

### International Corporate Strategies

**A tantárgy kódja:** 4VG32NAK37B

**A tantárgy megnevezése (magyarul):** International Corporate Strategies

**A tantárgy neve (angolul):** International Corporate Strategies

**A tanóra száma (Előadás + szeminárium + gyakorlat + egyéb):**

**Kreditérték:** 4

**A tantárgy meghirdetésének gyakorisága:**

**Az oktatás nyelve:**

**Előtanulmányi kötelezettségek:**

**A tantárgy típusa:**

**Tantárgyfelelős tanszék:** [Világgazdasági Intézet](#)

**A tantárgyfelelős neve:** [Dr. Gál Péter](#)

**A tantárgy szakmai tartalma:** Aims and objectives and description of the course:

This “capstone” course is designed to give a broad and concise picture of strategy in the business world. While not an introductory business course it links with other essentials of the corporation. It prepares students to recognize and understand the strategic direction of the organization, and equips them for analyzing strategic capabilities, and finally deciding on what to pursue and how to do so.

**Évközi tanulmányi követelmények:** Written group home assignments will be required for submission for 7 seminars. (list of homework: see below). Best 4 will matter. Work in group of 2-3 students. Please, send the home works on the Wednesday 20h before the seminar to [beadando@stuko.hu](mailto:beadando@stuko.hu) address and printed version in the beginning of the seminar. Written study paper will be required till the last day teaching term. You may choose any company, regardless of size, product or service, and discuss its strategic environment and diagnose its strategic capability. It would be ideal to work on a real situation, in the absence of which you may use a published case with the instructor’s approval. To [beadando@stuko.hu](mailto:beadando@stuko.hu).

#### Vizsgakövetelmény:

**Az értékelés módszere:** Assessment, grading:

10% class contribution

20% written individual home assignments (best 4, max. 5/paper)

20% written study paper

50% final exam

**Tananyag leírása:** Course description:

This course unit is designed to integrate into work done in preceding years. It is meant to help students develop the ability to “think strategically”. This unit focuses on the overall direction of the multinational / trans-national corporations to demonstrate the overall enterprise dilemma - changing international environment - and the role of an officer in shaping this and achieving a coherent and realistic direction for the business.

Methodology to be used:

A series of methods will be used to aid participants during the learning process. Lectures will be interactive in their modes. Very strong class participation and contribution will be expected in

workshop-type short discussions and in seminars where case examples and studies will be examined. Formal lecturing will be kept to a minimum and the stress will be on applying theories and concepts learned.

Detailed class schedule, 1st - 15th week:

Date of class Topics to be discussed, readings required for the class

Week 1 Strategic planning, The strategic purpose, Strategy development process (Ch.1) + 1st Seminar

Week 2 core strategies, The strategic environment (Ch.2)

Week 3 Foundations of strategic capability, Diagnosing and managing strategic capability (Ch.3) + 2nd Seminar

Week 4 Culture and strategy (Ch.5)

Week 5 Business-level strategy(Ch.6) + 3rd Seminar

Week 6 Corporate-level strategy Specific strategy for different stages of industries: emerging, rising, matured, declining, divided industries,

Week 7 holiday

Week 8 Resource strategy (ch.13)

Week 9 Corporate-level strategy (Ch.7) + 5th Seminar

Week 10 Blue Ocean Strategy, uncontested market

Week 11 International strategy (Ch.8) + 6th Seminar

Week 12 Managing Strategic change (ch 14.)

Week 13 Innovation strategy+ 7th Seminar

Week 14 Final exam

### Órarendi beosztás:

**Kompetencia leírása:** Learning outcomes:

Strategy has become an important aspect of the business world; hence a business administration or international business student should be familiar with what it is, why it is done, who is responsible, and what is needed to create it. It is in this sense that at the end of the course students would have mastered and will be able to do the following

- Imbibe the framework of strategy
- Identify the theoretical and conceptual underpinnings in strategy
- Apply theory and concepts to analysing an organization
- Discuss commonly used tools and techniques of strategy
- Understand relationship between strategy and the separate business functions

### Félévközi ellenőrzések:

**A hallgató egyéni munkával megoldandó feladatai:** Homeworks for seminars. Work in paars!

1st seminar, case studies on the spot

2nd seminar 26th Sept.

The 2nd homework in international corporate strategy for seminar 30. Sept is the following:

1) see the five forces analysis in chapter 2 of Jonson-Scholes-Whittington Exploring Corporate Strategy Text and cases 8th edition

2) read the TUI and the Ryanair cases (p. 619 and 694)

3) in 1 page analyse the two sectors with the 5 forces analysis from the point of view of TUI and

Ryanair.

4) Choose one more industry you prefer, and do the 5 factor analysis for that chosen one, too

3. seminar homework 10th Oct

4. seminar state 24th Oct. Holiday homework

5. seminar 7th Nov.

Analysis of business environment

Pharmaceutical industry

Johnson-Scholes-Whittington Exploring Corporate Strategy Text and cases 8th edition FT Prentice Hall, 2008 pp. 608-618.

Create a framework of industrial analysis model according to the case study!

Evaluate the pharmaceutical industry referring to the 5 factor analysis!

Describe those circumstances and their impacts which determines the strategic room of manoeuvre in the pharmaceutical sector!

6. 21st Nov.

homework (strategy change)

market share extension

1. Amazon.com (B)\* - from 2004 to 2006, In: G. Johnson - K. Scholes - R. Whittington (2008): Exploring corporate strategy, Prentice Hall, p. 629-651

2. IKEA: how the Swedish retailer became a global cult brand, In: G. Johnson - K. Scholes - R. Whittington (2008): Exploring corporate strategy, Prentice Hall, p. 708-711

Compare the 2 companies, and gather the factors of market extensions in the 2 different industries!

7th Seminar 5th of Dec.

Lenovo Computers

Johnson-Scholes-Whittington Exploring Corporate Strategy Text and cases 8th edition FT Prentice Hall, 2008 pp. 320-322

Alliance Boots

Johnson-Scholes-Whittington Exploring Corporate Strategy Text and cases 8th edition FT Prentice Hall, 2008 pp. 779-783

Summarize the circumstances and the expectable advantages and results of fusions!

### **Szak neve:**

### **Irodalomjegyzék:**

Kötelező irodalom:

- Compulsory reading:
- G. Johnson, K. Scholes and R. Whittington, Exploring Corporate Strategy, FT/Prentice Hall, 8th edition, 2008.
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Ajánlott irodalom:

- Recommended reading(s):
- W. Chan Kim & Renée Mauborgne Blue Ocean Strategy. (How to create uncontested market space and make the competition irrelevant)Harvard Business School Press, Boston, 2005

(Also printed in Hungarian: Kék Óceán Stratégia, Park Könyvkiadó 2006)

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- Brian Leavy & David Wilson Strategy and Leadership Routledge, London & NY, 1994
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- Case studies from Johnson - Scholes - Whittington book
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### **A tantárgy oktatói:**