

## Global Strategy

ECTS : 3

### Description du contenu de l'enseignement :

The course aims at providing students with key concepts, managerial tools as well as an understanding of new paradigms in the field of global business strategy.

It focuses on the challenges and opportunities faced by international companies when engaging with clients, competitors and key stakeholders beyond their home market, and outlines key issues leaders, managers, entrepreneurs should be aware of to make key decisions and take actions throughout their firm's international journey.

### Compétence à acquérir :

Upon completing this course, the participants should be able to:

- Understand different concepts related to corporate strategy and international business development
- Develop a practical understanding of global strategic management, including national regulatory influences, political and financial risks, social responsibility and cross-cultural management
- Evaluate the strategic attractiveness of individual national markets and assess the pros and cons of market entry modes, as well as the appropriate strategic criteria for their selection.
- Get familiarized with main implementation issues faced by multinational corporations
- Apprehend new dimensions of global strategic management such as sustainability and technology, as well as the changing landscape of competition and how to cope with it.

### Mode de contrôle des connaissances :

Class participation & quizz: 40%

Final examination: (Multiple Choice Questionnaire & Case Study): 60%

### Bibliographie, lectures recommandées :

#### Textbooks:

David Collis (2014) - *International Strategy: Context, Concepts and Implications*, 1st Edition - John Wiley & Sons, Incorp.

Kamel Mellahi, Klaus Meyer, Rajneesh Narula, Irina Surdu, and Alain Verbeke (2021) - *The Oxford Handbook of International Business Strategy* - Oxford University Press

Mike Peng (2022) – *Global Strategy*, 5th edition – CENGAGE Learning

Kazuyuki Motohashi (2015) - *Global Business Strategy, Multinational Corporations Venturing into Emerging Markets*, SpringerOpen

Simon Torp and Torben Andersen (2020) - *Adapting to Environmental Challenges: New Research in Strategy and International Business* – Emerald Publishing Ltd.

Patricia Brun (2019) – *Stratégies internationales - Enjeux et valeurs de la transformation digitale et nouveaux modèles économiques* - Editions Ellipses

#### Articles:

Tolga Simsek et al (2022) - *A journey towards a digital platform business model: A case study in a global tech-company* - Technological Forecasting & Social Change 175 (February 2022)

Maximilian Stallkamp, et al (2022) - *Scaling, fast and slow: The internationalization of digital ventures* - Journal of Business Research 146 (2022) 95–106

Liang Chen et al (2022) - *3 Obstacles to Globalizing a Digital Platform* - Harvard Business Review, May 2022

Niccolo Pisani (2021) - *How COVID-19 Will Change the Geography of Competition?* - MIT Sloan Management Review, May 2021

Claude Obadia & Daniel Bello (2019) - *How to select an export mode without bias?* - Business Horizons (2019) 62, 171—183

Barbara Brenner (2018) - *Transformative Sustainable Business Models in the Light of the Digital Imperative - A Global Business Economics Perspective*, Sustainability 2018, 10, 4428

Jean-Paul David & Guillaume Cariou (2014) - *Evaluating the Firm's Readiness for Internationalization:*

*from the Design to the Application of an International Qualification Framework* - International Journal of Business and Management; Vol. 9, No. 7; 2014

Donald Lessard, Rafael Lucea and Luis Vives (2013) - *Building Your Company's Capabilities Through Global Expansion* – MIT Sloan Management Review, Winter 2013

Laurenne Eden et al (2010) - *International Business, International Management, and International Strategy: What's in a Name?* - International Studies of Management & Organization, Winter 2010-11, Vol. 40

Markus Alexander and Harry Korine (2008) – *When you shouldn't go global* - Harvard Business Review December 2008

Alina Kudina, George S. Yip and Harry G. Barkema (2008) - *Born Global* - Business Strategy Review, Winter 2008

Pankaj Ghemawat (2007) – *Managing differences, the central challenge of global strategy* – Harvard Business Review, March 2007

Pankaj Ghemawat (2001) - *Distance Still Matters: The Hard Reality of Global Expansion* – Harvard Business Review