Global Business Strategy

1. Course Information by Sok Tae Kim (Ted Kim)

Course Title: Global Business Strategy

Tuesday 123 (Class Room: 849), 567 (Class Room: 850)

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2. Course Description

This course examines how firms compete and succeed in the global marketplace. Students will explore **strategic frameworks** used by multinational enterprises (MNEs), analyze real-world global cases, and develop strategic thinking skills for international competition.

The course integrates **theory and practice** by covering industry analysis, global competitive advantage, entry modes, global integration vs. local responsiveness, digital globalization, geopolitical risks, and sustainability strategy.

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3. Course Objectives

By the end of this course, students will be able to:

1. Understand core theories of global strategy.
2. Analyze global industries using strategic frameworks.
3. Evaluate different foreign market entry strategies.
4. Explain the integration–responsiveness framework.
5. Assess geopolitical, financial, and digital risks in global strategy.
6. Develop strategic recommendations for multinational firms.
7. Apply strategic thinking to real global business cases.

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4. Required Textbook (Recommended)

1. Hill, Schilling and Jones – Strategic Management
2. Selected Harvard / recent global business cases (provided by instructor)
3. www.cnbc.com
4. www.investing.com

5. Assessment Structure

Component	Weight
Class Attendance	20%
Team Presentation and Participation	10%
Midterm Exam and Quizzes	30%
Final Exam	30%
Class Discussion Participation	10%

<Course Schedule>

Week 1 – Introduction to Global Business Strategy

- What is strategy?
- Globalization trends and deglobalization risks
- Why firms go international
- Case: Apple Inc. global ecosystem strategy

Week 2 – Theories of International Expansion

- Comparative Advantage
- OLI Paradigm (Dunning)
- Internalization Theory
- Resource-Based View (RBV)
- Case: Samsung Electronics global expansion

Week 3 – Industry Analysis in Global Markets

- Michael Porter Five Forces
- Global industry structures
- Competitive dynamics
- Case: Tesla Inc. in global EV competition

Week 4 – National Competitive Advantage

- The Competitive Advantage of Nations
- Diamond Model
- Role of government and clusters
- Case: TSMC and Taiwan's semiconductor cluster

Week 5 – Global Competitive Advantage

- Cost leadership vs. differentiation
- Standardization vs. adaptation
- Value chain configuration
- Case: McDonald's localization strategy

Week 6 – Foreign Market Entry Strategies

- Exporting
- Licensing
- Joint Ventures
- Wholly Owned Subsidiaries
- Case: Starbucks entry strategies in China

Week 7 – Integration vs. Responsiveness Framework

- Global Strategy
- Multidomestic Strategy
- Transnational Strategy
- Case: Unilever transnational strategy

Week 8 – Midterm Examination

Week 9 – Global Alliances and M&A

- Strategic alliances
- Cross-border mergers
- Risks and synergies
- Case: Nissan Motor Corporation – Renault alliance

Week 10 – Global Supply Chain Strategy

- Offshoring & reshoring
- Global value chains
- Risk management
- Case: Nike Inc. global sourcing strategy

Week 11 – Digital Global Strategy

- Platform strategy
- Network effects
- Data and AI advantage
- Case: Amazon global platform dominance

Week 12 – Geopolitics and Global Risk

- Trade wars
- Sanctions
- Currency risk
- Case: Huawei and US–China tensions

Week 13 – Sustainability and ESG Strategy

- Global CSR
- ESG reporting
- Sustainable competitive advantage
- Case: Patagonia sustainability strategy

Week 14 – Student Presentations: Global Strategy Project

Students analyze a multinational firm and propose a strategic plan for global expansion.

Week 15 – Final Exam

🎯 **Teaching Methodology**

- Case-based discussion
- Team presentations
- Real-time global news integration
- Strategy simulation exercises
- Industry comparison workshops
