

**CEMS Global Strategy  
(42E00101, 6 ECTS)  
SYLLABUS (version Fall 2023)**

<b>Instructor's contact information</b>	<b>Course information</b>
<p>Assistant Professor Aleks Niittymies E-mail: <a href="mailto:aleksi.niittymies@aalto.fi">aleksi.niittymies@aalto.fi</a></p> <p>Office: BIZ building, Management Studies Office Hours: Upon agreement</p> <p>Teaching assistants: Jiayin Yu <a href="mailto:jiayin.yu@aalto.fi">jiayin.yu@aalto.fi</a> Dina Myllymäki <a href="mailto:dina.myllymaki@aalto.fi">dina.myllymaki@aalto.fi</a></p>	<p>Status of the course:</p> <ul style="list-style-type: none"><li>-Compulsory course in CEMS MIM. Available exclusively to CEMS students.</li><li>-Academic Year, Period: 2023-2024, Period II</li><li>-Location: School of Business, T003 (except session 6, which is in T3 – C206)</li><li>-Language of Instruction: English</li><li>-Grading: 0-5</li><li>-Registration: Through SISU</li><li>-Attendance: Attendance in lectures is required.</li><li>-Course Website: <a href="https://mycourses.aalto.fi/course/view.php?id=40768">https://mycourses.aalto.fi/course/view.php?id=40768</a></li></ul>

## 1. OVERVIEW

In the globalizing world, the movement of capital, people, and information is becoming easier and faster at an increasing pace. While the world seems more unified and connected than ever, behind the global appearance, however, the world is filled with countries, areas, and peoples that greatly differ from each other concerning laws, habits, and cultures. The challenges and tensions arising from this heterogeneous environment make up the heart of global strategy.

The purpose of this course is to explore the strategic aspects arising from the setting described above. The course provides a theoretically grounded overview of how companies compete, operate, and strategize in the constantly evolving international landscape. The primary objectives are to: a) identify major forces influencing global business strategies today, b) understand various strategies and evaluate their suitability for different scenarios, and c) learn how to utilize analytical tools to effectively plan, organize, and manage international activities. Throughout the course, students will acquire practical tools and insights to formulate global business strategies, analyze international markets, and plan for diverse business environments.

## 2. PREREQUISITES

Available exclusively to students in the CEMS MIM program.

### 3. LEARNING OBJECTIVES

The learning outcomes of the course comprise:

- Ability to see strategy and ways of strategizing as highly contextual
- Practical insight of the contemporary strategic challenges of companies
- Understanding of the ways to develop strategies for global business
- An enhanced awareness of differences in global business environment, including political, regulation and cultural aspects
- Understanding of the dynamics and suitability of various ways to manage business in different global environments, including adaptation issues
- Ability to analyze and plan global business activities
- Understanding of the related ethical and social responsibility issues.

### 4. ASSESSMENT AND GRADING

Course assessment will be based on the following components:

- Individual assignments (60%)
  - Quizzes based on readings, 21% (7 x 3 points = 21p)
  - Written assignments: case-analysis, 29% (2 x 14.5 points = 29p)
  - Activity in class, 10% (10 points)
- Team-based case analysis and presentation: 40%
  - Presentation, Q&A, and slides (40 points)
- Course feedback provision: 2 extra points

Final grade (0 to 5) is based on the points below:

0-49 points	= 0
50-59 points	= 1
60-69 points	= 2
70-79 points	= 3
80-89 points	= 4
90-100 points	= 5

All assignments must be submitted, and the final case presentation made to get a final grade for the course. Note that turning in class assignments is considered as acknowledgement of guidelines on scholastic honesty and academic integrity (see section 10).

## 5. ASSIGNMENTS

This course consists of lectures and two kinds of assignments. Please find below a detailed description of the assignments.

### **Individual assignment – Quizzes from the readings (21%)**

During the course, we will have seven (session 2-8) 10-minute quizzes about the readings for the day, which are normally held at the beginning of the session. The quizzes can be done in MyCourses, but we have a paper version prepared as well.

Evaluation: The maximum number of points for each quiz is 3, so 21 points from quizzes altogether).

### **Individual assignment – Reflective case analyses (29%)**

For this assignment, students will undertake reflective analyses of two prominent cases covered in the classroom: Carlsberg and Guinness. Rather than a traditional case analysis, this assignment emphasizes student's reflective thinking based on the topics covered in class and in readings. Dive deep into each case to understand the strategic problems and decisions: which do you think were smart? Which ones do you want to challenge? Do you think there are alternative approaches that could've been better? In which way those are better?

Keep in mind that the heart of this exercise is to reflect on the cases with the knowledge amassed from our classes. Examine the strategic problems and decisions of Carlsberg and Guinness not just as isolated business moves, but through the lens of the concepts, theories, and strategies we've discussed.

In sum, for each case:

- Analyze the key strategic dilemmas or choices in the cases.
- Reflect on those decisions using insights from the course.
- Aim to develop a synthesis that demonstrates the interplay between theory and practice. That is, seek to meld classroom learning with real-world business scenarios.

Format: Suggested length is 2 pages, font 12, line spacing: 1,5.

Deadline: The assignment must be uploaded to the assignment submission box in MyCourses. Deadline for Carlsberg is 6.11. and for Guinness, it is 15.11.

Evaluation: The maximum number of points for each reflection paper is 14.5.

### **Case study assignment in teams (40%)**

The students will engage in rigorous analysis and strategic planning concerning Carlsberg. While the Carlsberg case serves as the primary focus, teams have the liberty to propose alternative cases of interest. Students can approach the case from four alternative perspectives that are delineated in Table 1 below. For the team assignment, students will be divided into teams of 5 students randomly, the teams are shown in the initial session on October 23. This exercise is designed to facilitate the application of the

course's theoretical content into a practical setting and foster engagement with strategic analysis that we will discuss throughout the course.

For the case assignment, the teams need to create a PowerPoint presentation in which they report their analysis and suggestions. The final presentation (max 20 minutes) of the case is in the end of the course.

Guidelines:

- Thoroughly examine the given case and identify and explain the challenge at hand.
- Employ appropriate analytical tools to examine the situation. Explain the rationale behind the choice of these tools, highlighting their relevance and effectiveness in elucidating the situation.
- Develop well-reasoned suggestions based on your analysis to address the identified problem or challenge. It is important to emphasize the link between your analysis and recommendations.
- Place the detailed analyses in appendices which will be submitted alongside the presentation. While the analytical depth is crucial, the emphasis during the presentation should be on articulating clear, viable suggestions for an identified problem by drawing from your analysis.

Table 1: The tasks - Choose one

Title	Description	Potential deliverables
Scenario planning	Identify the main forces changing the landscape and based on these create potential future scenarios affecting the global brewing industry or Carlsberg specifically. Then, develop strategic response plans to navigate these scenarios.	- Scenario identification and description - Strategic plans to react to these scenarios
Strategic responses to crises	Identify the disruption Carlsberg is facing and analyze it by using suitable analytical tools. Conduct a thorough internal/external analysis of the situation. Based on the analysis, propose actionable steps for Carlsberg to react to the crisis and capitalize on potential opportunities.	- Analysis of the disruption - Strategic response plan to survive or even capitalize on the disruption
International market entry and expansion strategy	Identify and analyze a potential new market for Carlsberg where they could expand. Evaluate the company's internal capabilities against potential new markets. Propose a market entry strategy that addresses the fit between Carlsberg's internal capabilities and the environmental conditions of the target market.	- Market identification and analysis - Market entry strategy
Advancing Carlsberg's post-crisis CSR strategy	Analyze Carlsberg's situation from an ethical and CSR perspective. Develop a CSR strategy that seeks to address their problems and mitigate damages caused by the situation.	- Current CSR assessment - Proposed CSR strategy - Damage mitigation plans

## **Assessment Criteria:**

- Clarity and precision in problem identification.
- Thorough argumentation of using the chosen analytical tools, its appropriateness, and effectiveness for producing convincing analysis
- Detailed and rigorous analyses (Can be placed in appendices, don't spend too much time in the presentation covering these).
- Cohesiveness and logic in linking analysis to suggestions.
- Realistic, and well-argued suggestions.
- Engaging presentation delivery.

Deadline: Submit your presentation slides (with detailed appendices) to MyCourses on November 19th.

Evaluation: The maximum number of points for the assignment is 40.

## **6. CLASS ATTENDANCE AND ACTIVE PARTICIPATION**

Attendance is mandatory. Exceptions are made based on 'force majeure' reasons such as illness. If you need to be absent due to medical reasons (or major personal reasons, e.g., weddings or funerals), compensatory assignments will be provided. Work is not considered as force majeure situation.

Active participation in the class is considered integral of learning and therefore, it represents a maximum of 10 points of your final grade. This is assessed based on your contribution to other students' learning in class through insightful comments and active participation in the in-class exercises.

## 7. READINGS

**Articles and the case** assigned for a particular lecture session; reflection paper is written on one of the two, but both are expected to be read.

### **Session 1, October 23**

Rosa, B., Gugler, P., & Verbeke, A. (2020). Regional and global strategies of MNEs: Revisiting Rugman & Verbeke (2004). *Journal of International Business Studies*, 51, 1045–1053.

### **Session 2, October 25**

Kobrin, S. J. (2017). Bricks and mortar in a borderless world: Globalization, the backlash, and the multinational enterprise. *Global Strategy Journal*, 7(2), 159-171.

De Villa, M. A. (2023). Assessing geopolitical risk: A multi-level approach for top managers of multinationals. *AIB Insights*, 23(1). <https://doi.org/10.46697/001c.67875>.

### **Session 3, October 30**

Quackenbos, D., Ettenson, R., Roth, M., & Auh, S. (2016, April 11). Does your company have what it takes to go global? *Harvard Business Review*.

Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40-49. <https://doi.org/10.1016/j.lrp.2017.06.007>

Carlsberg case (can be found from MyCourses).

### **Session 4, November 1**

Birkinshaw, J. (2022). Move fast and break things: Reassessing IB research in the light of the digital revolution. *Global Strategy Journal*, 12(4), 619-631. <https://doi.org/10.1002/gsj.1427>

Meyer, K., & Estrin, S. (2023). It's hard to say goodbye: Managing disengagement during political disruptions. *AIB Insights*, 23(2). <https://doi.org/10.46697/001c.72023>.

Guinness case (can be found from MyCourses).

### **Session 5, November 6**

Kerr, W. (2016). Harnessing the best of globalization. *MIT Sloan Management Review*, 58(1).

### **Session 6, November 8**

Kolk, A. (2016). The social responsibility of international business: From ethics and the environment to CSR and sustainable development. *Journal of World Business*, 51(1), 23-34.

Ely, R. J., & Thomas, D. A. (2020). Getting serious about diversity. *Harvard Business Review*, 98(6), 114-122.

### **Session 7, November 13**

Chen, L., Li, S., Shaheer, N., & Stallkamp, M. (2022). 3 obstacles to globalizing a digital platform. *Harvard Business Review*.

Seong et al. (2022). Global flows: The ties that bind in an interconnected world (can be found from MyCourses).

TikTok Case (can be found from MyCourses).

### **Session 8, November 15**

Amiryany, N., & Ross, J. W. (2013, November 19). Acquisitions that make your company smarter. *MIT Sloan Management Review*.

Video on M&A:

<https://m.youtube.com/watch?v=gup4KmpirLQ&pp=ygUYbWVyZ2VycyBhbmQgYW5xZWlzaXRpb25z>



## 8. SCHEDULE

Session	Date	Topic(s)	Readings	Assignment Due Date
1.	Mon 23.10. 14:15– 17:00	Introduction to global strategy & practicalities.	Rosa et al., 2020	
2.	Wed 25.10. 14:15 – 17:00	The global business environment	Kobrin, 2017  De Villa, 2023	-Quiz
3.	Mon 30.10. 14:15 – 17:00	Analyzing the global business environment and internal aspects of MNE -Case discussion (Carlsberg)	Quackenbos et al., 2016  Teece, 2018  Case: Carlsberg <b>(Not in the quiz)</b>	-Quiz
4.	Wed 1.11. 14:15 – 17:00	Strategic responses to crises -Case discussion (Guinness) -Sanna Kaje, Head of strategy @ Kone	Meyer & Estrin, 2023  Birkinshaw et al., 2022  Case: Guinness <b>(Not in the quiz)</b>	-Questions for Tarun!  -Quiz
5.	Mon 6.11. 14:15 – 17:00	Expansion and entry strategies -Q&A with Tarun Sharma, COO @ Nokia	Kerr, 2016.	-Quiz  -Carlsberg case reflection due
6.	Wed 8.11. 14:15 – 17:00	CSR, Ethics, and Corruption in Global Strategy -This week's lecture in T3 - C206	Kolk, A. 2016  Ely & Thomas, 2020	-Quiz
7.	Mon 13.11. 14:15 – 17:00	Digital Globalization and Strategy -Lecture run by Noman Shaheer, University of Sydney	Cheng et al., 2022  TikTok Case  Seong et al., (2022) <b>(Not in the quiz)</b>	-Quiz
8.	Wed 15.11. 14:15 – 17:00	Mergers & Acquisitions in Global strategy -Lecture run by Sami Itani -Pyrö Vauramo, Partner @ Bain	Amiryany & Ross, 2013  <a href="#">Video on M&amp;A</a>	-Quiz  -Guinness case reflection due
9.	Mon 20.11. 14:15 – 17:00	Case presentations		Team presentations.
10.	Wed 22.11. 14:15 – 17:00	Case presentations		Team presentations.

## 9. COURSE WORKLOAD

Classroom hours, online	30h
Class preparation	30h
Assignments	100h
Total	160h (6 cr)

## 10. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Violations Thereof

<https://into.aalto.fi/display/ensaannot/Aalto+University+Code+of+Academic+Integrity+and+Handling+Violations+Thereof>