

**FEDERAL STATE BUDGET EDUCATIONAL  
INSTITUTION OF HIGHER EDUCATION  
“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

«APPROVED»

Dean of the Faculty of Economics, MSU

professor \_\_\_\_\_ A.A.Auzan

«\_\_» \_\_\_\_\_ 2021

**COURSE SYLLABUS**

**Course title:**

**GLOBAL STRATEGY (IN ENGLISH)**

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**Level of higher education:**

MASTER STUDIES

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**Field of study:**

38.04.02. MANAGEMENT

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**Mode of study:**

FULL-TIME

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Course syllabus is considered and approved by  
*the Educational and Methodological Council of the Faculty of Economics*  
(minutes № \_\_\_\_\_, date)

Moscow 2021

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master's degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2021 and forthcoming

## 1. Place and status of the course in the structure of the Master program

Course status: *elective*

Trimester: 4<sup>th</sup>

## 2. Course Prerequisites

*This discipline is based on the knowledge and skills acquired as a result of studying following courses:*

— Strategic Management

## 3. Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates

Competencies of graduates (codes)	Indicators of achievement of competencies	Intended learning outcomes of the course (module) associated to the required competencies of the graduates
PC-9. Capable of finding, systematizing and analyzing information in the field of management consulting	PC-9.I-1. Defines the information base of research in the field of management consulting	PC-9.I-1.K-1. Knows the information base of research in the field of management consulting
	PC-9.I-2. Selects methodology and develops tools for systematization and analysis of information in the field of management consulting	PC-9.I-1.A-1. Able to collect information in the field of management consulting
		PC-9.I-2.K-1. Knows the methods of systematization and analysis of information in the field of management consulting
		PC-9.I-2.A-1. Able to analyze and systematize collected information in the field of management consulting
PC-10. Capable of carrying out consulting management projects	PC-10.I-1. Conducts consulting research	PC-10.I-1.K-1. Knows main technologies and methods of conducting consulting research
		PC-10.I-1.A-1. Able to correctly select and apply methods and tools for developing solutions to the formulated management issues
	PC-10.I-2. Presents the results of the conducted study in the form of recommendations	PC-10.I-2.A-1. Able to present the results of consulting research in the form of recommendations
SPC-2. Capable of applying acquired knowledge in practice and using an	SPC-2.I-1. Conducts an integrated analysis of situations	SPC-2.I-1.A-1. Able to conduct a comprehensive analysis of the company's activities in the foreign market considering the priorities of the

integrated approach to real business situations in international context	related to the current activities of international companies	internationalization strategy <b>SPC-2.I-1.A-2.</b> Able to analyze real business cases and identify strengths and weaknesses of managerial decisions in international companies
	<b>SPC-2.I-2.</b> Makes decisions related to international business activities based on an integrated analysis	<b>SPC-2.I-2.A-1.</b> Able to analyze the market potential when developing an algorithm for entering new foreign markets <b>SPC-2.I-2.A-2.</b> Able to predict and manage the risks of business activities in a foreign territory
<b>SPC-3.</b> Capable of elaborating and implementing international development strategies for organizations with different forms of ownership based on the analysis of international business environment and modern trends, including digitalization of economic activities	<b>SPC-3.I-1.</b> Formulates and implements international development strategies for companies, considering their organizational and legal form	<b>SPC-3.I-1.A-1.</b> Able to analyze the existing international strategies of a company in international business <b>SPC-3.I-1.U-2.</b> Able to make strategic managerial decisions in organizations / companies, considering their form of ownership and country of origin
	<b>SPC-3.I-2.</b> Adapts development strategies of organizations to the peculiarities of their international business environment and modern trends, including digitalization of economic activity	<b>SPC-3.I-2.A-1.</b> Able to develop a strategy for the internationalization of the company, considering the peculiarities of the foreign business environment, the potential of the foreign market
		<b>SPC-3.I-2.A-2.</b> Able to adapt a company's marketing strategies to the demands of foreign markets <b>SPC-3.I-2.A-3.</b> Able to evaluate the effect of implementation of new digital business models and technologies
<b>SPC-5.</b> Capable of applying entrepreneurial and organizational change approaches in global context that are based on the principles of sustainability	<b>SPC-5.I-1.</b> Reasonably uses modern approaches to starting-up new and managing existing international companies	<b>SPC-5.I-1.K-1.</b> Knows conditions and factors of forming the potential value of an establishing business <b>SPC-5.I-1.A-1.</b> Able to identify market needs and use modern approaches in the formation of business models of established and existing enterprises
	<b>SPC-5.I-2.</b> Identifies and justifies the organization's needs for change, considering the dynamics of the global business environment and the principles of sustainability	<b>SPC-5.I-2.K-1.</b> Knows main components of sustainable business development, including environmental, social factors and corporate governance (ESG factors)
		<b>SPC-5.I-2.A-1.</b> Able to diagnose the needs of an organization for changes that are adequate to the global dynamics of the external environment and to assess its readiness for these changes
		<b>SPC-5.I-2.A-2.</b> Able to evaluate the compliance of international business development projects with the principles of sustainability

#### 4. Workload of the course by types of activity

The workload of the discipline is 6 ECTS: 216 academic hours, including 108 academic hours of contact work with a professor, 108 academic hours of self-directed studies.

#### 5. Learning format

Full-time, with the use of educational platform On.Econ (use of distant learning technologies is allowed if necessary).

#### 6. Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training

Title and brief content of sections and topics of the course (module),  Form of assessment for the course (module)	Total (hours)	Contact work (work in contact with a professor) <i>Types of contact work, hours</i>				Student self-directed studies <i>Types of self-directed studies, hours</i>		
		Seminars	Group consultations	Individual consultations	Total	Business cases	Final examination – Defense of final case study	Total
<b>Topic 1. INDUSTRY ANALYSIS AND ASSESSMENT</b>	<b>30</b>	8	4	4	<b>16</b>	14	-	<b>14</b>
<b>Topic 2. STRATEGY DEVELOPMENT AND EXECUTION (SWOT)</b>	<b>30</b>	8	4	4	<b>16</b>	14	-	<b>14</b>
<b>Topic 3. IDENTIFICATION OF OPPORTUNITIES AND STRATEGY</b>	<b>30</b>	8	4	4	<b>16</b>	14	-	<b>14</b>
<b>Topic 4. KEY SUCCESS FACTORS FOR SUSTAINABLE GROWTH</b>	<b>30</b>	8	4	4	<b>16</b>	14	-	<b>14</b>
<b>Topic 5. M&amp;A STRATEGY</b>	<b>30</b>	8	4	4	<b>16</b>	14	-	<b>14</b>
<b>Topic 6. FOUNDATIONS OF SETTING UP AN INTERNATIONAL EXPANSION</b>	<b>30</b>	8	4	4	<b>16</b>	14	-	<b>14</b>
<b>Topic 7. CONCLUSIONS OF THE COURSE. KEY LEARNING APPLICATIONS</b>	<b>20</b>	4	-	4	<b>8</b>	-	12	<b>12</b>
Midterm assessment (control):	<b>16</b>	4	-	-	<b>4</b>	-	12	<b>12</b>

— Defense of final case study								
<b>Total</b>	<b>216</b>	<b>56</b>	<b>24</b>	<b>28</b>	<b>108</b>	<b>84</b>	<b>24</b>	<b>108</b>

### Brief content of the course topics

#### Topic 1. INDUSTRY ANALYSIS AND ASSESSMENT

Industry analysis and assessment based on Porter’s 5 Competitive Forces: Threat of New Entrants, Threat of Substitutes, Bargaining Power of Suppliers, Bargaining Power of Buyers, Competitive Rivalry.

BUSINESS CASE - Nestle Group Oceania.

#### Main literature

Michael Porter “Techniques for Analyzing Industries and Competitors” (5 Competitive Forces)

Jim Collins “Good to Great”

#### Topic 2. STRATEGY DEVELOPMENT AND EXECUTION (SWOT)

Maximizing SWOT impact, strategy compass: leveraging strengths, identifying opportunities, minimizing weaknesses, protecting from threats. “Must have” when approaching SWOT.

BUSINESS CASE - Nestle Ice Cream Mexico

#### Main literature

Hill Charles “Strategic Management”

Richard Rumelt “Good Strategy, Bad Strategy”

#### Topic 3. IDENTIFICATION OF OPPORTUNITIES AND STRATEGY

Agenda for the Future of Global Businesses. Shaping the new wave of globalization. Support for Entrepreneurial Business Growth. Leveraging Technology from front to back. Investment in Human Capital. Broader Access to Basic Goods. Rebalancing and Aligning of Rewards. Social Business Mindset to revitalize society.

BUSINESS CASE - PepsiCo International

#### Main literature

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

#### Topic 4. KEY SUCCESS FACTORS FOR SUSTAINABLE GROWTH

BUSINESS CASE - Heineken International

**Main literature**

Michael Porter “Global Integration”

**Topic 5. M&A STRATEGY**

Ground zero for M&A. Acquisitions. JVs.

BUSINESS CASE - Uncle Toby’s Australia and New Zealand

**Main literature**

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

**Main literature**

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

**Topic 7. CONCLUSIONS OF THE COURSE. KEY LEARNING APPLICATIONS**

Reflections on the 360 degrees perspective on the key drivers / needs/ options to establish and successfully maintain implement an international business agenda.

**Midterm assessment (control) — Defense of final case study**

Students’ presentations of the final case study.

**7. Assessment tools to assess the course learning outcomes**

**7.1. Sample assessment tools:**

Learning outcomes of the course	Types of assessment tools
PC-9.I-1.K-1. Knows the information base of research in the field of management consulting	<ul style="list-style-type: none"> <li>• Business cases</li> </ul>

	<ul style="list-style-type: none"> <li>• Final examination – Defense of final case study</li> </ul>
<b>PC-9.I-1.A-1.</b> Able to collect information in the field of management consulting	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>PC-9.I-2.K-1.</b> Knows the methods of systematization and analysis of information in the field of management consulting	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>PC-9.I-2.A-1.</b> Able to analyze and systematize collected information in the field of management consulting	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>PC-10.I-1.K-1.</b> Knows main technologies and methods of conducting consulting research	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>PC-10.I-1.A-1.</b> Able to correctly select and apply methods and tools for developing solutions to the formulated management issues	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>PC-10.I-2.A-1.</b> Able to present the results of consulting research in the form of recommendations	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>SPC-2.I-1.A-1.</b> Able to conduct a comprehensive analysis of the company's activities in the foreign market considering the priorities of the internationalization strategy	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>SPC-2.I-1.A-2.</b> Able to analyze real business cases and identify strengths and weaknesses of managerial decisions in international companies	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>SPC-2.I-2.A-1.</b> Able to analyze the market potential when developing an algorithm for entering new foreign markets	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>SPC-2.I-2.A-2.</b> Able to predict and manage the risks of business activities in a foreign territory	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>SPC-3.I-1.A-1.</b> Able to analyze the existing international strategies of a company in international business	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>SPC-3.I-1.U-2.</b> Able to make strategic managerial decisions in organizations / companies, considering their form of ownership and country of origin	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>SPC-3.I-2.A-1.</b> Able to develop a strategy for the internationalization of the company, considering the peculiarities of the foreign business environment, the potential of the foreign market	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>SPC-3.I-2.A-2.</b> Able to adapt a company's marketing strategies to the demands of foreign markets	<ul style="list-style-type: none"> <li>• Business cases</li> <li>• Final examination – Defense of final case study</li> </ul>
<b>SPC-3.I-2.A-3.</b> Able to evaluate the effect of implementation of new digital business	<ul style="list-style-type: none"> <li>• Business cases</li> </ul>



models and technologies	<ul style="list-style-type: none"> <li>Final examination – Defense of final case study</li> </ul>
<b>SPC-5.I-1.K-1.</b> Knows conditions and factors of forming the potential value of an establishing business	<ul style="list-style-type: none"> <li>Business cases</li> <li>Final examination – Defense of final case study</li> </ul>
<b>SPC-5.I-1.A-1.</b> Able to identify market needs and use modern approaches in the formation of business models of established and existing enterprises	<ul style="list-style-type: none"> <li>Business cases</li> <li>Final examination – Defense of final case study</li> </ul>
<b>SPC-5.I-2.K-1.</b> Knows main components of sustainable business development, including environmental, social factors and corporate governance (ESG factors)	<ul style="list-style-type: none"> <li>Business cases</li> <li>Final examination – Defense of final case study</li> </ul>
<b>SPC-5.I-2.A-1.</b> Able to diagnose the needs of an organization for changes that are adequate to the global dynamics of the external environment and to assess its readiness for these changes	<ul style="list-style-type: none"> <li>Business cases</li> <li>Final examination – Defense of final case study</li> </ul>
<b>SPC-5.I-2.A-2.</b> Able to evaluate the compliance of international business development projects with the principles of sustainability	<ul style="list-style-type: none"> <li>Business cases</li> <li>Final examination – Defense of final case study</li> </ul>

### 7.2. Course assessment criteria (scores):

Types of assessment tools	Score
Business cases (6 x 40 points each)	240
Final examination – Defense of final case study	60
<b>Total</b>	<b>300</b>

### 7.3. Grade for the course is determined based on the following criteria :

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>	0,0	119,9

**Note:** in case a student's score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment'.

#### 7.4. Typical tasks and other materials necessary to assess the learning outcomes:

— *Business cases*

For each business case students are provided with a brief overview of a real business situation and are asked to investigate the situation in more details and develop solutions to the formulated management issues (related to global strategies).

*Sample Business Case - Nestle Group Oceania*

**External situation**

- Stable mature economy
- Low unemployment
- Low inflation
- Highly competitive dynamics, most international groups plus strong locals
- Heavy trade concentration, 2 dominant retailers across the region
- Sophisticated high-income consumers

**Internal situation**

- Largest F&B company in Oceania
- Presence in almost all key categories in the industry
- Very high profitability AUD 295 M
- 4 years without meeting any growth, stable revenues at AUD 2 B
- Strong iconic brands, average quality, little or no innovation
- Highly professional teams, lack of “emotion”
- Highly productive manufacturing structure of 14 factories

**Key challenges**

- To come back to the path of growth whilst keeping high profitability profile.
- A battery of well sustained reasons why the company couldn't activate a growth agenda: Mature consumers; Trade concentration (2 clients = 80% of sales, 3 = 92% of Nestle sales); Tough competition.

**The Task:** to set a strategic vision (formulate a growth strategy) for the company and define its targets.

#### 7.5. Methodological guidelines and assignment requirements:

The main method of studying the discipline is development of business cases based on real business situations.

- Work in groups
- Weight grading: 40% - individual performance, 60% - group performance

Assessment is based on:

- Quality / depth of research
- Definition of strategy
- Target setting
- Presentation skills (focus, conciseness, oral skills)

Up-front recommendations for students:

- Be time-conscious
- Targets oriented
- Execution / application
- Insatiable sense of curiosity

## **8. Resources**

### **8.1. List of main and additional literature**

#### **9. Main and additional literature:**

##### **Main literature:**

Michael Porter “Techniques for Analyzing Industries and Competitors” (5 Competitive Forces)

Jim Collins “Good to Great”

Richard Rumelt “Good Strategy, Bad Strategy”

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

Michael Porter “Global Integration”

McKinsey “Global Report on M&A”

oreilly.com “M&A Execution and Integration”

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

##### **Additional literature:**

Hill Charles “Strategic Management”

### **8.2. List of licensed software**

Package of Software ‘Microsoft Office’.

### **8.3. List of professional databases and information referral systems**

Institutional subscription resources of the Faculty of Economics, MSU.

### **8.4. List of Internet resources (if necessary)**

— Harvard Business Review: <https://hbr.org/>

— O’Reilly: <https://www.oreilly.com/>

### **8.5. Description of material and technical support**

For the appropriate organization of classes, the following equipment is needed:

- ‘ON.ECON’ electronic educational information environment of the Faculty of Economics, Lomonosov Moscow State University;
- multimedia class with a video projector, Internet access
- Institutional subscription resources of the Faculty of Economics, MSU.

**10. Language of instruction:** English

**11. Professor (professors):** Sadurni Jorge

**12. Syllabus authors:** Sadurni Jorge