

Global Business Strategy

Spring 2023

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Class Time: Tue. 2:00 pm – 5:00 pm
Classroom: Building 140, Room 105
Office Hours: By Appointment

Course Description

- In today's global economy, global strategy **is a must**, despite the rising protectionism or anti-globalization policy over the last decade. Given the rapid growth and importance of global value chains, 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 firms' 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 cases**. In addition, students should learn how to professionally present them. This course is designed to help students develop analytical and presentation skills.

Grading Policy (1)

- **Grading [total 100%]**

- Professionalism: Attitude, attendance, and participation: 25%
- Weekly summary of readings for each class: 25%
- Group presentations: 25%
- Research paper: 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 each class readings (Classes 3-7, 9-13; 10 total). Summaries should be submitted via eTL at least **24 hours before class** (by 2:00 pm on Monday).
- The weekly summary should (i) discuss the most interesting points in the readings, and (ii) provide constructive criticism. The one-page summary should be approximately 400 to 500 words in length.

Weekly Summary Format

- Please title your **file name** as:
“GBS Weekly Summary_Class #_Your Name.”

- **Your full name**
- **Class number: Title**
(e.g., Class 3: Alternative Business Models)
- **Summary of the readings**
 - Main points
 - Interesting or important
- **Constructive evaluation**
 - Thoughts and possible extension
 - Questions if any

Grading Policy (2)

- **Group presentations (25%)**

- In the first session of each class, each group will give class presentations of important points from the class readings with related information and research as well as discussion points.
- The group should submit the presentation PPT file via email (wenyanyin@snu.ac.kr) at least 24 hours before the class of its presentation, thereby no later than **Monday 2:00 pm** before the group's presentation.
- Intra- and inter-group evaluation

- **Research paper (25%)**

- Students should submit the research paper via eTL by **5:00pm on June 20 (Class 16)**.
- Further instructions will be given in class.

Course Materials

Required

- **Textbook:** Moon, Hwy-Chang (2022), *Global Business Strategy: Asian Perspective* (2nd Edition), World Scientific.
<https://www.worldscientific.com/worldscibooks/10.1142/12254>.
- Other **assigned readings** will be uploaded on the eTL website.
- Students should **read the materials** before class, so class meetings can be used for discussion rather than by straight lecture.
- It is also recommended that students regularly read good business and economic publications such as **WSJ, NYT, Economist, Harvard Business Review**, and other articles.

Recommended

- Moon, Hwy-Chang (2018), *The Art of Strategy: Sun Tzu, Michael Porter, and Beyond*. Cambridge: Cambridge University Press.

Course Schedule (1)

❖ Class 1: (Mar. 7) Introduction

- Course guideline
- What is global business and global business strategy?

❖ Class 2: (Mar. 14) The Basics of Strategy

- **Moon (2022): Chapter 1**
 - Five Forces Model, Generic Strategy, and Value Chains
 - The Relevance of Porter's Strategy in the Digital Age
 - Case Studies
- Van Alstyne, M. W., Parker, G. G., and Choudary, S. P. 2016. Pipelines, Platforms, and the New Rules of Strategy. *Harvard Business Review*, 94(4): 54–60.
- Submit via eTL: One-page C.V. with photo by Mar. 13, 2:00 pm
- Student introduction
- Groups will be formed

❖ Class 3: (Mar. 21) Alternative Business Models

- **Moon (2022): Chapter 2**
 - Knowledge-Creating Strategy
 - Customer Co-opting Strategy
 - Co-creation Strategy toward Expanded Paradigm of Value Creation
 - Case Studies
- Jacobides, M. G. 2019. In the Ecosystem Economy, What's Your Strategy? *Harvard Business Review*, 97(5): 128-137.
- Submit via eTL: One-page summary (1) by Mar. 20, 2:00 pm

Course Schedule (2)

❖ Class 4: (Mar. 28) Application of Business Models to Non-Business Areas

- **Moon (2022): Chapter 3**
 - Strategy and Technology
 - Strategy and Philanthropic Organizations
 - Strategy and Society
 - Case Studies
- Davenport, T. H. and Ronanki, R. 2018. Artificial Intelligence for the Real World. *Harvard Business Review*, 96(1): 108–116.
- **Submit via eTL: One-page summary (2) by Mar. 27, 2:00 pm**

❖ Class 5: (Apr. 4) Extension of Generic Strategy

- **Moon (2022): 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
- Doshi, M. 2017. Strategy Guru Michael Porter on the Companies He Admires, Donald Trump and Narendra Modi. *Bloomberg*, May 30.
- **Submit via eTL: One-page summary (3) by Apr. 3, 2:00 pm**

❖ Class 6: (Apr. 11) New Models for Business Strategy

- **Moon (2022): Chapter 5**
 - Blue versus Red Ocean: A Critique of Porter?
 - Another Critique
 - Dynamics of How to Sell What to Whom
 - Case Studies
- Moon, H. C., Hur, Y. K., Yin, W., and Helm, C. 2014. “Extending Porter’s Generic Strategies: From Three to Eight,” *European Journal of International Management*, 8(2): 205-225.
- **Submit via eTL: One-page summary (4) by Apr. 10, 2:00 pm**

Course Schedule (3)

❖ Class 7: (Apr. 18) Measuring and Forecasting

- **Moon (2022): Chapter 6**

- Measuring the Intangible
- Measuring Globalization
- Measuring the Future
- Case Studies

- Ernst & Young. 2020. Are You Reframing Your Future or Is the Future Reframing You? June 19.

- **Submit via eTL: One-page summary (5) by Apr. 17, 2:00 pm**

• Class 8: (Apr. 25) How to Do Research

- Structure of a Research Paper
- Writing Style and Tips

❖ Class 9: (May 2) Global Perspectives on Strategy

- **Moon (2022): Chapter 7**

- Global Competitive Strategy
- Global Cooperative Strategy
- Comprehensive Synthesis?
- Case Studies

- Brandenburger, A. and Nalebuff, B. 2021. The Rules of Co-opetition. *Harvard Business Review*, 99(1): 49-57.

- **Submit via eTL: One-page summary (6) by May 1, 2:00 pm**

Course Schedule (4)

❖ Class 10: (May 9) Developing and Extending Analytical Models

- **Moon (2022): Chapter 8**
 - Configuration-Coordination Model
 - Three-Dimensional Global Model
 - Dynamic Diversification-Coordination Model
 - Case Studies
- Rosa, B., Gugler, P. and Verbeke, A. 2020. Regional and Global Strategies of MNEs: Revisiting Rugman & Verbeke (2004). *Journal of International Business Studies*, 51(7): 1045-1053.
- **Submit via eTL: One-page summary (7) by May 8, 2:00 pm**

❖ Class 11: (May 16) The Grand Debate Over Standardization Strategy

- **Moon (2022): Chapter 9**
 - The Grand Thesis: The World Is Flat?
 - Antithesis: The World Is Spiky?
 - Another Antithesis: The World Is Not Flat
 - Case Studies
- Stallkamp, M. 2021. After TikTok: International Business and the Splinternet. *AIB Insights*, 21(2), <https://insights.aib.world/article/21943-after-tiktok-international-business-and-the-splinternet>.
- **Submit via eTL: One-page summary (8) by May 15, 2:00 pm**

Course Schedule (5)

❖ Class 12: (May 23) All Together Now...

- **Moon (2022): Chapter 10**
 - Global Strategy: The Context
 - Global Strategy: The Firm
 - Global Strategy: The Manager
 - Case Studies
- Malik, A., Sinha, P., Pereira, V., and Rowley, C. 2019. Implementing Global-local Strategies in a Post-GFC Era: Creating an Ambidextrous Context through Strategic Choice and HRM. *Journal of Business Research*, 103: 557-569.
- **Submit via eTL: One-page summary (9) by May 22, 2:00 pm**

❖ Class 13: (May 30) Dynamic Perspectives on Globalization

- **Moon (2022): Chapter 11**
 - Controlling the Uncontrollable
 - Standardization: Key to Success?
 - The World Is Not Flat ... But You Can Flatten It!
 - Case Studies
- Katsikeas, C., Leonidou, L., Zeriti, A. 2020. Revisiting International Marketing Strategy in a Digital Era: Opportunities, Challenges, and Research Directions. *International Marketing Review*, 37(3): 405-424.
- **Submit via eTL: One-page summary (10) by May 29, 2:00 pm**

❖ Class 14: (Jun. 6) National Holiday (No Class)

❖ Class 15: (Jun. 13) Special Topic

- Special lecture and class wrap-up

❖ Class 16: (Jun. 20) Research Paper Submission

- Paper submission **via eTL by 5:00 pm on Jun. 20.**