2022 | Corporate Strategy and National Competitiveness (Chap. 10) | • Eyring/Johnson/Nair: New Business Models in Emerging Markets |
| | | • SAB Miller/AB Inbev – 2015 • Tata Group's Growth Strategies - 2012 |
| 8. November 11, 2022 | Corporate Strategy and Emerging Economies (Chap. 19) | • Dawar/Frost, Competing with Giants |
| | | • Haier Group: Internationalization Strategy – 2018 • Lenovo Group - 2013 |

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| Method of Class Teaching | <p>The course will be conducted online. Based on live video sessions it combines lectures by the instructor with animated course materials, in-class discussions and online team presentations. All course materials – recordings of all lectures included - will be provided online allowing for individual preparation and follow-up.</p> <p>The course is held in an interactive format, with students responsible for preparing scheduled materials. Case assignments will be given to student teams and these take the form of a class-presentation analyzing the respective case. For all classes, readings associated with the course will be assigned to all students. The expectation is that these materials be fully prepared. Participants should come to each class ready to open the discussion, just as they would be prepared when attending a business meeting. Students are encouraged to take a critical view of the topics discussed and contribute their own experience. In this context, counter-examples or counter-ideas are very much appreciated. Faculty feedback on in-class presentations will include suggestions for polishing presentations and presentation quality; these elements, as well as content will be considered in the overall grading process.</p> |
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| Required Course Materials (Textbook) | Collinson, S./Narula, R./Rugman, A.: International Business, 8th ed., (Pearson 2020) |
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| Recommended Readings | <ul style="list-style-type: none"> • Ghemawat, P.: The New Global Roadmap (Harvard Business Review Press 2018) • Khanna, P.: The Future is Asian (W&N 2019) • Peng, M./Meyer, K.: International Business, 3rd ed (Cengage 2019) • Motohashi, K.: Global Business Strategy (Springer Open 2015) (https://www.springer.com/gp/book/9784431554677) |
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