

GLOBAL STRATEGY

Credit Value: 6 credits¹

Lecturer: Sadurni Jorge

BRIEF DESCRIPTION OF THE COURSE

This course has been designed to provide a 360 degrees perspective on the key drivers / needs/ options to establish and successfully maintain implement an international business agenda.

Competitive intensity, cultural opportunities and challenges, buildup of a differentiated offer, main stakeholders, etc, based on some foundational principles but most importantly, supported by the exposure to real business cases from around the world, both developed and developing markets.

STUDENTS EXPECTATIONS AND TAKE AWAYS

- Holistic view in a contemporary world to leverage expansion as a driver to accelerate growth and profitability.
- Key global opportunity and challenges.
- Foundational aspects, from the “classics” to contemporary authors.
- Exposure and analysis of extrapolated business cases.

IN ESSENCE, STUDENTS WILL BE PREPARED TO ENGAGE ON DISCUSSIONS AROUND THIS TOPIC, BOTH WITHIN THE UNIVERSITY COMMUNITY AS WELL AS WITH BUSINESS LEADERS IN THE REAL WORLD.

GRADING SYSTEM

Assessment type	Score
BUSINESS CASE Nestle Group Oceania	40
BUSINESS CASE Nestle Ice Cream Mexico	40
BUSINESS CASE PepsiCo International	40
BUSINESS CASE Heineken International	40
BUSINESS CASE Uncle Toby's Australia and New Zealand	40
BUSINESS CASE Tiger Brands South Africa	40
Final examination (case)	60

Grade	Minimum score	Maximum score
<i>Excellent</i>	255	300
<i>Good</i>	195	254,9
<i>Satisfactory</i>	120	194,9
<i>Failed</i>	0	119,9

Course outline

¹ 1 credit point is equal to 36 hours of total workload including in-class activities, self-study and exam writing

TOPIC 1**INDUSTRY ANALYSIS AND ASSESSMENT****BUSINESS CASE**

Nestle Group Oceania

BIBLIOGRAPHY

Michael Porter “Techniques for Analyzing Industries and Competitors” (5 Competitive Forces) Jim Collins “Good to Great”

TOPIC 2**STRATEGY DEVELOPMENT AND EXECUTION (SWOT)****BUSINESS CASE**

Nestle Ice Cream Mexico

BIBLIOGRAPHY

Hill Charles “Strategic Management”
Richard Rumlet “Good Strategy, Bad Strategy”

TOPIC 3**IDENTIFICATION OF OPPORTUNITIES AND STRATEGY****BUSINESS CASE**

PepsiCo International

BIBLIOGRAPHY

Harvard Business Review “An Agenda for the Future of Global Business”

TOPIC 4**KEY SUCCESS FACTORS FOR SUSTAINABLE GROWTH****BUSINESS CASE**

Heineken International

BIBLIOGRAPHY

Michael Porter “Global Integration”

TOPIC 5**M & A STRATEGY****BUSINESS CASE**

Uncle Toby’s Australia and New Zealand

BIBLIOGRAPHY

McKinsey “Global Report on M&A” oreilly.com
“M&A Execution and Integration”

TOPIC 6**FOUNDATIONS OF SETTING UP AN INTERNATIONAL EXPANSION****BUSINESS CASE**

Tiger Brands South Africa

BIBLIOGRAPHY

D. Ahstrom / G. Bruton “Management and Strategy for the Emerging World”

TOPIC 7**CONCLUSIONS OF THE COURSE****KEY LEARNING APPLICATIONS****STUDENTS PRESENTATION OF CASE STUDY**