

Università degli Studi di Bergamo
Dipartimento di Scienze Aziendali
87167 SPECIAL TOPICS IN INTERNATIONALIZATION

Spring Term 2024-2025

Lecture: Mondays (10:30-12:30) & Wednesdays (08:30-10:30)

Module Convenor

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Module Description

International business is concerned with how firms engage in transactions & value-adding activities outside of their national boundaries. The course examines the various elements of international business strategy (*e.g.*, entry mode, partner selection in joint ventures, location) & how the organisational structure of the firm is best configured to its strategy. Consideration will also be given to the impact of foreign direct investment on host & home economies.

Learning Outcomes

On completion of the course, students should be able to:

- Understand economic, social, cultural, & political factors influencing the internationalization, strategy & value of the multinational organization;
- Discuss the mechanism to organize value-creating activities within a group of subsidiaries, including how to achieve efficient knowledge flows across borders;
- Evaluate different types of corporate & business strategy that help enhance the firm's long-term profitability & competitive superiority in the age of globalization; &
- Critically evaluate the diversity of formal & informal institutions in the international business domain & the effect of this diversity on the nature & form of international business arrangements.

Teaching Methods & Assessment

The course consists of two lectures per week taught in the Spring Term. Each lecture lasts 2 hours on the Caniana campus in Weeks 1 to 12. Each lecture adopts active learning methods designed to encourage students to participate in class discussions. The lectures will be taught by Professor Dr. Norifumi Kawai. Attendance is highly recommended at all the lectures.

Course Requirements

Students will be assessed by 'three' specific assessment methods:

- **Class participation & proactive engagement in discussions** count for **25%** of the overall mark for the course. Depending on weeks, students are required to read two or three articles per session prior to the lecture & essentially responsible for being well-prepared to discuss the content of the article. Students will receive **approximately 5-7 questions per article** & it is highly recommendable to take notes in advance. Participants' engagement in class discussions is carefully checked & monitored by the instructor. Moreover, students might be asked to submit a summary report either every week or every other week via Moodle (Any late submission is NOT acceptable). Small quizzes are also given to participants on an irregular basis.

- A **15-minute individual presentation** that also counts for **25%** of the overall mark for the course. Individual presentations will be given in **Week 11**.
- A **final examination** that counts for **50%** of the overall mark for the course. The final exam will take place in the end of year assessment.

Lateness & Courtesy

Late or leaving early can significantly disturb other students, especially given the importance of student participation & in-class discussion in the course. Such behavior is also impolite & unacceptable to the class since it makes it necessary to repeat material. Therefore, please come to class punctually. Please be advised that students can use laptop computers inside the classroom only for the purpose of study-related matters (**Mobile phones MUST be turned off during lectures & should be kept in the bag NOT on the desk.**). If you do not follow the professor's warnings, it will be considered a violation of the rules and your class participation points will officially be reduced to **0 points**.

Assessment Modes

A variety of assessment modes are used to develop & test different types of knowledge, skills & aptitudes. The assessment modes have been approved to test the module learning outcomes. Examinations usually focus more on students' ability to use their knowledge of the subject, rather than simply testing their memory for facts. Feedback is provided to support students in future assessments only if asked. For this module, the unseen examination is used to assess students' level of knowledge &/or understanding of the discipline without the support of textbooks, notes or internet resources. When, in accordance with the academic judgement of the University, the unseen exam has been approved for this module to assess competence standards & learning outcomes.

Student Charter

Students agree to take responsibility for their own learning & actively engage with this module. This will help to ensure that students not only focus on the content of this module but also the skills elements that are integrated into all classes. What this means is set out below. The instructor will endeavour to provide a supportive learning environment to help students engage with this module. If a student is unable to fulfil one of their responsibilities, they must inform the instructor. If the student fails to do this, the instructor will initially try & work with the student to resolve the lack of engagement.

Student Responsibilities:

1. Students are expected to undertake independent study for this module.
2. Students should not talk (unless discussion is requested) during lectures.
3. Students should only use computers during teaching sessions for work-related purposes (The use of mobile phones is officially prohibited during lectures).
4. Students should come to class prepared to listen, take notes, & ask & answer questions.
5. When students attend a lecture, they must have done any pre-reading that is assigned.
6. Students should arrive for class on time.
7. Students have a responsibility to check (& respond to as necessary) their university email at least once a day during term time; not reading an email is not an excuse for missing a deadline.

Schedule:

WEEK 1: (1) **Introduction to the Course**

(2) **Globalizing Business**

- **Peng, M., & Meyer, K.** (2019). International Business, CENGAGE Learning (**Chapter 1:** pp. 3-28).

- “Adidas: Sales, Suppliers & Stakeholders around the World” (pp. 3-5 in P&M).
- “Global Business in the Digital Age: Airbnb” (pp. 26-27 in P&M).
- “Should We Manage Political Risks Proactively or Passively”.

WEEK 2:**(1) Formal Institutions**

- Peng, M., & Meyer, K. (2019). International Business, CENGAGE Learning (Chapter 2: pp. 29-56).
- “Managing Business Risks in Turkey” (pp.29-31 in P&M).
- “Carlsberg Faces Political Risk in Russia” (pp. 53-54 in P&M).

(2) Informal Institutions

- Peng, M., & Meyer, K. (2019). International Business, CENGAGE Learning (Chapter 3: pp. 57-87).
- “Limitations of Hofstede’s Framework” (p.67 in P&M).
- “Multilinguists in MNEs” (p.70 in P&M).

WEEK 3:**(1) Firm Resources: Competitiveness & Growth**

- Peng, M., & Meyer, K. (2019). International Business, CENGAGE Learning (Chapter 4: pp. 88-114).
- “Lego’s Secrets” (pp. 111-112 in P&M).

(2) Trading Internationally I

- Peng, M., & Meyer, K. (2019). International Business, CENGAGE Learning (Chapter 5: pp. 117-148).
- “EU Exports: Emerging Economy Opportunities” (pp. 117-119 in P&M)

WEEK 4:**(1) Trading Internationally II**

- Peng, M., & Meyer, K. (2019). “Enhancing UK Export Competitiveness”.

(2) Investing Abroad Directly

- Peng, M., & Meyer, K. (2019). International Business, CENGAGE Learning (Chapter 6: pp. 149-181).

WEEK 5:**(1) European Integration**

- Peng, M., & Meyer, K. (2019). International Business, CENGAGE Learning (Chapter 8: pp. 209-241).
- De Grauwe, P. (2020). *Economics of the Monetary Union*. Oxford University Press, USA.
- “A Day in European Business” (pp.234-235).
- “In & Out: The British” (pp.209-210).

(2) Corporate Social Responsibility I

- Peng, M., & Meyer, K. (2019). International Business, CENGAGE Learning (Chapter 10: pp. 278-306).
- Cheung, Y. L. (2010). “Does Corporate Social Responsibility Matter in Asian Emerging Markets?”, *Journal of Business Ethics*, 92: 401-413.

WEEK 6:**(1) Corporate Social Responsibility II**

- **Kawai, N., Strange, R., & Zucchella, A.** (2018). “Stakeholder Pressures, EMS Implementation, & Green Innovation in MNC Overseas Subsidiaries”, *International Business Review*, 27: 933-946.
- **Tatoglu, E., Demirbag, M., Bayraktar, E. & Sunil, S., & Glaister, K.** (2014). Determinants of Voluntary Environmental Management Practices by MNE Subsidiaries. *Journal of World Business*, 49(4): 536-548.
- **Meyer, K.** (2011). “*German Chamber of Commerce Develops Social Responsibility in China*” (pp. 534-537).

(2) Starting International Business I

- **Peng, M., & Meyer, K.** (2019). International Business, CENGAGE Learning (Chapter 11: pp. 305-332).

WEEK 7:

(1) Starting International Business II

- **Schuh, A.** (2011). “*ESET: From Living Room to Global Player in Antivirus Software*” (pp. 550-554).
- **Chang, S. J.** (2008). “*Wannabe Global*”. In Sony vs Samsung: The Inside Story of the Electronics Giants’ Battle for Global Supremacy. John Wiley & Sons.

(2) Foreign Entry Strategies I

- **Peng, M., & Meyer, K.** (2019). International Business, CENGAGE Learning (Chapter 12: pp. 337-362).
- “*Pearl River Piano Enters Foreign Markets*” (pp. 334-335 in P&M).
- “*Tata & Geely Acquire Capabilities*” (pp. 337-338 in P&M).
- “*Joint Venture ZF Karma in Russia*” (pp. 346-347 in P&M).

WEEK 8:

(1) Foreign Entry Strategies II

- **Meyer, K., Estrin, S., Bhaumik, S. K., & Peng, M. W.** (2009). “Institutions, Resources, & Entry Strategies in Emerging Economies”, *Strategic Management Journal*, 30: 61-80.
- **Meyer, K. E., & Nguyen, H. V.** (2005). “Foreign Investment Strategies & Sub-National Institutions in Emerging Markets: Evidence from Vietnam”, *Journal of Management Studies*, 42(1): 63-93.
- **Puck, J. F., Holtbrügge, D., & Mohr, A. T.** (2009). “Beyond Entry Mode Choice: Explaining the Conversion of Joint Ventures into Wholly Owned Subsidiaries in the People’s Republic of China”, *Journal of International Business Studies*, 40(3): 388-404.

(2) Competitive Dynamics

- **Peng, M., & Meyer, K.** (2019). International Business, CENGAGE Learning (Chapter 13: pp. 359-383).
- “*Gulf Airlines Challenge a Global Industry*” (pp. 359-361).
- “*Xiaomi Challenges Global Smartphone Leaders*” (pp. 500-504).

WEEK 9:

(1) Global Strategies & Acquisitions I

- **Peng, M., & Meyer, K.** (2019). International Business, CENGAGE Learning (Chapter 14: pp. 384-412).
- “*Danisco: The Rise & Sale of a Global Leader*” (pp. 384-386 in P&M).

(2) Global Strategies & Acquisitions II

- “Nomura” (pp. 395-396 in P&M).
- “Daimler Merges & Demerges”. (pp. 409-410 in P&M).
- Gill, C. (2012). “Cross-Border Mergers & Acquisitions: The Cases of Renault-Nissan & DaimlerChrysler-Mitsubishi”, *Human Resource Management*, 51(3): 433-456.

WEEK 10:**(1) Structuring & Innovating in the MNE I**

- Peng, M., & Meyer, K. (2019). *International Business*, CENGAGE Learning (Chapter 15: pp. 415-444).
- “Subsidiary Initiative at Schenck Shanghai Machinery” (pp. 439-440 in P&M).

(2) Structuring & Innovating in the MNE II

- Asakawa, K. (2001). “Evolving Headquarters-Subsidiary Dynamics in International R&D: The Case of Japanese Multinationals”, *R&D Management*, 31:1-14.

WEEK 11:**Individual Presentations****WEEK 12:****(1) International Human Resource Management I**

- Peng, M., & Meyer, K. (2019). *International Business*, CENGAGE Learning (Chapter 16: pp. 445-470).

(2) International Human Resource Management II

- Kawai, N., & Strange, R. (2014). “Perceived Organizational Support & Expatriate Performance: Understanding a Mediated Model”, *International Journal of Human Resource Management*, 25(17): 2438-2462.
- Rickley, M., & Karim, S. (2011). “Managing Institutional Distance: Examining How Firm-Specific Advantages Impact Foreign Subsidiary CEO Staffing”, *Journal of World Business*, 53(5): 740-751.
- “The LG-Nortel Joint Venture”.
- “Competing for Talent in China” (p. 459).

Reviewing the Course Materials

- Exam Preparation.