

# Special Topics in Internationalization (2024-2025)

## Introduction to the Course

**PROF. DR. NORIFUMI KAWAI, MPIA (Pittsburgh)**

Special Topics in Internationalization

Università degli Studi di Bergamo

Dipartimento di Scienze Aziendali

Bergamo, ITALY

# Short Biography



## ■ Professional Experience

- Associate Professor in Global Strategy in the Department of Management, Sophia University (**Japan**)
- Assistant/Associate Professor in International Business, University of Sussex Business School (**UK**)
- Visiting Professor in the Department of Management, University of Tübingen (**Germany**) & University of Pavia (**Italy**)
- 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, Universität Duisburg-Essen (**Germany**)
- MPIA in International Political Economy in the Graduate School of Public & International Affairs, University of Pittsburgh (**USA**)

# Short Biography



## ■ Global Mobility





## ■ Research Expertise

### ❖ International Human Resource Management

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

### ❖ Strategic Management

- Cross-border knowledge transfer processes within MNC networks.
- CEO & TMT attentional focus & strategic actions, including geographic diversification, environmental sustainability, corporate restructuring, & corporate innovation.

### ❖ Entrepreneurship

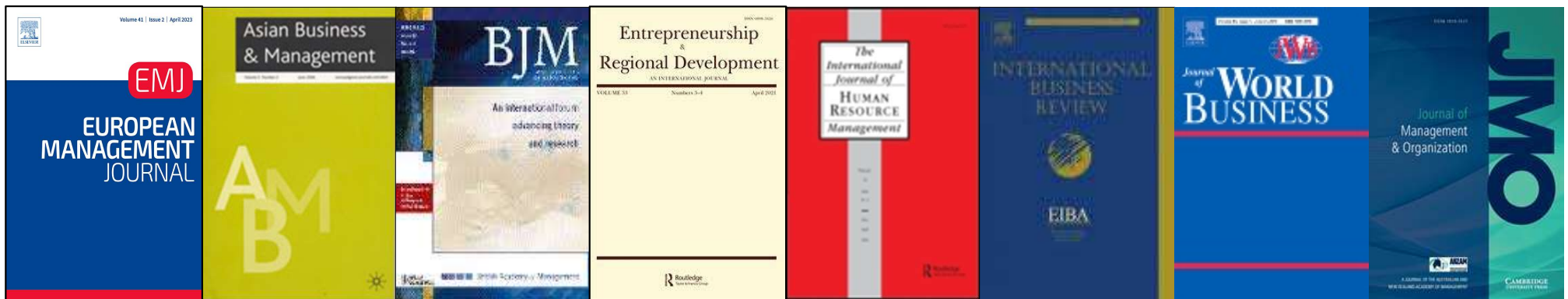
- The consequences of entrepreneurial self-efficacy.
- Work-life conflicts, entrepreneurial regret & entrepreneurial outcomes.
- Deinitialization & entrepreneurial opportunity identification

# Short Biography



## ■ Publication

- *Asian Business & Management* (2009, 2014)
- *Entrepreneurship & Regional Development* (2024)
- *European Management Journal* (2023)
- *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).

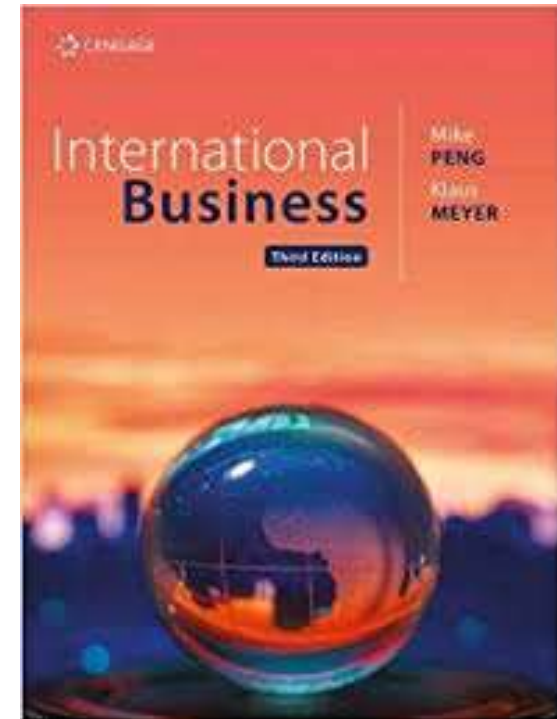
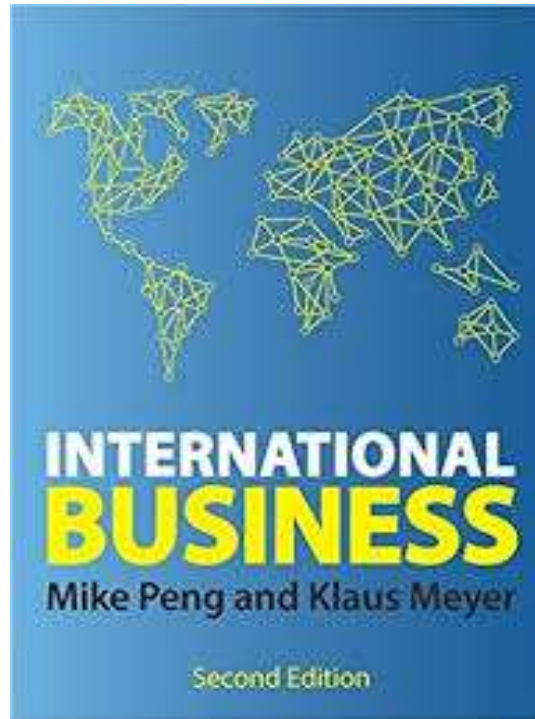
### ❖ Refereeing

- *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, Research Policy, European Journal of Information Systems, & Journal of Business Ethics* etc.

# Course Description



## ■ Textbook



❖ The scanned version of this book is available on Moodle.



# Course Description



## ■ Learning Objectives

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

- Understand economic, social, cultural, & political factors influencing the **internationalization strategy** of the MNC.
- Discuss the mechanism to organize **value-creating activities** within a group of subsidiaries, including how to achieve efficient

❖ **Please keep in mind that this class is NOT a language course.**

- Evaluate **different types of corporate & business strategy** that help enhance the firm's competitive superiority.
- 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.



## ■ Lateness & Courtesy

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

# Course Description

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## ■ 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;
- ❖ Disrespectful & impolite attitudes
- ❖ Free-riders; &
- ❖ Opportunistic behaviors.

# Course Description

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## ■ Course Assessments

**Final Exam (50%)**

**Proactive & Regular Participation in Class Discussions (25%)**

**Individual Presentation (25%)**



## ■ The Quality of the Final Exam

### ❖ Examples

- Describe the nature of ‘4’ modes of entry for foreign investors & discuss in detail both benefits & costs of each entry mode.
- Clarify the relationship between multinational strategy & organizational structure based on Ghoshal & Bartlett’s global integration (GI)-local responsiveness (LR) framework.
- Discuss why expatriates (home country-nationals) are important in managing cross-border business activities within the multinational enterprise (MNE) network.
- Discuss (1) how ESET achieved a rapid growth & (2) how ESET overcame cultural & institutional distance, with reference to Schuh (2011) [“ESET: From Living Room to Global Player in Antivirus Software”].



# Course Description

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## ■ My Office Hours

**Tuesdays | 10:30-12:30 | Room 208@Via dei Caniana 2**



## ■ 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

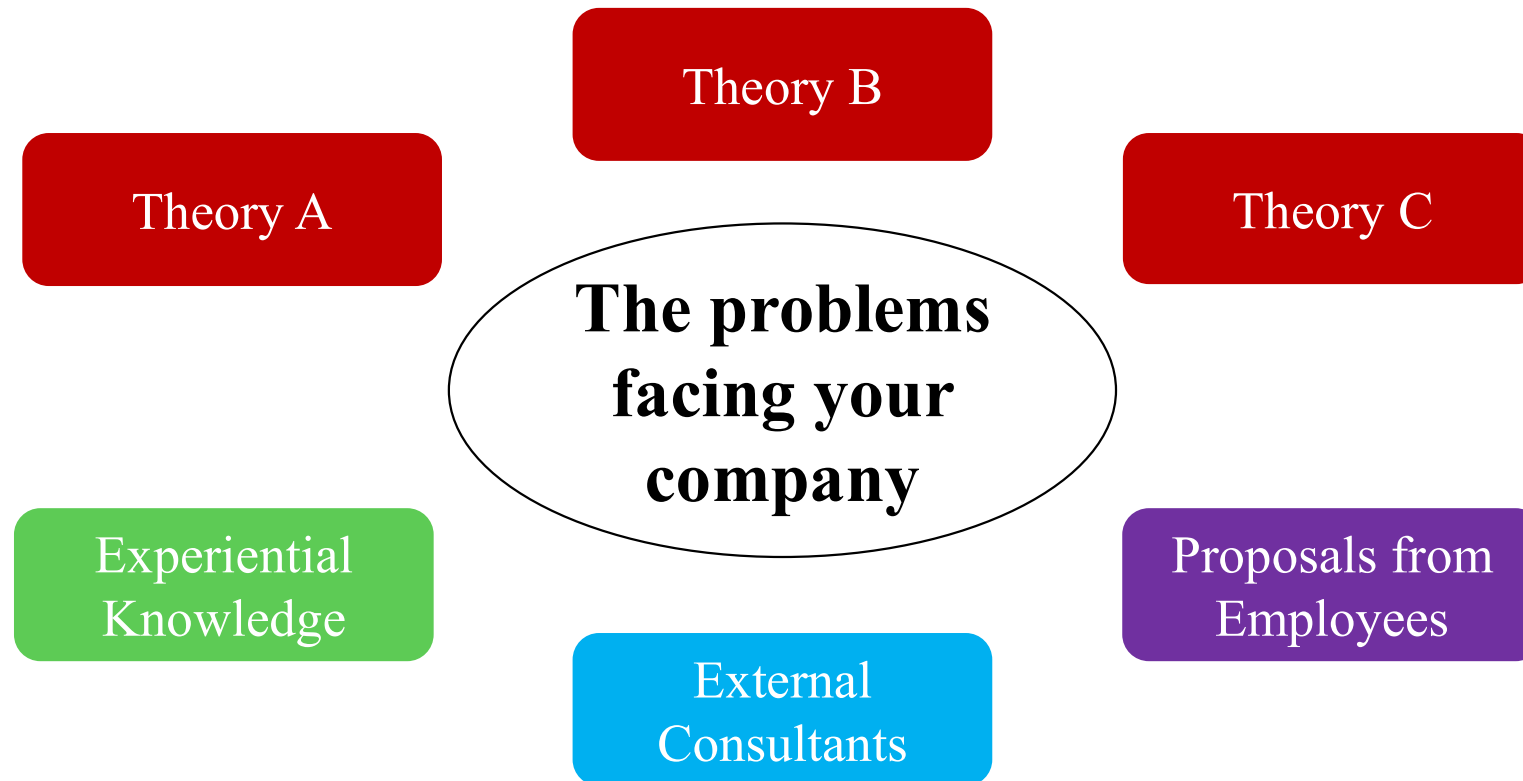
### WHY is it necessary to learn theoretical perspectives?

- ❖ **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

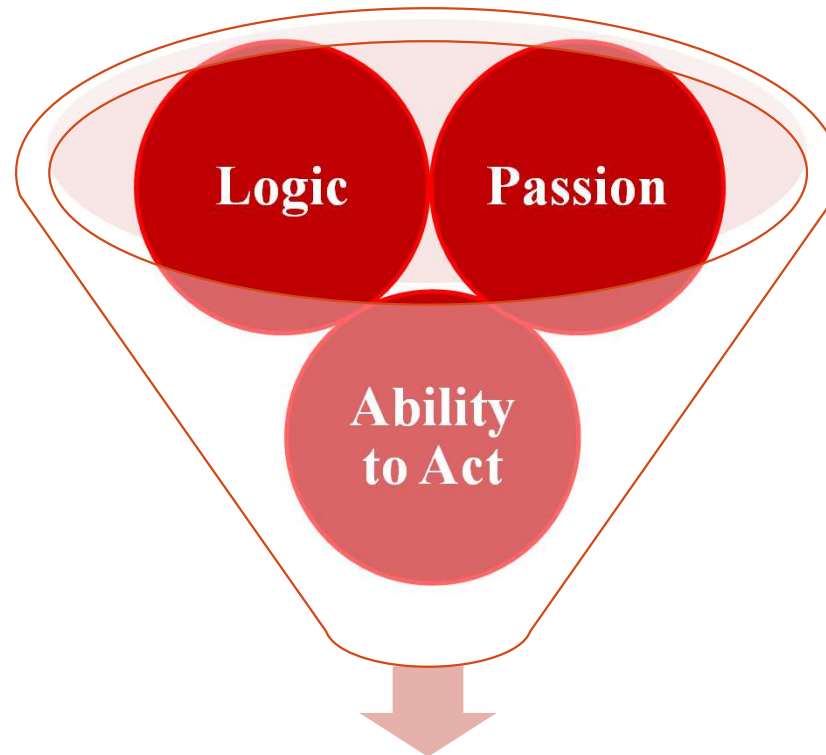


- **Be a Great Strategist who Makes Efficient Use of Different Theoretical Frameworks !**





## ■ '3' Key Conditions to Become a Successful Leader



**Design & execute strategies effectively  
in times of uncertainty !**



# Course Description



## ■ Moodle

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

# Recommendation Letter

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## ■ General Requirements

### ❖ Class Discussion

- Students should prepare well & **engage consistently** & **proactively** in class discussions.

### ❖ Overall Performance

- Students need to achieve **a score equal or above 90%** for the overall mark.

# Recommendation Letter



## ■ General Requirements

SciencesPo  
DÉPARTEMENT DE SCIENCES  
McGill  
UNIVERSITY  
THE LONDON SCHOOL  
OF ECONOMICS AND  
POLITICAL SCIENCE  
UCL  
London  
Business  
School  
KING'S  
College  
LONDON  
wb  
WARWICK BUSINESS SCHOOL  
THE UNIVERSITY OF WARWICK  
Hertie School  
of Governance

# Course Description

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## ■ What Do I Offer You in Addition to Teaching?

❖ Career Consulting

❖ CV Check

❖ Mock Interview Practice Online & In Person

❖ Advice on Internship & Real Job Opportunities


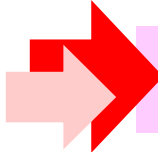
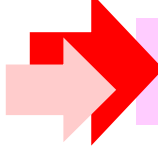
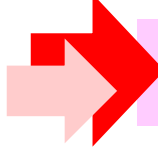
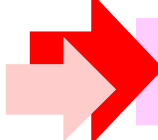
❖ Constructive Feedback Dissertation & Thesis Writing etc.

# Course Description

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## ■ Key Advice

-  **Check your goals regularly & think what you can do !**
-  **Manage your own time wisely & prepare ahead !**
-  **Understand the intensity of other modules in advance !**
-  **Take full advantage of professors' office hours !**
-  **Get your CV ready ! Add value to it everyday !**



# Course Description



## ■ Employability Matters !

**Roland Berger**  
Strategy Consultants

The screenshot shows a web browser window displaying the Roland Berger website. The URL is <https://www.rolandberger.com/en/Join/Your-Opportunity/Career-Starter/>. The navigation bar includes 'Expertise', 'Insights', 'About', 'Locations', and 'Join', with a search icon and a 'Jobs' dropdown menu. The main content area features a section titled 'Your qualifications' (circled in blue) with a minus sign icon. The text below is underlined in red:

Learning is natural to you. You have an impressive degree – in economics, engineering, natural sciences, or any other subject. What matters is passion and excellence. You have stand-out analytical skills.

You've spent time abroad, studying or through work experience, and your English is fluent.

You laid the groundwork for your career and have impressive and challenging internships behind you.

The browser's taskbar at the bottom shows various application icons, the system clock (7:29, 2022/03/07), and the temperature (0°C).

# Course Description



## ■ Employability Matters !

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You have broad interests. You love discovering new things and debating ideas. You have an inquisitive mind and form compelling arguments.

Your perspective is deep and committed. You analyze structures, trends, relationships, cause and effect. You have a complex vision of the world.

It's this maturity of thinking that gives you your empathy. You're compelling. You apply your thinking. You're entrepreneurial. You enjoy forging ahead with new ideas.

The browser's taskbar at the bottom shows various application icons, including Windows, PowerPoint, File Explorer, Chrome, Edge, Word, Teams, OneDrive, Adobe Reader, and a search bar. The system tray on the right shows the time as 7:31, the date as 2022/03/07, and the temperature as 0°C.



## ■ Self-Introduction

### WHO ARE YOU?

- ❖ Please download a self-introduction form from moodle, fill in & hand in via moodle (Go to WEEK 1) by 21:00 on 19.02.2025 (Wednesday).

# Course Description

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## ■ Before Ending Today's Session ...

**Q&As**

# !!! Reading Assignments !!!



## ■ Globalizing Business

- ❖ “*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*”.

➔ Please make sure that you thoroughly understand the content of these articles & summarize your opinions.

# 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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**E-mail:** [norifumi.kawai@unibg.it](mailto:norifumi.kawai@unibg.it)