

International Business & Trade (2024-2025)

Introduction to the Course

PROF. DR. NORIFUMI KAWAI, MPIA (Pittsburgh)

International Business & Trade
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

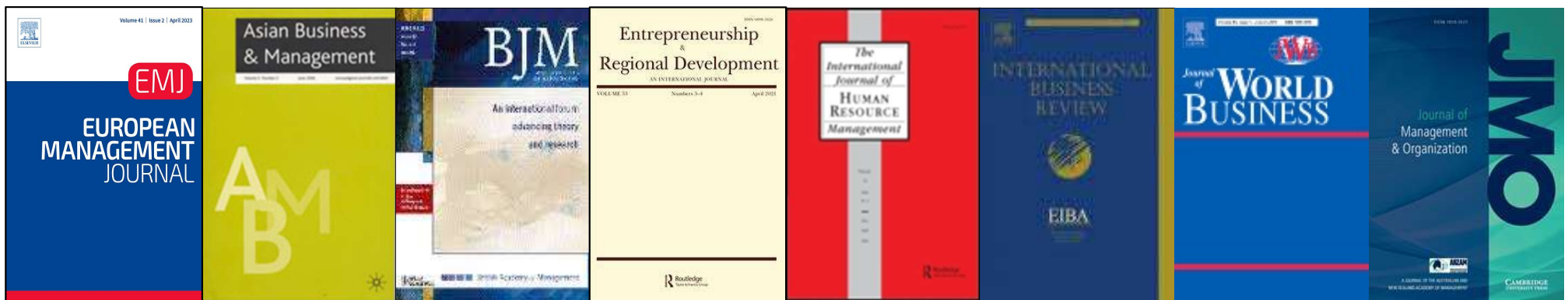
- The consequences of entrepreneurial self-efficacy.
- Work-life conflicts, entrepreneurial regret & entrepreneurial outcomes.
- Deinitialization & entrepreneurial opportunity identification

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



■ Before Explaining This Course ...

Your Opportunity Costs?



■ 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

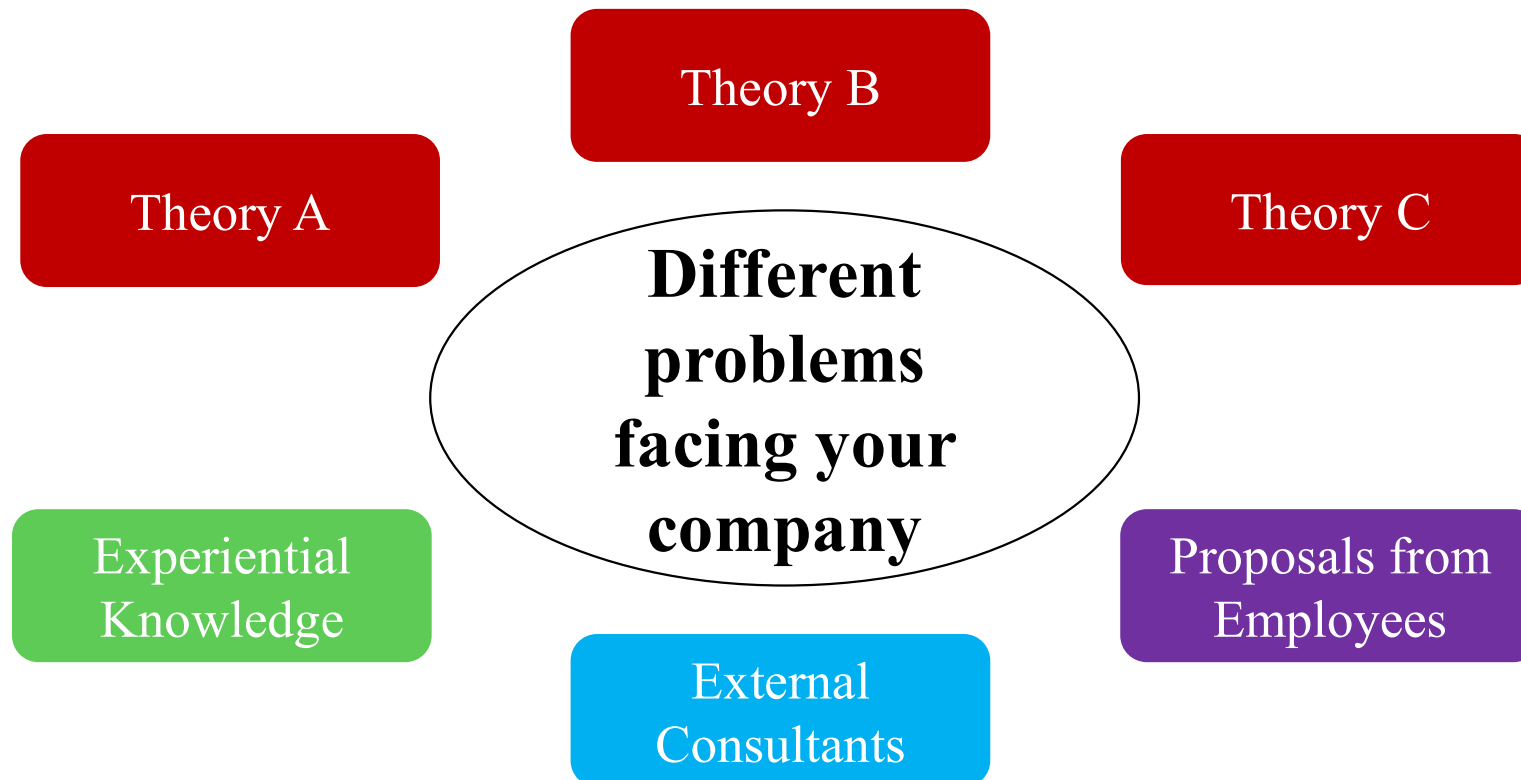
WHY is it necessary to learn theoretical perspectives?

- ❖ **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

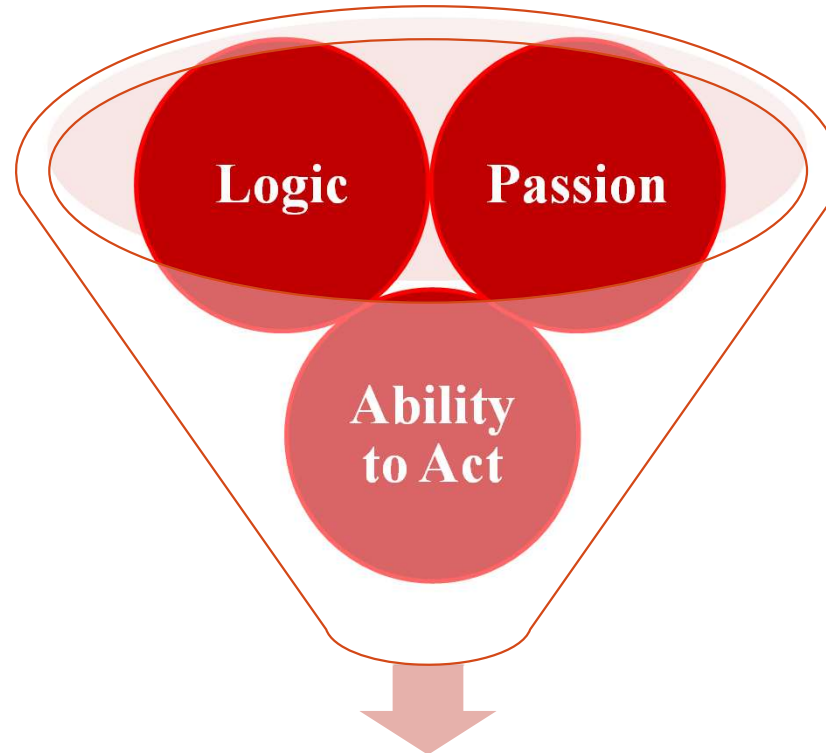


- **Be a Great Strategist who Makes Efficient Use of Different Theoretical Frameworks !**





■ '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 **challenges** that harm **MNCs' competitive advantage**.
- Analyze the international business environment & evaluate **strategic options for MNCs** to compete across borders effectively & efficiently.
- Understand how to **succeed in ever-growing Asian markets**.

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.

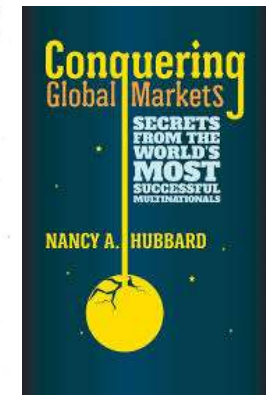
Teva have used joint ventures as a way to reduce risk when entering a market. One example is their market entry into Japan. At the time, Japan was the second largest pharmaceutical market in the world with only a 17 percent penetra-

Case 6.4 Fast Retailing and Lotte

Japan's Fast Retailing is best known by its iconic brands: UNIQLO, g.u., Theory, Comptoir des Cottonniers, 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 Cottonniers 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.

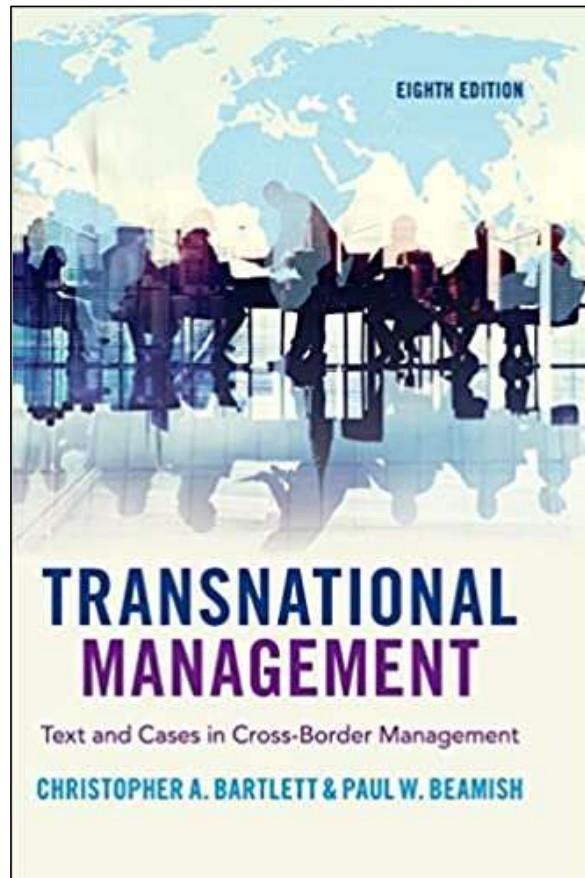
Prior to the joint venture's inception, considerable effort was expended at a senior management level in order to build a positive platform. Talks between senior management teams were extensive, and to this day they continue to meet face-to-face on a quarterly basis at the highest levels of the respective 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.

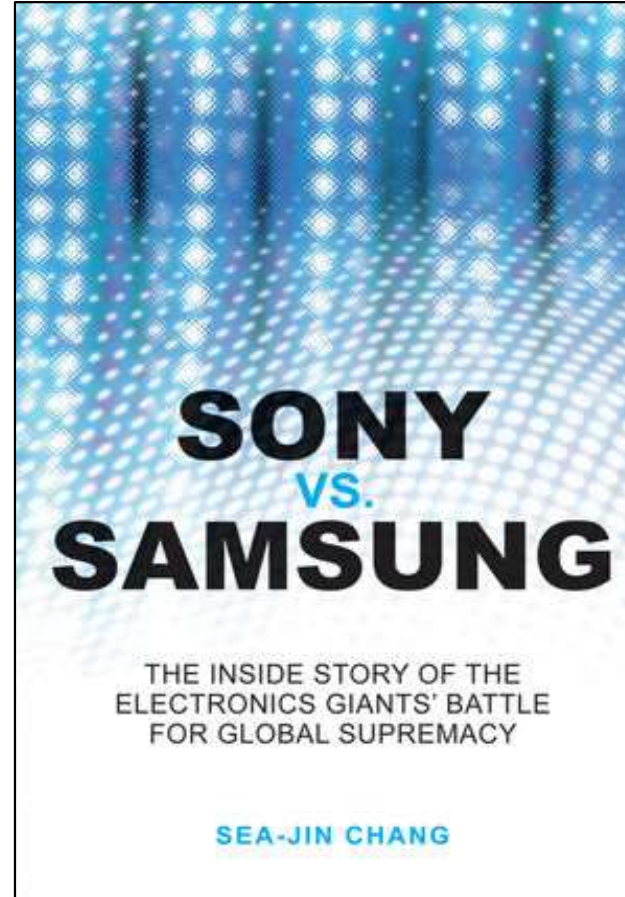
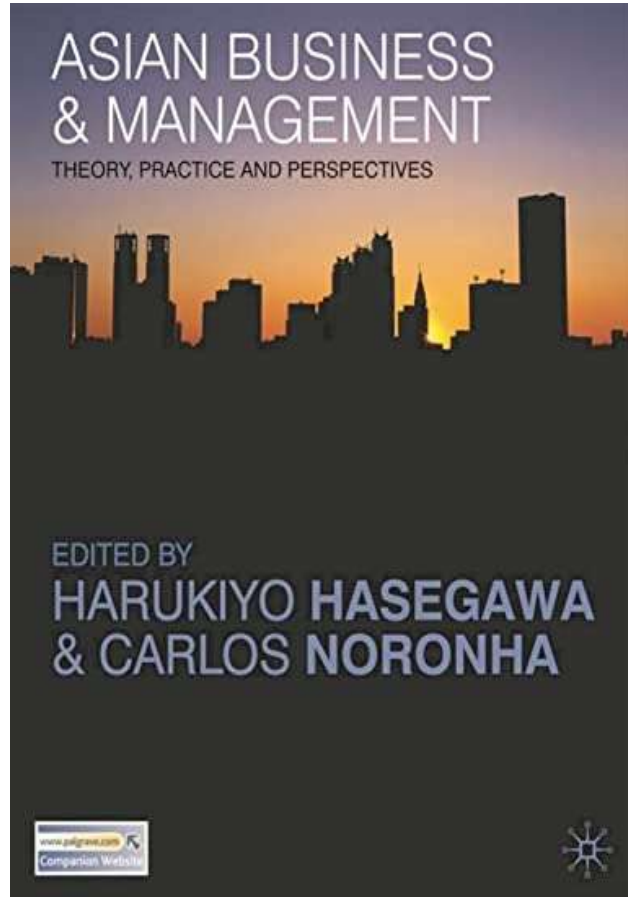


CONTENTS		vi	Contents
List of Figures	page vii		
List of Tables	x		
Preface	xv		
Acknowledgments	xvii		
Editorial Advisory Board	xix		
Introduction: So What Is Transnational Management?	1		
Part I The Strategic Imperatives	9		
1 Expanding Abroad: Motivations, Means, and Mentalities	11		
Cases			
1.1 Sher-Wood Hockey Sticks: Global Sourcing	29		
1.2 Cameron Auto Parts: Early Internationalization	39		
1.3 Mabe: Learning to be a Multinational (A)	47		
2 Understanding the International Context: Responding to Conflicting Environmental Forces	64		
Cases			
2.1 Global Wine War 2015: New World Versus Old	83		
2.2 MTN and the Nigerian Fine	104		
2.3 IMAX: Expansion in BRIC Economies (Revised)	118		
2.4 Mahindra & Mahindra in South Africa	134		
3 Developing Transnational Strategies: Building Layers of Competitive Advantage	151		
Cases			
3.1 United Cereal: Lora Brill's Eurobrand Challenge	167		
3.2 Yushan Bicycles: Learning to Ride Abroad	176		
3.3 Beer for All: SABMiller in Mozambique	183		
3.4 GE's Imagination Breakthroughs: The Evo Project	193		
Part II The Organizational Challenge	213		
4 Developing a Transnational Organization: Managing Integration, Responsiveness, and Flexibility	215		
Cases			
4.1 Kent Chemical: Organizing for International Growth	235		
4.2 Lundbeck Korea: Managing an International Growth Engine	245		
			4.3 Philips versus Matsushita: The Competitive Battle Continues 259
			4.4 Beiersdorf AG: Expanding Nivea's Global Reach 276
			5 Creating Worldwide Innovation and Learning: Exploiting Cross-Border Knowledge Management 293
			Cases
			5.1 P&G Japan: The SK-II Globalization Project 306
			5.2 Applied Research Technologies, Inc.: Global Innovation's Challenges 324
			5.3 Cisco India (A): Innovation in Emerging Markets 333
			6 Engaging in Cross-Border Collaboration: Managing Across Corporate Boundaries 345
			Cases
			6.1 Nora-Sakari: A Proposed JV in Malaysia (Revised) 364
			6.2 Eli Lilly in India: Rethinking the Joint Venture Strategy 376
			6.3 Amazon and Future Group: Rethinking the Alliance Strategy 392
			Part III The Managerial Implications 405
			7 Building New Management Capabilities: Key to Effective Implementation 407
			Cases
			7.1 Leventary Café: The China Challenge 425
			7.2 Unilever's Lifebuoy in India: Implementing the Sustainability Plan 436
			7.3 Silvio Napoli at Schindler India (A) 452
			7.4 Larson Inc. in Nigeria 468
			8 Shaping the Transnational's Future: Defining an Evolving Global Role 476
			Cases
			8.1 IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (A) 496
			8.2 Barrick Gold Corporation – Tanzania 507
			8.3 Unilever's New Global Strategy: Competing Through Sustainability 520
			Index 541

Course Description



Other Reading Materials



Course Description



■ Keywords

❖ MNCs, foreign direct investment, international expansion, transnational strategies, competitive advantage, cross-border collaboration, cross-border acquisitions, subsidiary divestment, geographical diversification, location choice, ownership control, entry mode choice, entry timing, parent-subsidiary relations, global knowledge management, expatriate management, de-globalizing events, institutional distance, MNC subsidiary performance, Asian management etc.

Course Description



■ Moodle

Sign in | moodle unibg - Search | Corso: International Business & Trade a.y. 2024-25

https://elearning15.unibg.it/course/view.php?id=6293

Contatto telefonico : 0352052879 | E-mail : didattica.online@unibg.it | KAWAI Norifumi

International Business & Trade a.y. 2024-25

Home / I miei corsi / International Business & Trade a.y. 2024-25

Attiva modifica

Introduzione

Teacher: Norifumi Kawai
Course code: 910004-ENG

Annunci

WEEK 1

Course Syllabus

Self-Introduction Form (Deadline: 21:00 on 19.02.2025 Wednesday)
Apre: lunedì, 17 febbraio 2025, 00:00
Data limite: mercoledì, 19 febbraio 2025, 21:00

WEEK 2

WEEK 3

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



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



■ Course Assessments for Attending Students

❖ Final Exam

- It accounts for **50%** of your overall mark.

❖ Class Participation & Engagement

- It accounts for **25%** of your overall mark.
- Participants are 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 **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 **25%** of your overall mark
- Your group presentations are scheduled in **WEEK 11**.



■ 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**.~~

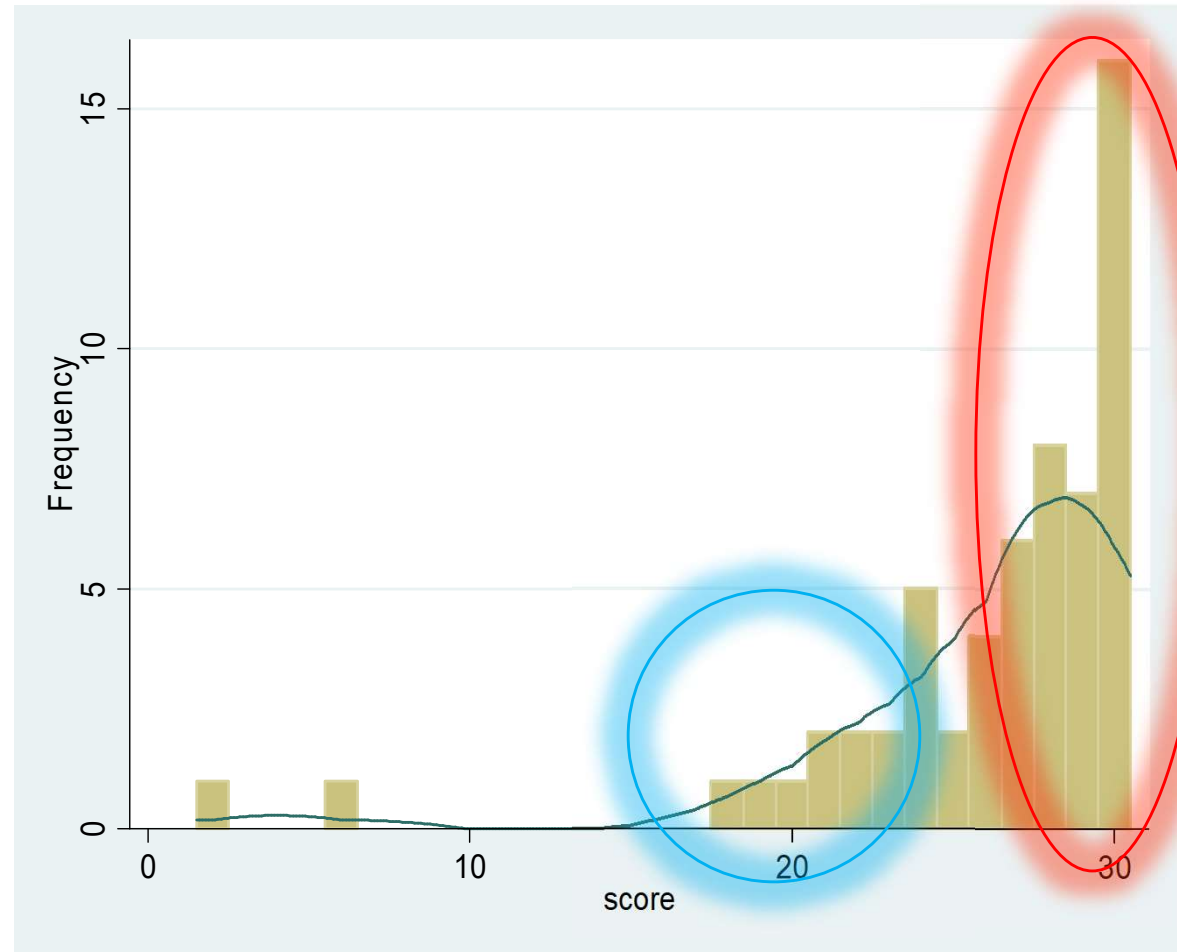
Course Description



■ 2023-24 Overall Score (Frequency & Normal Density Plot)

COMMENTS

- > **2 out of 58 students** failed very miserably (=less than **18 points**).
- > The vast majority (**52.5%**) of students received a final score of **28 or higher**.
- > An average score: **26.1 points**
- > **10 students (17.2%)** were awarded a mark of **30+**.
- > There is a well-established pattern that **attending students** receive much **higher marks** than **non-attending students**.
- > There is no doubt that **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 & 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.



■ Recommendation Letter: 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 95%** for the overall mark.

Course Description



■ Recommendation Letter: German



engage consistently



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE



return



Course Description



■ What Do I Offer You in Addition to Teaching?

❖ Career Consulting

❖ CV Check

❖ Mock Interview Practice Online & In Person

❖ Constructive Feedback Dissertation & Thesis Writing etc.

Course Description



■ 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 'Jobs' dropdown menu. The main content area features a section titled 'Your qualifications' (circled in blue) with a minus sign icon. The text below lists requirements: 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. and 'You laid the groundwork for your career and have impressive and challenging internships behind you.' The Windows taskbar at the bottom shows various application icons and system information like '7:29' and '2022/03/07'.

Course Description



■ Employability Matters !

Roland Berger
Strategy Consultants

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

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, the system clock (7:31), and the date (2022/03/07).

Course Description



■ My Office Hours

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



■ 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).
- ❖ No late submission

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】

ADDRESS: 208 in Via dei Caniana 2, 24127 Bergamo, ITALY

E-mail: norifumi.kawai@unibg.it