

Course Code and Title	
MLI26C653 International Business Strategy	6 cr
Learning Outcomes and Content	
<p>Learning outcomes for this course, upon successful completion, include the ability to: 1) conduct industry and country analyses, 2) evaluate company strengths, weaknesses, and competitive capabilities in an international context, 3) recognize strategic patterns of multinational firms, 4) determine the most appropriate entry mode for a firm in an international context, and 5) discuss the challenges and opportunities of operating in emerging markets.</p> <p>Content: This course focuses on the strategic management issues faced by firms that compete in the global environment. Topics include country competitive advantages, industry structures, firm competencies in an international context, management of entry modes, and headquarters-subsidiary relationships.</p>	

Instructor Name and Profile
<p>Dr Andrew Bradly is a Senior Lecturer in International Business and former Deputy Director (Education) in the Research School of Management at the Australian National University (ANU). He has over 25 years of experience of teaching business and management courses in Australia, Singapore, China, the United Arab Emirates, France, and Finland. Andrew has received various university and external awards for his teaching including an Australian Government Citation for Outstanding Contribution to Student Learning in 2013, the ANU College of Business and Economics Award for Teaching Excellence in 2016, and the ANU Vice-Chancellor's Award for Teaching Excellence in 2017. His recent research focuses on student global mobility, corporate social responsibility (particularly in developing countries), and inclusive business practices. He has undertaken research projects in Australia, India, Fiji, and Vanuatu. Andrew has published his research and presented at multiple international conferences included at the European International Business Academy, Academy of Management, European Academy of Management, and the International Conference on Corporate Social Responsibility. Prior to becoming an academic, Andrew worked in a broad range of professional roles in the public and private sectors. These have included positions as an Economist, Country Program Manager, Policy Analyst, and Auditor. Organisations in which he has worked include Price Waterhouse (now PwC), the Australian National Audit Office, Bureau of Industry Economics, and the Department of Foreign Affairs and Trade. Andrew is a keen traveller who has visited 48 countries with plans for many more!</p>

Email Address
andrew.bradly@aalto.fi

Office Hours
Monday through Thursday 1:00-2:00pm

Required Reading
<p>Textbook: Rothaermel, F.T. (2023) <i>Strategic Management</i>, 6th Edition, McGraw-Hill Education, New York.</p> <p>An eBook can be purchased directly from the publisher at:</p>

<https://www.mheducation.co.uk/strategic-management-concepts-ise-9781266191862-emea-group>

Selected *Harvard Business Review* articles: These are available free of charge through the library and on MyCourses. You can access the library databases with this link:

https://primo.aalto.fi/discovery/search?vid=358AALTO_INST:VU1&lang=en

Course Schedule

Deduction due to an absence on the first day of the course: 5 points (on a 100-point scale) will be deducted from the student's final raw score before converting it to the final grade. If a student is absent on the first day due to illness, and provides the Manager of Academic Operations with a medical certificate, the 5-point deduction will be waived. The Manager of Academic Operations will then inform the instructor of the waived deduction.

Week 1	Topic	Assignments
Session 1: Monday 8 April	Course overview/Introductions 1. Introduction to Strategy	Explanation of the assessments
Session 2: Tuesday 9 April	2. Managing the Strategy Process <u>Required Readings:</u> Chapters 1 & 2 Ovans, A. (2015). What is Strategy, Again? <i>Harvard Business Review</i> , 12 May. Bungay, S. (2019) 5 Myths about Strategy, <i>Harvard Business Review</i> , 19 April.	
Session 3: Wednesday 10 April	3. Country analysis – assessing developed and emerging markets <u>Required Readings:</u> Chapter 3 (pp. 80-90) Eyring, M. et al. (2011). New business models in emerging markets, <i>Harvard Business Review</i> , January-February Case: Intrepid's misadventures in Indonesia	

Session 4: Thursday 11 April	<p>4. Industry analysis – assessing Industry structure and dynamics</p> <p>Required Readings: Chapter 3 (pp. 91-122)</p> <p>D’Aveni, R.A. (2007). Mapping your competitive position, <i>Harvard Business Review</i>, November.</p> <p>Case: Europe’s solar dispute</p>	Group 1 Presentation
Session 5: Friday 12 April	<p>5. Internal analysis – resources, capabilities, and core competencies</p> <p>Required Readings: Chapter 4</p>	Group 2 Presentation
Week 2		
Session 6: Monday 15 April	<p>6. Competitive advantage, shared value, and business models</p> <p>Required Readings: Chapter 5 & 12 (pp. 476-486)</p> <p>Gunther McGrath, R. (2013). Transient Advantage, <i>Harvard Business Review</i>, June.</p>	Group 3 Presentation
Session 7: Tuesday 16 April	<p>7. Strategy formulation – business strategy</p> <p>Required Readings: Chapters 6 & 7</p> <p>Boudreau, K. J. (2017). A short guide to strategy for entrepreneurs, <i>Harvard Business Review</i>, 17 October</p>	Group 4 Presentation
Session 8: Wednesday 17 April	<p>8. Advice on writing the IBS Report</p> <p>IBS Report advice and Q&A session</p>	Group 5 Presentation

<p>Session 9: Thursday 18 April</p>	<p>9. Strategy formulation – corporate strategy</p> <p>Required Readings: Chapter 8</p> <p>Esser, J. (2022). 4 Steps to Creating a Strategy in an Uncertain World, <i>Harvard Business Review</i>, June.</p> <p>Lund Pedersen, C. & Ritter, T. (2017). Great corporate strategies thrive on the right amount of tension, <i>Harvard Business Review</i>, 24 November.</p> <p>Case: Another building block for Lego</p>	<p>Group 6 Presentation</p>
<p>Session 10: Friday 19 April</p>	<p>10. Strategy formulation – functional strategy and strategic choice</p> <p>Required Readings:</p> <p>Leinwand, P. Mainardi, C. & Kleiner, A. (2016). Develop your company's cross-functional capabilities, <i>Harvard Business Review</i>, February.</p> <p>Case: The demise of the Australian car industry</p>	<p>Group 7 Presentation</p>
<p>Week 3</p>		
<p>Session 11: Monday 22 April</p>	<p>11. Strategy implementation – entry strategy</p> <p>Required Readings: Chapter 9</p> <p>Martin, R.L. (2016). M&A: The one thing you need to get right, <i>Harvard Business Review</i>, June.</p> <p>Case: Wal-Mart's frustrations in India</p>	<p>Group 8 Presentation</p>

Session 12: Tuesday 23 April	<p>12. Strategy implementation – global strategy</p> <p>Required Readings: Chapter 10</p> <p>Quackenbos, D., Ettenson, R., Roth, M.S. & Auh, S. (2016). Does your company have what it takes to go global? <i>Harvard Business Review</i>, 11 April.</p>	Group 9 Presentation
Session 13: Wednesday 24 April	<p>13. Strategy implementation – structuring and organising the international firm</p> <p>Required Readings: Chapter 11</p> <p>Trevor, J. (2018). Is anyone in your company paying attention to strategic alignment? <i>Harvard Business Review</i>, January.</p>	Group 10 Presentation
Session 14: Thursday 25 April	Final Exam	<p>Final exam – 3 hours</p> <p>Time: 9am-12pm Aalto time</p>
Session 15: Friday 26 April	<p>14. Strategy implementation – managing headquarters-subsidiary relationships</p> <p>Kumar, N. & Puranam, P. (2011). Have you restructured for global success?, <i>Harvard Business Review</i>, October</p> <p>Case: Charles Martin in Uganda</p> <p>Course Review</p>	

Grading	
Course Requirements	Weighting (%) or maximum points
Group Presentation (as allocated)	20%
Class Participation (throughout the course)	10%
Final Exam (Thursday 25 April)	30%
International Business Strategy Report (submit on MyCourses before 11:59pm Saturday 27 April)	40%
Total	100%

Conversion scale	Final grade (official scale)
90 - 100	5
80 - 89	4
70 - 79	3
60 - 69	2
50 - 59	1
0 - 49	0

ECTS STUDENT WORKLOAD	
This course is a 6 ECTS unit course, following the ECTS (European Credit Transfer System) guidelines of Aalto University School of Business. The number of hours the average student is expected to work in the course is 160 (including in-class and out-of-class work).	
Types of Hours	Number of Hours
Contact hours (on- and off-campus):	45
Out-of-class hours:	115 (Sum of fields below)
Work with course materials, e.g. required reading	65
Exam preparation	10
Individual research & writing	30
Team projects (meetings, research, preparation, etc.)	10
Total of all student workload (contact and out-of-class) hours:	160

Assessment Details
<p>Class Participation (10% of the final grade)</p> <p>This course has high expectations regarding your participation. It is expected that you regularly attend class (and on time!) and remain up-to-date on assigned readings. Thus, for both readings and case discussions, you are expected to make insightful comments on the material, ask relevant questions, and demonstrate the ability to generalise insights from the cases. Please share your viewpoints, be provocative and constructive, question other students on their views, be prepared to explain and defend your perspective, keep an open mind, be good listeners, and be respectful of other students and their views.</p> <p>Your participation grade will reflect the degree to which you contribute to class, rather than simply whether you attend classes. Both quality and quantity of participation will be evaluated. <i>Excellent</i> class participation is characterised by consistently attending class and being on time, regularly contributing to class discussion, and demonstrating superior understanding of and insight on the material. <i>Good</i> class participation is characterised by consistently attending class, arriving punctually, and contributing to class discussion, while occasionally demonstrating superior understanding of and insight on the material. <i>Average</i> participation is characterised by consistently attending class and being punctual, occasionally contributing to discussion, and occasionally demonstrating superior understanding and insights on the material. <i>Poor</i> class participation is characterised by inconsistent attendance, punctuality and contributions to class discussion, and rare demonstrations of superior understanding and insights.</p> <p>Group Presentation (20% of the final grade)</p>

In groups of 4 or 5 students (as advised), prepare and present on a recent international business case related to the topics in the course. The presentations will be held in-class during the allocated day in Weeks 1 to 3 of the course. Please sign-up to one of ten presentation groups on MyCourses. Each group is required to prepare and present a 10-minute presentation with PowerPoint slides on their chosen case. The presentation will be followed by 5-10 minutes of questions and discussion. You also need to submit a PDF file of your PowerPoint slides to Turnitin on MyCourses by 8:30am on the day of the presentation. The presentation should include an overview of the case, issues it raises (e.g. implications for the firm), application of international business concepts and/or theory, and any recommendations for managing the issue. Other media can be used in addition to the PowerPoint slides to enhance your presentation.

When preparing your presentation, the following advice may be helpful:

- Choose an interesting and recent case (last two years) by scanning the media;
- The case can focus on any issue that has a strategic implication for the firm/industry/country case being analysed;
- It is expected that each group member will be involved in the presentation;
- While your group should broadly follow the structure suggested above, you are free to be creative in how the case is presented;
- Give priority to the main messages in your slides;
- Aim to go beyond a simple description of the case by analysing the impacts or implications arising from the issue;
- Provide a list of references you used in preparing your presentation.

The purpose of the case presentation is to sharpen your ability to link international business concepts to practice, develop your critical thinking skills, and to practice your oral communication skills. The presentation will be marked out of 20 and the marking criteria will be posted to MyCourses.

International Business Strategy Report (40% of the final grade)

You will need to prepare an individual report that evaluates the strategy or strategies used by an actual company that has expanded internationally in the last 5 years. This analysis should apply the material covered in the course to the actions of a specific firm. To do this, you will evaluate the external environment for market entry and undertake a brief internal analysis of the firm. This includes exploring the country and competitive factors that likely influenced the firm's strategic choices; assessing the firm's internal strengths and weaknesses; evaluating its choice of market entry mode; evaluating the firm's likelihood of market success; and any recommended changes to the firm's strategies.

You should base your analysis on recent, reliable data about the country and the firm (e.g. country data, annual reports, information about products/services, core competencies, market performance data). You will need to be familiar with the relevant data and frameworks for critical analysis of the firm's performance, and able to provide appropriate, well-justified recommendations for the firm. It may be helpful to consider yourself as an outside consultant or as a member of that firm's internationalisation team when writing your report. You have discretion about how to structure the International Business Strategy Report, however the following structure and possible content of the report may be helpful:

1. Introduction

- Brief statement about the purpose and scope of the report
- Brief description of the firm and its global operations

- Overview of the country and market that the firm has entered, including the product/services that were introduced to the new market
2. Country and Industry Analysis (i.e. opportunities and challenges of the external environment for the firm)
 - External analysis i.e. political, legal, economic, cultural or ethical
 - Industry and competitive analysis
 3. Internal Analysis
 - Strategic goals and objectives (in general and related to the chosen country of entry, if known)
 - Company strengths and weaknesses (especially with regard to entry into the selected country)
 4. Overall Assessment of the firm's strategies
 - Analysis of the appropriateness of the timing and mode of market entry into the chosen country
 - Evaluate the firm's performance in the chosen market (use available market data to rate the firm's performance) and appropriateness of the chosen strategy/strategies
 - Assessment of whether the business and market environment is likely to improve, worsen, or remain the same in the short-term (next 12 months) and in the longer-term (next 5-10 years), and therefore likelihood of success
 5. Recommendations
 - Any recommendations for changes in strategy to improve the likelihood of future market success

It is essential that you begin researching and writing your report during the course. A list of suggested data sources will be posted to MyCourses. To enable me to provide specific guidance on your report, I recommend that you meet with me at least once during the course during my consultation time (see consultation hours) and to seek approval for the company chosen as the focus for the report. There will also be an opportunity to review progress and address any questions you have about the IBS Report on Wednesday 17 April, after the final exam on Thursday 25 April, and during consultation times.

Your report should be 2,000 words in length (excluding references) +/- 10%. The format should conform to the Aalto BScBA style guide and be 1.5 spaced using Arial 12-point font. You are encouraged to use sub-headings where appropriate. In addition to the main content, all reports should include a cover page, a table of contents, and page numbers. Please provide a complete list of references and use Harvard in-text referencing.

Plagiarism is a serious, punishable offence. Plagiarism refers to claiming others' work (including AI) as your own, intentionally or unintentionally. This includes both directly quoted statements and any paraphrased information that does not properly cite the source. If a paper is found to contain plagiarism, it will be reported to the program's Academic Integrity Investigator for review and may lead to a failing grade for the assignment. You should know how to properly cite material, by not only referring to the author(s) of the text when such material is mentioned, but also using quotation marks or indentations for direct quotes. If you have questions about how to properly reference, please see me.

The International Business Strategy Report will be graded as follows:

- I. Content (80%) – appropriate choice of market entry example, analysis of external and internal environment issues, effective application of concepts and frameworks, evaluation of the firm's strategy and prospects for success, actionable and appropriate recommendations.

II. Presentation (20%) – readability, structure, logic, organisation, professional appearance, grammatical and spelling accuracy, correct in-text referencing and reference list.

You should submit an electronic copy of your completed report on the MyCourses site by 11:59pm (Aalto time) on Saturday 27 April. The filename of your report should include your name.

Final Exam (30% of the final grade)

There will be one final exam during the course. The exam will be held on Thursday 25 April and will be three hours in length and worth 30% of the final grade. The exam will be held from 9am-12pm. The exam will include concepts from assigned readings as well as material covered in class. Students will need to apply their learning from the course rather than simply memorising concepts. Further information about the format of the Final Exam will be provided during class.

Requests for rescheduling an exam will only be considered in the case of illness. The student must provide timely notification to the instructor and provide supporting documentation. There will be no make-up exam for unexcused absences. Further information about the format of the exam will be provided during the course.

ACADEMIC POLICY STATEMENTS

CODES OF CONDUCT

Academic excellence and high achievement levels are only possible in an environment where the highest standards of academic honesty and integrity are maintained. Students are expected to abide by the Aalto University Code of Academic Integrity, other relevant codes and regulations, as well as the canons of ethical conduct within the disciplines of business and management education.

In addition, the BScBA Program has strict exam regulations in force which must be followed in all test-taking situations.

TEXTBOOK POLICY

All required textbooks and other course materials are the responsibility of the student. It is the expectation of faculty that all students will have access to the textbooks and other reading material. If a student is not able to purchase his/her own copy of the textbook or other required reading materials, it is nonetheless the student's responsibility to find a way to complete the reading for the course.

CLASS ATTENDANCE AND PARTICIPATION

Class attendance and participation are considered integral parts of teaching and learning at the BScBA program in Mikkeli. Therefore, regular class attendance is required of all students and attendance records are kept for each class. Students are also expected to be in class on time.

If the student participates in the final exam/assessment, it will be graded and counted towards the final grade.

The attendance policy of the BScBA program provides that:

- 1) **A maximum of three absences of any kind** is allowed for a 3-week, 6-credit course. Four or more absences will result in being dropped from the course.
- 2) Whenever taking an absence, **the student bears the risk of missing class**, and the consequences, which may include a lower participation grade, missing a graded activity, etc. It is up to the course instructor to decide whether or not a graded activity can be completed later.
- 3) **An absence on the first day of the course** will result in 5 points (on a 100-point scale) being deducted from the student's final raw score before converting it to the final grade. If a student is absent on the first day due to illness, and provides the Manager of Academic Operations with a medical certificate, the 5-point deduction will be waived. The Manager of Academic Operations will then inform the instructor of the waived deduction.
- 4) **A student getting to class after the session has started** will not be able to enter the classroom until the first break and will get an absence for the day.
- 5) It is expected that **students marked present for the day are in class the entire time**. Students leaving class early may be marked absent.
- 6) **The instructor may include class participation as a component of the grade**; up to 15% of the total points that can be earned toward the final grade.
- 7) **The instructor may identify up to three days of the course (in addition to the first day) as mandatory**, ie taking an absence on those days would have a direct impact on the course grade.

The instructor for the course will take attendance in classes. The decision to drop a student from a course will be made by the instructor, who will inform Mari Syväoja, Manager of Academic Operations: mari.syvaoja@aalto.fi.

Addition to the attendance policy of the BScBA Program, Mikkeli Campus:

- This addition concerns absences in addition to the normal maximum of three that would fall under a category called **Medical and Family Emergency cases**.
- Students who want to use this option to complete a course must fulfil these criteria:
 - The total absences of the student will exceed the normally allowed three absences due to a major medical problem or family emergency.
 - The student will be absent no more than 5 days; exceeding that number of days will result in dropping the course.
 - Documentation or a detailed explanation concerning the entire period of the emergency (such as a medical certificate) is provided to the Manager of Academic Operations.
- The case-by-case solution will be coordinated by the Manager of Academic Operations, who will deal with the documentation and discuss with the instructor to find a pedagogical solution enabling the student to continue in the course. In case the MAO is on leave, the student should contact the other study office staff.
- The solution must not cause a significant increase in the instructor's workload. The grading elements for the course may be reviewed, and additional assignments may be arranged if feasible. However, a shifting of grading proportions may occur. The course grade might be affected due to the student missing some in-class activities.