

Global Management and Strategy (247.002)

Department of International Management

Summer Semester 2021

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Seminar, 2.00 hours, 3.00 ECTS credits

Entry Requirements

This course is specifically designed for master students in “Management in Polymer Technology” and “Technical Chemistry”.

Course Objectives

The goal of this course is to introduce you to the global strategy of international businesses within the polymer and chemical industry. You get more familiar with how strategies are formulated and implemented in global settings. During the strategy formulation process, complex decision-making takes place concerning the right approach. This course aims at providing you the critical approach to examine different strategic practices while working together with your student colleagues.

Course Content and Structure of Requirements

Global Management and Strategy is an integrating module that aims at developing strategic plans in global environment, with special focus on the Polymer and Chemical industry. The course combines theoretical and practical insights into how companies manage international operations and strategies. Concepts and theory are learned through an integrated blend of lectures and case studies.

The course includes five thematic sessions. The teaching language is English. You are expected to attend all sessions, and stay for the whole duration of each session. Reading the required texts prior to the lecture is highly recommended for an efficient contribution in class.

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Requirements and Grading

The assessment of this course is based on the individual and the group level

Two short tests	40 points (20 each)
One team assignment	40 points (20 written, 20 presentation)
Class participation	20 points

For a passing grade you need 50% of the points from each assessment and in total at least 60% of the points. The final grade is calculated as follows: 100 - 90 (1); 89,5 - 80 (2); 79,5 - 70 (3); 69,5 - 60 (4); 0-59,5 (5)

Short tests (20 points each):

Two times during the course, a short test takes place. Each test is based on the preparatory literature of that or the previous session. Duration is 15 minutes.

One team assignment (40 points):

For your team assignment, you will be allocated into groups. Each group will represent different companies, organizations and entities. In the series of events, during lecture time, you need to work together to reach your pre-defined team goals. At the last session, you will be requested to create a presentation where you introduce your strategy and evaluate your success.

Class participation (20 points):

You are encouraged to actively participate in class discussions and bring in your opinions as well as your expertise related to global strategies and international business operations. For critical discussions and teamwork, it is important to engage in conversations in class. Therefore, it is rewarded with the participation component of your grade.

Attendance is expected for the entirety of all class sessions. Students who do not attend 80% of the total class time will automatically receive a negative grade. If you have scheduling conflicts, you must notify the lecturer at least 24 hours in advance. Absences that are not communicated with lecturers before the start of the session will not be excused. Consequently, any missed graded component in the respective session will result in a negative grade.

Readings

In order to prepare for the course, students need to do the pre-course reading (except for the first session), which provides a necessary foundation for the simulation. All reading material can be found on Moodle.

Session 1 – Introduction to strategy and strategic management

- Maikel Kishna, Eva Niesten, Simona Negro, Marko P. Hekkert (2017). The role of alliances in creating legitimacy of sustainable technologies: A study on the field of bio-plastics. *Journal of Cleaner Production*, 155, 7-16.
- James H. Taggart, Mark S. Harding (1998). The process of subsidiary strategy: a study of Ciba-Geigy Classical Pigments. *Management Decision*, 36(9), 568-579.

Interesting reading – not part of assessment:

International Council of Chemical Associations (ICCA). (2010). Global Product Strategy – Sound Chemicals Management as Global Responsibility. Living the Principles of product stewardship

Session 2 – Why and how do firms expand internationally?

- Michael E. Porter (2008). The five competitive forces that shape strategy. *Harvard Business Review*
- Pankaj Ghemawat (2004). Distance still matters. *Harvard Business Review*
- Anil K. Gupta and Vijay Govindarajan (2000). Managing global expansion: A conceptual framework. *Business Horizons*, March-April, 45-54.

Session 3 – Challenges of transnational companies

- Jan Johanson and Jan-Erik Vahlne (2009). The Uppsala internationalization process model revisited: From liability of Foreignness to Liability of Outsidership. *Journal of International Business Studies*, 40(9), 1411-1231.
- Michael Søggaard Jørgensen, Bruno Milanez (2017). Downstream management practices of transnational companies in institutionally vulnerable countries: Export and use of hazardous products. *Journal of Cleaner Production*, 140, 1095-1104.

Session 4 – Future outlook

Stefan Van Thienen, Andrew Clinton, Monika Mahto, Brenna Sniderman (2016). Industry 4.0 and the chemicals industry - Catalyzing transformation through operations improvement and business growth. *Deloitte University Press*.

Contact

For handing in assignments, questions or problems please contact: ahu.genis-gruber@jku.at

Discipline Rules - Plagiarism

As an academic institution, the Department of International Management does not tolerate any form of academic dishonesty. Plagiarism encompasses presenting as one's own the words, work, opinions, or factual information of someone else without giving that person credit, as well as borrowing the sequence of ideas, the arrangement of material, or the pattern of thought of someone else without proper acknowledgement. All discovered instances will result in an immediate decrease in grade of the assignment or exam. In severe cases, this may result in a failing grade for the assignment or exam. In addition, there will be an automatic decrease in overall grade. Consequently, this may result in the failure of the course. In the case of group work, the consequences will be extended to the entire team. For details, see our code of conduct at www.jku.at/iim.