Global Business Strategy

Fall 2017

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Class Time: Mon 1:00 pm – 3:50 pm
Classroom: Bldg. 140-2, Rm 202
Office Hours: Mon 4:30 – 5:30pm, Tues 1:25 - 2:25 pm or by Appointment
Office: Bldg. 140-2, Rm 311 or Rm 306
Course Description

• In today’s global economy, global strategy is a must rather than a choice. In almost all areas of economy and business, the question is not whether to globalize or not, but how to globalize most effectively.

• However, the precise definition of globalization is unclear to many people and the term itself has become a buzzword. Therefore, we need to understand the correct meaning of globalization before we pursue a global strategy.

• This course helps students understand globalization and global strategy, and learn skills necessary for formulating and implementing successful global strategies. Different perspectives on global strategies are compared and contrasted.

• Students are required to learn business models to better analyze the real world business case studies. In addition, students should learn how to professionally present them. This course is designed to help students develop analytical and presentation skills.
Grading Policy

• **Grading [total 100%]**
  - Professionalism: Attitude, attendance, and participation: 25%
  - Weekly summary of readings for each class (Total 10 summaries): 25%
  - Group presentation(s): 25%
  - Final exam: 25%

• **Professionalism (25%)**
  - Students should attend all classes. Those who miss more than two classes may not receive a grade. Tardiness and class disturbances may be reflected in the grade.
  - Students are also required to know the Honor Code and apply it to all work and behavior in the class.

• **Weekly summary (25%)**
  - Students are required to submit a one-page summary based on assigned readings (10 total). Summaries should be submitted via email to cmoon@snu.ac.kr and yeonlee.snu@gmail.com at least 24 hours before class (by 1:00 pm on Sunday).
  - The weekly summary should (i) discuss what you think most interesting in the readings, and (ii) provide constructive criticism and variant views. The one-page summary should be approximately 400 to 500 words in length.
Grading Policy

• **Group Presentation (25%)**
  - In the first sessions of each class, the group will give the two class presentations of important points from the class readings in addition to any related information and research and one project presentation at the end of the semester.
  
  - The group should submit the presentation PPT file at least 24 hours before the class of its presentation, therefore no later than Sunday 1:00pm of the group’s presentation. The group should prepare PPT handouts for all the students, teaching assistant(s), and the professor (preferably 4 slides per page, double-sided).
  
  - Along with the chapter presentation(s), groups are required to give a project presentation on Class 7 to show their analytical and consulting skills as a group. The format is not fixed but it should be based on the reading materials covered in class. There will be an intermediary, short proposal presentation in Class 7 for groups to check their progress.

• **Final exam (25%)**
  - It will take two hours with open books and notes in the last class (Class 15).
  
  - Further instructions may be given prior to the final exam.
Weekly Summary Format

- Please title both of your email and file name as:
  “GBS Weekly Summary_Class #_Your Full Name.”

Your full name
Week number: Topic
(e.g., Week 2: Korea’s Economic Success: Myth or Reality?)

- Summary of the article(s)
  - Uniqueness
  - Main points

- Evaluation
  - Constructive evaluation
  - Possible extension
Course Materials

• **Required:**
  
  
  – It is also recommended that students regularly read good business and economic publications such as WSJ, NYT, Economist, and other articles. Students are recommended to share their interests on real world case studies in class or in weekly summary.
  
  – Students should read the materials before class so that class meetings can be used for discussion.

• **Recommended:**
  
  
Course Schedule (1)

- **Class 1: (Sept 4) Introduction**
  - Course guideline
  - What is global business and global business strategy?

- **Class 2: (Sept 11) Ch 1. The Basics of Strategy**
  - Moon (2010): Chapter 1
    - Five Forces Model
    - Generic Strategy
    - The Value Chain and Competitive Advantage
    - Case Studies
  - Student introduction: One-page C.V. with photo
  - Five groups will be formed
Course Schedule (2)

- **Class 3: (Sept 18) Ch 2. Alternative Business Models**
  - Moon (2010): Chapter 2
    - Knowledge-Creating Strategy
    - Customer Co-opting Strategy
    - A More Comprehensive Strategy?
    - Case Studies: [Group 1]

- **Class 4: (Sept 25) Ch 3. Application of Business Models to Non-Business Areas**
  - Moon (2010): Chapter 3
    - Strategy and the Internet
    - Strategy and Philanthropic Organizations
    - Strategy and Society
    - Case Studies: [Group 2]
Class 5: (Oct 2) Ch 4. Extension of Generic Strategy
- Moon (2010): Chapter 4
  - Operational Effectiveness versus Strategic Positioning
  - Why Do Good Managers Set Bad Strategies?
  - Retrospective: An Interview with Michael Porter and Related Articles
  - Case Studies: [Group 3]

Class 6: (Oct 9) – Holiday: No Class

Class 7: (Oct 16) Ch 5. New Models for Business Strategy
- Moon (2010): Chapter 5
  - Blue versus Red Ocean: A Critique of Porter?
  - Another Critique
  - Dynamics of How to Sell What to Whom
  - Case Studies: [Group 4]
- Project: Due One-Page Proposal
Course Schedule (4)

- **Class 8: (Oct 23) Ch 6. Measuring and Forecasting**
  - Moon (2010): Chapter 6
    - Measuring the Intangible
    - Measuring Globalization
    - Measuring the Future
    - Case Studies: [Group 5]

- **Class 9: (Oct 30) Ch 7. Global Perspectives on Strategy**
  - Moon (2010): Chapter 7
    - Global Competitive Strategy
    - Global Cooperative Strategy
    - Comprehensive Synthesis?
    - Case Studies: [Group 1]

- **Class 10: (Nov 6) Ch 8. Developing and Extending Analytical Models**
  - Moon (2010): Chapter 8
    - Configuration-Coordination Model
    - Three-Dimensional Global Model
    - Dynamic Diversification-Coordination Model
    - Case Studies: [Group 2]
Class 11: (Nov 13) Ch 9. The Grand Debate Over Standardization Strategy
   - Moon (2010): Chapter 9
     ▪ The Grand Thesis: The World Is Flat?
     ▪ Antithesis: The World Is Spiky?
     ▪ Another Antithesis: The World Is Not Flat
     ▪ Case Studies: [Group 3]

Class 12: (Nov 20) Ch 10. All Together Now…
   - Moon (2010): Chapter 10
     ▪ Global Strategy: The Context
     ▪ Global Strategy: The Firm
     ▪ Global Strategy: The Manager
     ▪ Case Studies: [Group 4]
Course Schedule (6)

❖ **Class 13: (Nov 27) Ch 11. Dynamic Perspectives on Globalization**
   – Moon (2010): Chapter 11
     ▪ Controlling the Uncontrollable
     ▪ Standardization: Key to Success?
     ▪ The World Is Not Flat … But You Can Flatten It!
     ▪ Case Studies: [Group 5]

❖ **Class 14: (Dec 4) Term Project**
   – Project Presentations and Discussions

❖ **Class 15: (Dec 11) Final Exam**
   – Final Exam (Open book/note)