



ADVANCED TOPICS IN INTERNATIONAL MANAGEMENT

Course code	<i>GRAV028</i>
Course title	<i>Advanced Topics in International Management</i>
Type of course	<i>Compulsory</i>
Level of course	<i>Graduate</i>
Department in charge	<i>Graduate school</i>
Year of study	<i>1st</i>
Semester	<i>2nd</i>
Number of credits	<i>6 ECTS;</i> <i>36 hours of class work, 120 hours of self-study,</i> <i>3 hours of consultations (either distant or direct form)</i>
Lecturer	<i>Prof. Dr. Giacomo Marzi</i>
Email of the lecturer	giamar@faculty.ism.it
Date of the course	<i>May 8th, 2023 through May 19th, 2023</i>
Prerequisites	<i>Programme requirements (pre-reading)</i>
Form of studies	<i>Consecutive (Evenings)</i>
Teaching language	<i>English</i>

COURSE ANNOTATION

This module reflects and supports the changing agenda for senior managers in organisations, addressing globalisation's increasing impact on the organisational landscape. As the boundaries between private, public, and third sectors become increasingly blurred, these challenges apply across all sectors and demand the ability to lead during times of uncertainty and constrained resources in ways that were inconceivable just a few years ago.

This module aims to enhance and support strategic management challenges by encouraging and enabling students to develop the intellectual and professional acumen needed for the conception and analysis of responsible business strategies. This includes making appropriate choices between strategic options and following a trajectory that delivers robust, ethically sound, and socially responsible results.

A range of illustrative strategic issues, recognised as fundamental to organisational success, is used to identify and explore the tensions and paradoxes of organisational life. The ongoing debate demonstrates that often opposing perspectives can provide valid, albeit partial, contributions to understanding key strategic issues. To effectively manage contemporary organisations, the ability to set direction in a turbulent environment needs to be developed by seeking options most appropriate for the organisational context under consideration.

To succeed in the global environment, future organisations will need to be both commercially viable and demonstrate a responsible attitude towards the wider society, encompassing the full community of stakeholders. Otherwise, they may be subject to increasingly restrictive regulations. To meet this requirement while avoiding stricter regulation, senior managers and aspiring leaders must adopt a longer-term and more responsible view of the business enterprise rather than focusing solely on short-term profit maximisation.

COURSE LEARNING OUTCOMES

Course learning outcomes (CLO)	Learning methods	Assessment methods
CLO1. To conduct strategic analysis across diverse industries and competitive contexts, particularly with the aim of enhancing their comprehension of the competitive challenges present in a global market environment.	Lectures; Self-study, Group activities, Case discussions; Role plays; Mini-debates;	Class participation; Final exam.

CLO2. To assess business strategy, consider strategic options carefully, use what-if analysis to evaluate action alternatives, and make sound strategic decisions.	Lectures; Self-study, Group activities, Case discussions; Role plays; Mini-debates;	Class participation; Case presentation; Final exam.
CLO3. To emulate the managerial responsibilities involved in implementing and executing organisational strategies, provide training in various actions managers can undertake to ensure proficient strategy execution, and instil confidence in participants to function effectively as members of a strategy-implementation team within a company.	Lectures; Self-study, Group activities, Case discussions; Role plays; Mini-debates;	Class participation; Final exam.
CLO4. To improve students' ability to make effective business decisions by helping them develop managerial judgment, assess business risks, and enhance their decision-making capabilities.	Lectures; Self-study, Group activities, Case discussions; Role plays; Mini-debates;	Class participation; Final exam.
CLO5. To utilise computer skills to perform managerial tasks and conduct analyses effectively.	Lectures; Self-study, Group activities, Case discussions; Role plays; Mini-debates;	Class participation; Final exam.
CLO6. To recognise the significance of upholding exemplary ethical standards, promoting strong personal and organisational values, and implementing socially responsible management practices.	Lectures; Self-study, Group activities, Case discussions; Role plays; Mini-debates;	Class participation; Final exam.

QUALITY ASSURANCE MEASURES

The module will be delivered by a combination of lectures, seminars. This will involve students undertaking approximately 150 hours of study. The learning philosophy aims to encourage students to develop analytical, evaluative and critical patterns of thought. Students will be expected to make use of the following learning resources: Lectures and seminars, The Blackboard system, Textbooks, Academic Journals, Professional publications, Webinars and e books, Case studies and video materials.

ETHICAL CONDUCT AND CHEATING PREVENTION

The regulations governing academic ethics at ISM University of Management and Economics, which encompass cheating and plagiarism, will be enforced rigorously throughout the duration of the course. Any unethical conduct or behavior will not be accepted under any circumstances (please consult the ISM University regulations for further information).

COURSE CONTENT

Class	Date	Topic	Material [R] = Reading / [C] = Case-study
1	May 8 th 2023	The Strategy Diamond + The concept of Strategy + Goals, Values, and Performance	[R] Book Ch1, Ch2 [R] Papers [C] Tough Mudder Inc.: Building Leadership in Mud Runs
2	May 9 th 2023	Industry Analysis: The Fundamentals	[R] Book Ch3 [R] Papers [C] Kering SA

3	May 10 th 2023	Further Topics in Industry and Competitive Analysis	[R] Book Ch4 [C] The US Airline
4	May 11 th 2023	Analysing Resources & Capabilities	[R] Book Ch5 [C] Harley-Davidson
5	May 15 th 2023	The Nature and Sources of Competitive Advantage	[R] Book Ch7 [C] Starbucks Corporation,
6	May 16 th 2023	Industry Evolution and Strategic Change	[R] Ch8 [C] Eastman Kodak's Quest for a Digital Future
7	May 17 th 2023	Students Presentations + Global Strategies and the Multinational Corporation	[R] Book Ch11 [C] Manchester City
8	May 18 th 2023	Global Strategies and the Multinational Corporation + Organization Structure and Management Systems: The Fundamentals of Strategy Implementation	[R] Book Ch6, Ch11, Ch12 [C] Google Is Now Alphabet
9	May 19 th 2023	Implementing Corporate Strategy: Managing the Multibusiness Corporation	R] Book Ch13 [C] Restructuring General Electric

CLASS PARTICIPATION

Class participation involves actively engaging in meaningful discussions that contribute to the overall quality of our class meetings. Both the content and the process of the discussion are crucial. It is essential to note that class participation is not equivalent to speaking simply for the sake of speaking. We value your arguments and the reasoning behind them. As there are no right or wrong answers, your grade will not be based on whether you agree or disagree with the majority. However, your failure to participate will affect everyone in the class. It deprives us of your unique insights, and you lose an opportunity to develop essential business skills. In the absence of extenuating circumstances, there will not be any make-up assignments to compensate for missed class participation or absences.

COURSE ASSESSMENT

Type	Description	Deadline	Evaluation
Mid-Course Presentation	In class Group presentation	17 th May 2023 During Class time	30% of the final grade
Final Assignment	Individual Assignment to be submitted via Turnitin	11 th June 2023	70% of the final grade

MID-COURSE PRESENTATION INFORMATION

The coursework assessment requires a strategic analysis of a real-world company, structured as a group activity. Students must select a company from the "FT500: The World's Largest Companies" list, accessible at <https://markets.ft.com/Research/Markets/DataArchiveFetchReport?Category=&Type=GMKT>. Each group should choose a unique company for their analysis.

Students are expected to present their company analysis in the form of a 15-minute presentation, comprising a maximum of 10 slides. This analysis should draw upon the tools, models, and theories discussed during lectures. Students must demonstrate their understanding of the company's competitive advantage and the strategies it employs.

The presentation should cover at least the following aspects:

1. An analysis of the firm and its environment, utilizing validated tools from class, suggested readings, or individually researched material.
2. An understanding of the firm's strategic options, by connecting the analysis with the concepts studied during the module.

After the presentations, each group member must submit their work on Turnitin.

FINAL ASSIGNMENT INFORMATION

Please use the assignment template on blackboard; submissions are only accepted via turnitin

The individual Assignment comprises a 3,000-word (maximum 5,000-words) report based on a given case (all-inclusive, e.g. references, tables, figures, appendices) answering one of the following questions:

- *What are the key strategic imperatives facing your organisation (or one that you are familiar with) and what is your advice to your senior managers to ensure you meet these challenges in a responsible and sustainable way?*

OR

- *Competitive advantage and/or superior performance occur when the internal capabilities are aligned in an innovative way to the external context in which the organisation operates. How best can this be achieved?*

The primary objective of the final assignment is to enhance your ability to synthesise and present your analysis. Embrace creativity in your elaboration, ensuring it remains engaging to capture and retain the audience's interest and attention. Utilising standard analytical frameworks, such as the Strategy Diamond, SWOT, PESTEL, BCG, and financial analysis, is crucial.

Ensure that all the claims you propose are empirically justified and that your suggestions are data-driven. Your task is to clearly identify key takeaways that will enable companies to address their issues effectively. Consequently, the Assignment requires you to generate insightful observations about how a company can successfully leverage market opportunities to its advantage.

Another objective is to improve your written communication skills. To achieve this, articulate your synthesis in a concise and coherent manner, effectively communicating your intended message. Your goal should be to persuade readers that the key takeaways you identified are indeed vital for strategic marketing.

GRADING CRITERIA

Both assignments will be graded using the following criteria:

- Editorial considerations (e.g., grammar, spelling, punctuation, and clarity of writing);
- Format;
- The connection between your response and the case or the reading (Does your response specifically relate to the case/article you are responding to? Or is your response so general that it could be developed without access to the specific case/reading?);
- Lessons learned (How insightful are your takeaways? Are your thoughts expressed adequately, completely, and articulately? Does your response demonstrate a thorough understanding of the case issues/reading's theme?);
- Significance of your responses (Why should anyone pay attention to your takeaways? What aspects of them should encourage others to read the case/assigned reading? How do these responses contribute to a sophisticated understanding of competing in emerging markets?).

Knowledge & Skills Assessed:

- Identifying need or opportunity e.g. customer, client requirement, research need
- Gathering intelligence
- Clarifying root cause of a problem/defining opportunity
- Generating solutions
- Proposing imaginative/creative solutions to new problems
- Evaluating a range of solution/options
- Translating ideas into practical actions
- Making decisions without the need to refer to others
- Looking to make processes more efficient and effective
- Demonstrating cultural, political, commercial and environmental sensitivity in solution creation
- Making decisions where there is no perfect option
- Taking controlled risks
- Accountability

COURSE READINGS

The key text(s) for this module is:

- Grant, R.M. (2018), *Contemporary Strategy Analysis: Text and Cases* (10th Edition), Wiley.
- Hambrick, D. C., & Fredrickson, J. W. (2005). Are you sure you have a strategy?. *Academy of Management Perspectives*, 19(4), 51-62. **The paper presents in detail the Strategy Diamond needed for seminars and assignments. The reading of this paper is, therefore, essential.**

You are also expected to read independently for this module, in particular from business publications, such as The Economist, Financial Times, Harvard Business Review, BCG Perspective, McKinsey&Co Quarterly, Forbes, etc.

Other recommended readings for the module are:

Spring 2023

- Gamble, J., Petered, M. A., & Thompson, A. A. (2017). Essentials of strategic management: the quest for competitive advantage (Fifth edition). New York, NY: McGraw-Hill Education.
- Magretta, J. (2012). Understanding Michael Porter: the essential guide to competition and strategy. Boston, Mass: Harvard Business Review.
- Mintzberg, H., Ahlstrand, B. W., & Lampel, J. (2009). Strategy safari: the complete guide through the wilds of strategic management (2nd ed). Harlow: Financial Times Prentice Hall.
- Porter, M. E. (2004a). Competitive advantage: creating and sustaining superior performance. New York: Free Press.
- Porter, M. E. (2004b). Competitive strategy: techniques for analysing industries and competitors. New York: Free Press
- Spender, J.-C. (2014). Business strategy: managing uncertainty, opportunity, and enterprise. Oxford: Oxford University Press.
- Whittington, R. (2001). What is strategy: and does it matter? (2nd ed). London: Thomson Learning.