

International Business & Trade (2023-2024)

Introduction to the Course

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Short Biography



■ Professional Experience

- Associate Professor in Global Strategy in the Department of Management at Sophia University (**Japan**)
- Assistant/Associate Professor in International Business in the University of Sussex Business School (**UK**)
- Postdoctoral Fellow in Mercator School of Management & Institute of East Asian Studies at Universität Duisburg-Essen (**Germany**)
- Public Relations Assistant in the Tokyo Liaison Office of the UN World Food Programme (**Japan**)



■ Education

- Ph.D in Managerial Economics in Mercator School of Management at Universität Duisburg-Essen (**Germany**)
- MPIA in International Political Economy in the Graduate School of Public & International Affairs at the University of Pittsburgh (**USA**)

Short Biography



■ Global Mobility



Let's Compete on a Planet of 7.8 Billion People !



■ Research Expertise

❖ International Human Resource Management

- Employee downsizing.
- Expatriate management.
- High performance work system & competitive superiority.

❖ Global Strategy

- Cross-border knowledge transfer processes.
- Headquarters-subsidiary relations.
- CEO psychological traits & MNC internationalization.
- Local sourcing strategies & MNC subsidiary performance.

❖ Entrepreneurship

- The consequences of entrepreneurial self-efficacy.
- A sense of meaning & purpose in life.
- Work-life conflicts, entrepreneurial regret & entrepreneurial outcomes.



Short Biography



■ Publication

- *Asian Business & Management* (2009, 2014)
- *European Management Journal* (2023)
- *Global Economic Review* (2009)
- *Journal of Management & Organization* (2021, 2023)
- *International Journal of Human Resource Management* (2011, 2014, 2017)
- *International Business Review* (2014, 2018)
- *British Journal of Management* (2015)
- *Journal of World Business* (2019)
- *International Entrepreneurship & Management Journal* (2023)



Short Biography



■ My Research Contributions to the Corporate World

▶ Invited Talks



C/M/S/ Cameron McKenna



▶ In-House Seminars



▶ Consultancy Projects



▶ Joint Research Projects



Development Bank of Japan Inc.



■ Community Service

❖ Journal Editorial Board Membership

- *International Business Review* (Netherlands: Elsevier) (2021-present).
- *International Studies of Management & Organization* (UK: Taylor & Francis) (2017-present).

❖ Refereeing

- *British Journal of Management, Human Resource Management, International Business Review, International Journal of Human Resource Management, Journal of Business Research, Journal of International Management, Multinational Business Review, Journal of Small Business Management, International Journal of Production Economics, Asia Pacific Journal of Human Resources, Thunderbird International Business Review, Asian Business & Management, Journal of Management & Organization, European Journal of Information Systems* etc.



■ Key Points

WHAT is the major objective of this module?

- ❖ To enhance students' **awareness** of issues regarding **international management**.
- ❖ To help students to learn **theoretical logic** as a **problem-solving** tool in practice.
- ❖ To enable students to develop the **ability to design & implement** their own solutions.



■ Key Points

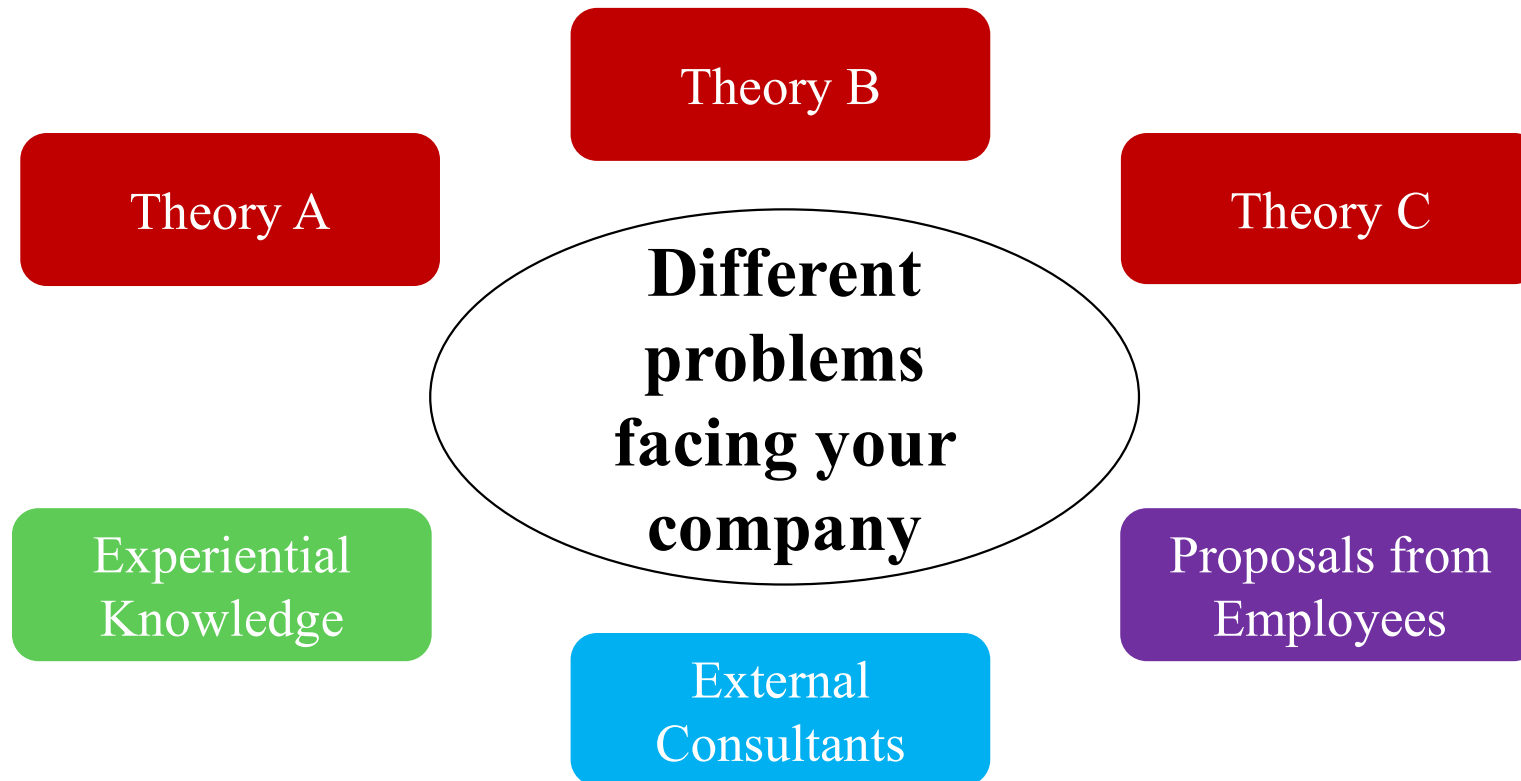
WHY is it necessary to learn theoretical perspectives?

- ❖ **Practice without theory** is inefficient & further increases uncertainty that **triggers wrong decisions.**
- ❖ **Theory** helps us **understand complex real-life events** in the business world.
- ❖ **Theory-based practice** facilitates **explanations to others & is valid in executing strategies.**

Course Description

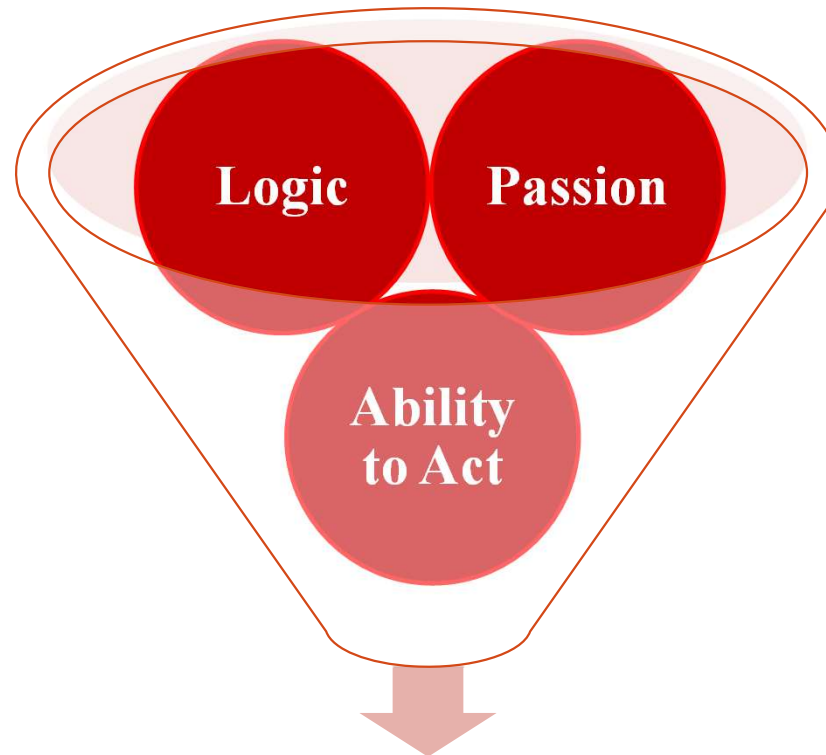


- **Be a Great Strategist who Makes Efficient Use of Different Theoretical Frameworks !**





■ '3' Key Conditions to Become a Successful Leader



Design & execute strategies effectively
in times of uncertainty !



■ Learning Objectives

❖ On completion of this module, students should be able to:

- Gain knowledge of **general theories of MNCs**.
- Strengthen **analytical skills** regarding **factors that influence the organization structure of MNCs** in the global context.
- Identify possible **challenges** that harm **MNCs' competitive superiority**.
- Analyze the international business environment & evaluate **strategic options for MNCs**.
- Participate in the debate on **how to manage (in)tangible assets across borders** effectively & efficiently.

Course Description



■ Hubbard (2013). Conquering Global Markets.

Case 4.1 Teva Pharmaceuticals

Teva, the world's largest producer of generic pharmaceuticals, are the most global organization in the survey with 96 percent of their sales coming from outside their native Israel. They pursued global growth originally through joint venture, moving to acquisitions, and now they use a combination of the two. Their original venturing came out of necessity. Shlomo Yanai, former CEO of Teva, explained Teva's expansion and their initial use of joint ventures,

Historically, when we were small we found that the core element of the business, which we needed and we didn't have, would take us a long time or was going to be very expensive. Then we would co-venture with companies to complement what we missed. For example, if we had a product but we didn't have the go-to-market assets, then we joint venture with a company that had these capabilities.

Once Teva grew their capabilities, they pursued less joint ventures and more acquisitions. Lately, however, they have begun using joint ventures again to share risks or development costs, which, in pharmaceuticals, can be very high. They have also returned to using joint ventures to provide complementary skills. Yanai continued,

We pursue joint ventures when we think that there is some expertise or excellence that we don't have and it's much better to save time and to join forces together with that excellent or competent company in order to get a better result than doing it by ourselves. For example, we joined together with Procter & Gamble when we found that in a certain part of our business we needed branding power.

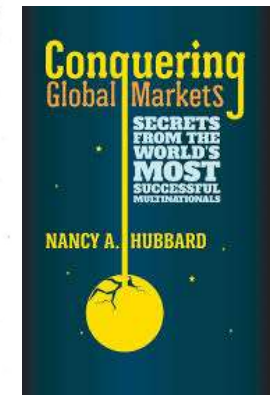
Teva have used joint ventures as a way to reduce risk when entering a market. One example is their market entry into Japan. At the time, Japan was the second largest pharmaceutical market in the world with only a 17 percent penetra-

Case 6.4 Fast Retailing and Lotte

Japan's Fast Retailing is best known by its iconic brands: UNIQLO, g.u., Theory, Comptoir des Cotonniers, Princesse tam tam, and Helmut Lang. They operate over 2,200 retail outlets throughout the world with roughly half in their native Japan and half internationally, which is even more notable considering they first expanded internationally only ten years ago. They have chosen to expand internationally through a variety of means including acquisition and joint venture. The most notable acquisitions include Comptoir des Cotonniers and Princesse tam tam in France and Theory in the United States. Interestingly, Fast Retailing took a minority stake in Theory in 2004 before assuming full control in 2009. This staged equity approach gave Fast Retailing considerable knowledge of Theory before acquiring the business outright and is not an uncommon approach for Japanese globalizers.

Fast Retailing chose joint venture as their route into the fast-growing and lucrative South Korean market. Partnering seemed the option most likely to generate success as Fast Retailing could then enter the market as a "local retailer." Fast Retailing chose South Korean giant, Lotte, as their joint venture partner. Lotte, one of the world's leading retail developers with an annual turnover of over \$45 billion, was a natural choice. Lotte operates a series of joint ventures and is comfortable using this format. In fact, they have a very successful joint venture arrangement with another survey participant, IMAX. In addition, their premier retail spaces made them a natural candidate.

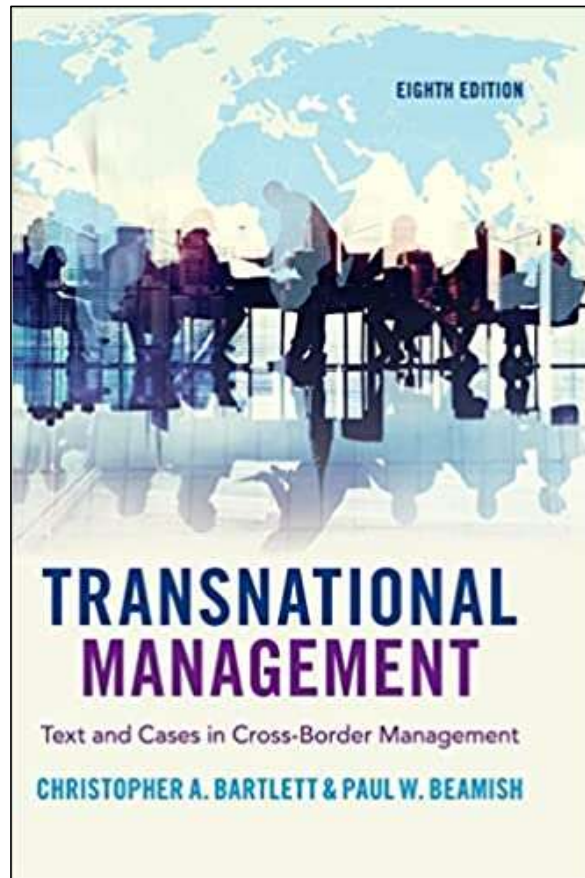
Prior to the joint venture's inception, considerable effort was expended at a senior management level in order to build a positive platform. Talks between senior management teams were extensive, and to this day they continue to meet face-to-face on a quarterly basis at the highest levels of the respective organizations. It is the senior management's deep commitment that, Fast Retailing management feels, continues to support the venture's ongoing success. In addition, Lotte sent three management candidates to Japan to undergo intensive training at Fast Retailing as well as working for three months in their retail operations. From this, Lotte management understood Fast Retailing's unique culture and ways of working. It also solidified a deep foundation of mutual trust and commitment in both parties.



Course Description



■ Bartlett & Beamish (2018). Transnational Management: Text and Cases in Cross-Border Management.

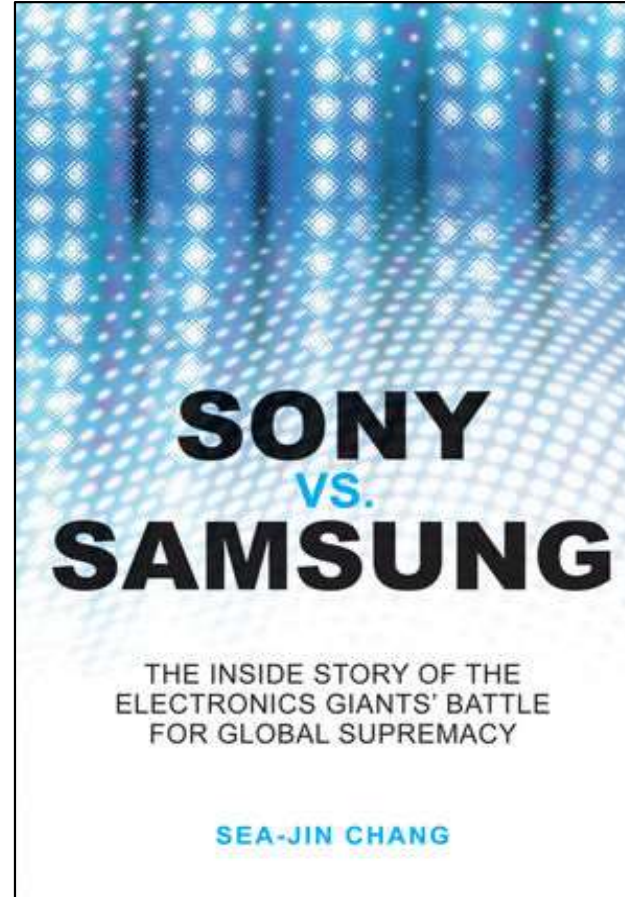
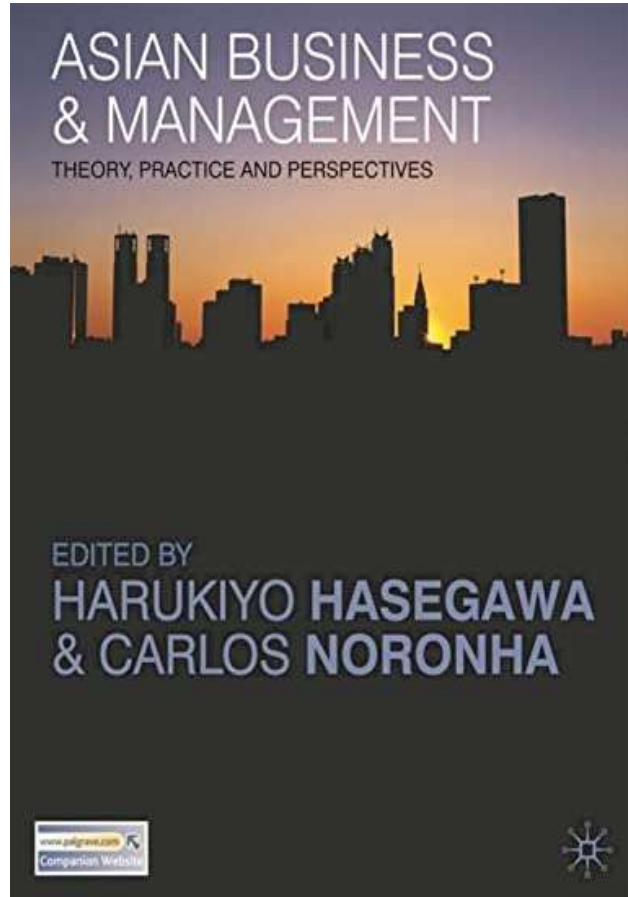


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Course Description



Other Reading Materials



Course Description



■ Keywords

❖ Multinational corporations (MNCs), foreign direct investment, international expansion, transnational strategies, competitive advantage, cross-border collaboration, geographical diversification, location choice, entry mode selection, entry timing, parent-subsidiary relations, global knowledge management, language, expatriate management, de-globalizing events, digitalization, MNC subsidiary performance etc.

Course Description



■ Moodle

The screenshot shows a web browser window displaying a Moodle course page. The browser's address bar shows the URL: <https://elearning15.unibg.it/course/view.php?id=5084>. The page header includes contact information: "Call us : 0352052879" and "E-mail : didattica.online@unibg.it", along with the user name "Norifumi KAWAI". The main heading of the course is "International Business & Trade a.y. 2023-24". Below the heading, there is a "Turn editing off" button. The course content is organized into sections: "General" (containing "Teacher: Norifumi Kawai" and "Course code: 910004-ENG"), "Annunci", "WEEK 1", and "WEEK 2". Each section has an "Add an activity or resource" button. The Windows taskbar at the bottom shows the system tray with a temperature of 11°C, a search bar, and various application icons. The system clock indicates the time is 12:14 on 2024/02/12.

❖ You MUST check all the information on this course via moodle regularly.

Course Description



■ Lateness & Courtesy

❖ **Late or leaving early** can be **disturbing**, especially given the importance of student participation & in-class discussions in the course. Such behavior is also **impolite & unacceptable** to the class since it makes it necessary to repeat teaching materials. Therefore, please come to class **punctually**. Please be officially advised that students can use **electronic devices** inside the classroom **only for the purpose of study-related matters**.

Course Description



■ What Do I Really ‘Care About’?

- ❖ A spirit of professionalism;
- ❖ Integrity;
- ❖ Tenacity/perseverance/persistence; &
- ❖ Consistency.

■ What Do I Really ‘Dislike’?

- ❖ Lack of commitments;
- ❖ Laziness;
- ❖ Excuses;
- ❖ Free-riders; &
- ❖ Opportunistic behaviors.

Course Description



■ Course Assessments for Attending Students

❖ Final Exam

- It accounts for **70%** of your overall mark.

❖ Class Participation & Engagement

- It accounts for **15%** of your overall mark.
- Participants might be asked to submit a summary report via Moodle (**Any late submission will NOT be accepted.**).
- You are required to prepare your own ideas in response to the 5-7 questions associated with each assigned article beforehand.
- Several small quizzes are given to students on an irregular basis.

❖ Group Presentations

- It accounts for **15%** of your overall mark
- Your group presentations are scheduled in **WEEK 8**.



■ Course Assessments for Non-Attending Students

❖ Final Exam

- It accounts for **100%** of your overall mark.

~~❖ Class Participation & Engagement~~

- ~~– It accounts for **15%** of your overall mark.~~
- ~~– Participants might be asked to submit a summary report via Moodle (Any late submission will NOT be accepted.).~~
- ~~– You are required to prepare your own ideas in response to the 5-7 questions associated with each assigned article beforehand.~~
- ~~– Several small quizzes are given to students on an irregular basis.~~

~~❖ Group Presentations~~

- ~~– It accounts for **15%** of your overall mark~~
- ~~– Your group presentations are scheduled in **WEEK 8**.~~

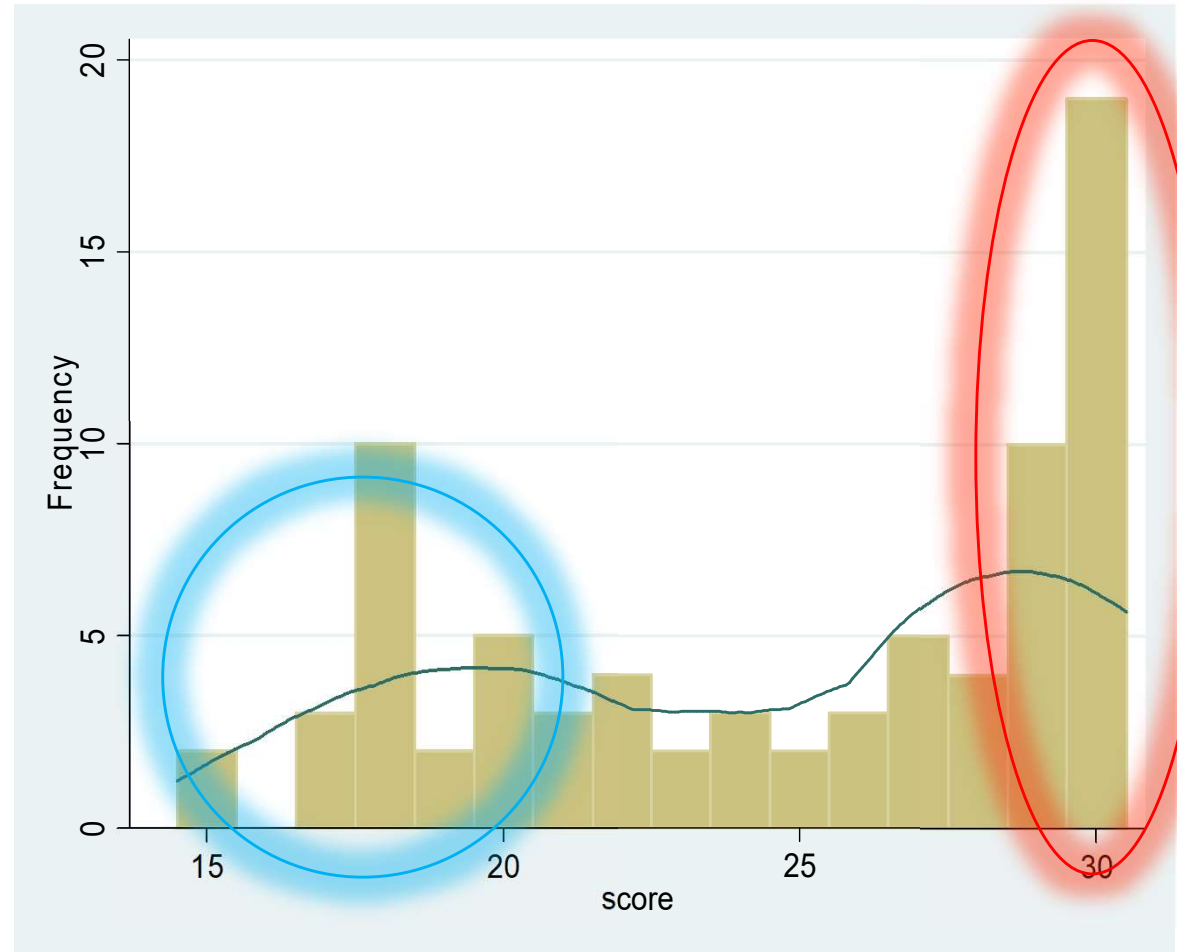
Course Description



Overall Score (Frequency & Normal Density Plot)

COMMENTS

- **5 out of 77 scripts** showed very disappointing performance with **less than 18 points**.
- A rate of failure: **6.5%**.
- An average score: **24.7 points**
- **19 students (24.7%)** were awarded marks of **30 or more**.
- **14 students** received **30L**.
- There is an established tendency that **attending students** receive **higher marks** than **non-attending students**.
- **Attending each lecture with thorough preparation** is key to success.



Source: Own illustration



■ The Quality of the Final Exam

❖ Examples

- What “soft” & “hard” activities should be carried out to make cross-border M&As successful?
- Clarify what strategies foreign firms design & execute to outperform local firms in line with frameworks about technological complexity & market heterogeneity in China with reference to Chang & Park’s (2012) article.
- Explain the internationalization process of Chinese firms & Japanese firms.
- Explain how institutions influence (1) location strategies & (2) foreign investors’ entry mode choice in Vietnam with reference to Meyer & Nguyen (2005).
- Discuss what determines the survival of multinational corporations in emerging economies in theoretical & practical considerations.

Course Description



■ Recommendation Letter: German



engage consistently



Course Description



■ What Do I Offer You in Addition to Teaching?

❖ Career Consulting

❖ CV Check

❖ Mock Interview Practice Online & In Person

Course Description



■ My Office Hours

Wednesday | 14:00-16:00 | Room 208@Via dei Caniana 2



■ Important Advice

Your Opportunity Costs?



■ Important Advice

Prepare Ahead !



■ Self-Introduction

WHO ARE YOU?

- ❖ Please download [a self-introduction form](#) from moodle, fill in & hand in via moodle (Go to WEEK 1) by [19:00 on 23.02.2024](#).

Course Description



■ Before Ending Today's Session ...

Q&As

The End of Today's Lecture



ご清聴有難う御座いました。

Thank you so much!

Vielen Dank für Ihre Aufmerksamkeit!

Grazie mille !

【Contact Address】

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