

European Business Strategy – Summer 2008 – Session 2: University of Kentucky

Time: 8:30 – 11:30

Location: 10-B25

Course content:

European Business Strategy will be studied through intensive lectures and broad-based business analysis (written assignments and case-studies) of European and Danish companies. The focus is on strategy and structure of European business: business strategy, marketing, environment, management, and the global market place.

Prerequisites: A one-year sequence of courses in micro and macroeconomics.

Learning objectives:

- Show how EU institutions and policy areas influence the European business environment and business strategy
- Analyze how companies should react and position themselves strategically and operationally responding to key issues in Europe's evolving business environment.
- Conduct a business analysis for companies operating in the European business environment
- Understand and develop strategies for business in Europe
- Combine theoretical arguments with empirical facts and present these in a paper

The course integrates current events in each of the sessions. In this context it is mandatory that you subscribe to the newsletter of www.eubusiness.com/Newswire

Instructors:

Niels Hald

Cand.polit. (Economics, University of Copenhagen, 1979). EU-Commission's course for diplomats (1983), British Foreign Office course for diplomats (1984).

Head of section, Ministry of Agriculture, 1979; Head of section, Ministry of Foreign Affairs, 1980-83; Member of the Danish delegation to the UN General Assembly, 1981-82; First Secretary of Embassy, Permanent Representation of Denmark to the EEC, Negotiator and committee-chairman on ECC external relations, 1985-88; Coordinator of external economic and trade relations, Ministry of Foreign Affairs, 1988-89; Director EC and Government relations, Scandinavian Airlines Systems, SAS, 1989; Corporate Secretary, SAS, 1990-92; Counselor of Embassy, Deputy to the Ambassador, Permanent Representation of Denmark to the EU, 1992-96; Secretary General and CEO, The Danish Brewers Association and The Danish Softdrink Association (from 1996), President of the Beer and Society Committees, Brewers of Europe, Brussels; several board memberships. With DIS 1988-92 and from 2002. E-mail: nh@bryggeriforeningen.dk

Jan Jensen

Cand. scient. pol. (MsC Political Science, University of Copenhagen, Denmark, 1996) and MsC (Econ) Politics of the World Economy (LSE, UK, 1997). 1997-98: Intern, European Commission, Brussels. 1998-2000: Head of Section, Danish Ministry of Economic Affairs, Copenhagen and Danish Finance Ministry, Copenhagen. 2000-2006: Management Assistant and later Development Director, HUR (Greater Copenhagen Authority), Copenhagen. 2007: Special Advisor, National Rail Authority, Danish Ministry of Transport and Energy, Copenhagen. 2007-: Head of Section, EU Office, Danish Ministry of the Environment, Copenhagen. With DIS since 2000. E-mail: euro1999@hotmail.com

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Field study and study tours:

In the final, concluding week of the course, there is a one-week study tour to **London & Brussels from Friday 27 June – Thursday 3 July**. The study tour includes academic visits to multinational companies, cultural visits throughout London & Brussels, as well as additional class sessions.

Assignments:

Assignment 1 is a 4-page (double-spaced pages of 300 words each) analysis of the strategic behavior of the two companies visited on field studies during the prior week. The paper is due in class on **Monday 23 June** at 8:30. **Late papers are not accepted.**

Assignment 2 is 15-20 minute presentation for groups of 2-3 students. The presentation should take inspiration from "Strategic Planning for the Single European Market", based on El Kahal, Sonia: *"Business in Europe"*, McGraw Hill 1998, pp. 107-128 (Binder 30). The assignment is to conduct a business analysis for one of the companies visited during the study tour to London/Brussels. Field research and dialog between students and the company is an integral part of the assignment. You are expected to do preliminary research before the study tour.

Final Exams will be held on Thursday 26 June. All lectures, obligatory readings, field studies, and guest lectures will be drawn upon for the final exam.

Participation: The course consists of lectures, field studies, and the study tour to London and Brussels. Attendance is mandatory. Students should be prepared for each class, having read the textbook and binder articles in advance. The readings provide the basis for discussion in each session, and you may be called upon randomly. Students should be able to answer every "Review question" at the end of each textbook chapter. Slides available on DIS Forum should be downloaded prior to class.

Grading Elements:

Assignment 1 – 20%

Assignment 2 Presentation – 30%

Final Exam – 40%

Participation (in-class and on study tours) – 10%

Detailed Schedule – European Business Strategy

Week 1 – Doing Business in Europe – Business Analysis

Monday 16 June: The New European Business Environment and European Integration

- An introduction to the EU and the European Business Environment

Readings: Suder (Ch. 1 & 2), Binder 2, Binder 6, Binder 57

Tuesday 17 June: Enlargement, Theories of Integration, and Institutional Players

- An introduction to EU Integration, EU Institutions and business impact

Cases: EU-Turkish relations and SMEs benefits from institutional initiatives

Readings: Suder (Ch. 3 & 4), Binder 5 (Ch. 1 & 2, required for answering Assignment I)

Introduction to Assignment 1

Tuesday 17 June: Field Study to Copenhagen Malmö Port (CMP)

13:30 – 15:30: Intro to CMP business, development, future activities & possibilities

Speaker: Søren Balken, Marketing Coordinator, Copenhagen Malmö Port

Meet at Frue Plads at 12:45 – Bus departs at 13.00 sharp!

Wednesday 18 June: Business Europeanization

- The Europeanization of Business Environment and Business Management

Cases: Volvo and Consulting in Estonia

Readings: Suder (Ch. 5 & 6), Binder 34, Binder 69

2nd Field Study TBD

Friday 20 June: European Economics and Marketing

- European Economics and Finance and European Marketing

Guest Lecturer: Leif Rasmussen, 8:30-10:00

Cases: Auditing in Europe and European Stock Exchanges

Readings: Suder (Ch. 7 & 8), Binder 4, Binder 68

Week 2 – Business Strategy and Case Studies - Transport and Fast-moving Consumer Goods:
Special focus on Coca-Cola, Carlsberg, SAS and Lufthansa

Monday 23 June: Lobbying the Playing Field and Competing Internationally

- Insights into how companies lobby within the EU through real life cases
- Knowledge of globalization, world trade, and EU's external trade policy

Case: Coca Cola and the EU sugar and health policy

Readings: Suder (Ch. 9 & 10) Binder 9, Binder 10

Assignment 1 Due at the beginning of class

Tuesday 24 June: Strategy and Business Planning for the Single European Market

- Creating strategic business plans for the Single European Market

Cases: The 2008 strategy plan of Royal Unibrew: "Double-up" and the Carlsberg strategy

Readings: Binder 71 (Mercado ch. 8), Binder 30, Binder 31, Binder 8, Binder 74

Wednesday 25 June: The Transport Industry with Special Focus on Airlines (SAS and Lufthansa)

- Insights into:
 - The process of liberalization of the European markets
 - Competitive situation of the European airline industry
 - The new open skies between the US and Europe
 - Strategy and position of SAS and Lufthansa

Readings: Binder 17, Binder 50, Binder 72, Binder 73

Introduction to Final Exam

Thursday 26 June: Fast-moving Consumer Goods with Special Focus on the Beverage Industry (Coca-Cola and Carlsberg)

- Insights into:
 - Competition and consolidation of the beverage industry
 - Innovation and marketing
 - Strategy of small and global companies

Readings: Binder 74, Binder 75, Handouts

Introduction to Assignment 2

Thursday 26 June: FINAL EXAM

14.00 – 16.00 in 10-B25

Week 3 – Study Tour to London & Brussels

Friday 27 June – Monday 30 June: LONDON

Friday 27 June – Transfer to London; AM/PM academic visit in London

Saturday 28 June – London

Sunday 29 June – London

Monday 30 June – AM academic visit in London; transfer to Brussels

Monday 30 June – Thursday 3 July: BRUSSELS

Monday 30 June – Arrival in Brussels

Tuesday 1 July – AM/PM academic visit in Brussels

Wednesday 2 July – AM/PM academic visit in Brussels

Thursday 3 July – Brussels (Assignment 2 due); End of Study Tour

Reading List

Textbook: Gabriele Suder: *Doing Business in Europe*, SAGE Publications, 2008.

Binder:

2. "EU integration seen through statistics" European Commission Report, 2006.
4. "The United States as a Monetary Union", EMU study, HM Treasury, pp. 1-4.
5. Porter, M.: *Competitive Strategy. Techniques for Analyzing Industries and Competitors*. NY: The Free Press, 1980. Pp. 3-46.
6. "Tomorrow the world" *The Economist*. February 8, 2007.
8. John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan: *"International Business"*, 2004. Prentice Hall. Pp.203-204: Case Ford Europe.
9. "EU and US approaches to lobbying", EurActiv.com, August 2005.
10. "EU sets out new lobbying rules", *International Business Times*, March 21, 2007.
17. "When your competitor delivers more for less" *The McKinsey Quarterly Online*, 2004.
30. El Kahal, Sonia: *"Business in Europe"*, McGraw Hill 1998, pp. 107-128.
31. "How to improve strategic planning" *The McKinsey Quarterly Online*, 2007.
34. "American values: Living with a superpower". In: *The Economist*, January 2nd 2003.
50. "The battle for Europe's low-fare flyers". In: *McKinsey Quarterly*, Web exclusive, August 2005.
57. "The EU's 'Reform Treaty'" www.euractiv.com. April 26, 2007.
68. "Everything in moderation", *Marketing Week* 2006 Nov. 30, p. 22-23.
69. "Managing Multicultural Teams", Jeanne Brett, Kristin Behfar, Mary C. Kern, *Harvard Business Review*, November 2006.
71. Mercado et al.: *"European Business"*, 4. ed. Pearson Education, Essex, 2001. Chapter 8.
72. "The hidden value in airline operations", *McKinsey Quarterly*
73. "Extreme competition", *McKinsey Quarterly*
74. "Global beer: What's on tap?", *McKinsey Quarterly*
75. "Confronting proliferation: An interview with Carlsberg's Alex Myers", *McKinsey Quarterly*