

SUM16	PROBLEM SOLVING IN THE GLOBAL CONTEXT
Course leader	Renate Kratochvil, visiting professor from BI Norwegian Business School <a href="https://www.bi.edu/about-bi/employees/departments-of-strategy-and-entrepreneurship2/renate-kratochvil/">https://www.bi.edu/about-bi/employees/departments-of-strategy-and-entrepreneurship2/renate-kratochvil/</a>
Course description	<p>Imagine you are a manager in the subsidiary of an international company. The global headquarters has developed a new international marketing campaign. You are responsible to implement the campaign in your local subsidiary context. However, the local government of the country you are working at had recently introduced a law, which interferes heavily with your company's marketing campaign. The new law does not allow you to use the new marketing advertisement.</p> <p>The problem seems to be obvious. Hence, you immediately start searching for solutions, which is to find a way to bypass the local law (as you cannot change the company's globally standardized marketing campaign).</p> <p>However, do you think this is the best solution in the long run?</p> <p>What would happen if you took your time and properly diagnosed the problem; what if you searched for underlying root causes and issues? Maybe you would find the overall marketing strategy is the major problem. Maybe the company missed to shift to digital marketing and the use of new technologies.</p> <p>This is only one example of why it is essential to develop capabilities in strategic thinking and problem diagnosis. In addition, cognitive biases, heuristics and the absence of being able to identify strategic goals and capabilities hamper the strategic work of individuals and teams.</p>
Course objectives	<p>This course aims to address the following issues:</p> <ul style="list-style-type: none"> <li>• Developing strategic thinking</li> <li>• Practicing problem solving</li> <li>• Identifying cognitive biases and heuristics</li> <li>• Analyzing the complexities of strategizing in an international company</li> <li>• Learn about individual and organizational strategic goals and capabilities</li> <li>• Learn how established companies struggle to adopt to new technologies</li> </ul>
Tackled concepts	<p>Strategic thinking  Problem diagnosis  Solution development  Digitalization and new technologies  Capabilities  Strategic goals  Cognitive biases and heuristics  International company  Roles of managers</p>
Learning methods / Teaching procedures	Mixture of theory input from the lecturer, class-discussions and case studies (individual and group), as well as independent preparing of pre-defined topics during class time.
Assignments	Participation during lecture time (25%) Individual assignment (25%) Groupwork (50%)
Bibliography / Course material	<p><b>Strategic Thinking</b>  Carucci, R. (2016). Make Strategic Thinking Part of Your Job. Harvard Business Review Online. <a href="https://hbr.org/2016/10/make-strategic-thinking-part-of-your-job">https://hbr.org/2016/10/make-strategic-thinking-part-of-your-job</a> .  Sloan, J. (2017). Learning to Think Strategically. New York: Routledge.  Sullivan, J. (2016). 6 Ways to Screen Job Candidates for Strategic Thinking. Harvard Business Review Online. <a href="https://hbr.org/2016/12/6-ways-to-screen-job-candidates-for-strategic-thinking">https://hbr.org/2016/12/6-ways-to-screen-job-candidates-for-strategic-thinking</a></p> <p><b>Problem Solving</b></p> <ul style="list-style-type: none"> <li>- Enders, A., Andreas, K. Å., &amp; Barsoux, J. L. (2016). Stop jumping to solutions!. MIT Sloan Management Review, 57(4), 63.</li> <li>- Spradlin, D. (2012). Are you solving the right problem?. Harvard Business Review, 90(9): 84-93.</li> </ul>

- Wedell-Wedellsborg, T. (2017). Are you Solving the Right Problems? *Harvard Business Review*, 95(1): 76-83

#### The International Company

- Bartlett, C.A., & Ghoshal, S. (1991). What is a global manager?, *Harvard Business Review* 70(5): 124-132.

#### Capabilities

- Grant, R.M. (2019) "Chapter 1: The Concept of Strategy," and "Chapter 5: Analyzing Resources and Capabilities," in *Contemporary Strategy Analysis*, 9th ed. (Blackwell Pub., Malden, USA, 2016).
- Shih, W. (2016). The real lessons from Kodak's decline. *MIT Sloan Management Review*, 57(4), 11-13.

#### Cognitive Biases and heuristics

- Kahneman, D., Lovallo, D., & Sibony, O. (2011). Before you make that big decision. *Harvard Business Review*, 89(6), 50-60.
- Lovallo, D., & Sibony, O. (2010). Taking the bias out of meetings. *McKinsey Quarterly*, 2(2010), 68-69. <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/taking-the-bias-out-of-meetings>
- Rosenzweig, P. (2007). The halo effect, and other managerial delusions. *McKinsey Quarterly*, 1, 76. <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-halo-effect-and-other-managerial-delusions>

#### Case Studies

- Session 1: Pudelko, M. (2005), "Expatriation: An American Working in Japan: From the Perspective of the Expatriate, Headquarters and the Foreign Subsidiary", *The Case Centre*
- Session 2: Nell, P.C. & Kratochvil R. (2016), "Pharma Luxur and Institutional Change in Croatia", *The Case Centre*.\*
- Session 3: Nell, P.C., Kratochvil R., & Klopff, P. (2017), "Managing a Severe Crisis: PharmaCorp in Ukraine", *IVEY/Harvard Business Publishing*.\*
- Session 4: Kratochvil, R. & Schweiger, C. "Mint Tax – The Challenge of Developing a Strategic Perspective", → the case will soon be published at IVEY Publishing; currently with copyediting

Number of credits	4 ECTS; 2 US
Schedule	5 sessions. Lectures and case studies <b>Wednesday off due to bank holiday</b>

Session	Description
1.	Strategic Thinking and Problem Diagnosis
2.	Cognitive Biases and Teamwork
3.	Problem Solving in the International Firm
4.	Strategic Goals and Capabilities
5.	Assignment Presentation "Strategic Thinking for Digitalizing the International Company"