

# *Your Career*

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## International Internship Directory

<https://globaledge.msu.edu/international-internships#results>

DISCLAIMER: If you are a college student pursuing an international internship, please see your school's education abroad office for additional assistance and policies.

The globalEDGE International Internship Directory is a significantly updated and adapted version of the Directory of International Internships which was created by MSU's International Studies and Programs under the direction of Dr. Charles Glozzo. The original Directory was first published in 1989 and is now in its sixth edition. The Directory is a reference guide for students, faculty, staff, and administrators to help match students with international internship opportunities offered by two- and four-year colleges and universities, governmental agencies, non-profit groups, private organizations, and corporations. To search for an internship, select a type of organization, country, or subject of study (for example, international business). At least one of these fields must be completed in order to search; you may narrow your search by populating up to all three fields.

### Type Of Organization



## ■ Key Advice

- ❖ Know who you are !
- ❖ Keep **polishing up** the **quality** of your **CV & your cover letter** !
- ❖ **Prepare & send** your application **ahead of your competitors** !
- ❖ **Understand & examine** both the **company & the industry** you wish to work for **in greater depth** !
- ❖ **Expand, shrapen, & capitalize on** your **special networks** !
- ❖ **Meet as many practitioners** as possible for industry- & company-specific information !
- ❖ **“Word-of-mouth” & “referrals”** really matter !
- ❖ Be an **“insider”** first !



## ■ Design, Develop, & Execute Your Unique Career Strategy

[https://www.youtube.com/watch?v=x6ALKYp\\_h74](https://www.youtube.com/watch?v=x6ALKYp_h74)

<https://www.youtube.com/watch?v=qcvcDvzjSzc>

<https://www.youtube.com/watch?v=P9OZflSv3Vw>

[https://www.youtube.com/watch?v=t5g7VML\\_hhM](https://www.youtube.com/watch?v=t5g7VML_hhM)



## ■ Indeed

indeed.com/career-advice/interviewing

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# Interviewing

Common questions, answers and advice to help you prepare.

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## ■ Indeed

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## Interviewing

Common questions, answers and advice to help you prepare.

### Popular articles

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- Weaknesses for Job Interviews: 10 Example Answers for 2023
- Interview Question: "Tell Me About Yourself" (With Answers)

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検索

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## ■ Focusing on Your Own Value Creation Process



**APPLY, APPLY, & APPLY !!! KNOW YOUR REAL MARKET VALUE !!!**



**DEMAND THE BEST  
FROM YOURSELF.**



# *Group Presentation Guidelines*

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# Group Presentation Guidelines



## ■ Golden Rules

- ❖ Presentation = **stories**.
- ❖ What **message** do you wish to share with the audience?
- ❖ Simple, clear, & precise.
- ❖ Originality / uniqueness / novelty.
- ❖ Explain with **your own words** (**NOT read**).
- ❖ **Contextualized & detailed** discussions.
- ❖ Make the best use of **your analytical skills**.
- ❖ Produce your **own tables, figures, & charts** etc. based on **reliable data sources**.
- ❖ Preparation, preparation, preparation.
- ❖ **6 slides** at a maximum (excluding the front page & the list of reference) → It should be **well-structured & well-organized**.
- ❖ **ONLY 10 minutes per presentation** (+3-4 minutes for Q&As).

# Group Presentation Guidelines



## ■ Score Adjustment Policy

❖ **DAY 1:**  $N \times 1.025$  (e.g.,  $90 * 1.025 = \underline{92.25}$ )

❖ **DAY 2:**  $N \times 1.01$  (e.g.,  $90 * 1.01 = \underline{90.90}$ )

❖ **DAY 3:**  $N \times 1.00$  (no adjustment) (e.g.,  $90 * 1.00 = \underline{90.00}$ )

## ■ Official Competition

❖ **Top 3 groups** will officially be awarded with a special prize.

❖ **Peer evaluation** for this particular competition.

❖ **HOWEVER**, each individual's group presentation performance will be assessed by the instructor very carefully.

# *Quizzes*

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# Quiz 1



## ■ Are the Following Sentences True or False?

1. Both greenfield investment & joint ventures allow for the organization to retain full, legal, operational, & financial control over the venture.
2. Buying either partially or fully into an existing operation certainly is the slowest entry mode.
3. Greenfield investment enables foreign firms to overcome the cost inherent in a long “culture distance”.
4. It is not necessarily correct that WOS & JVs are the only modes of entry involving a significant upfront cost without the benefits of cashflow.
5. Contractual alliances include co-marketing & joint R&D.

# Quiz 1



## ■ Answers

1. Both greenfield investment & **acquisitions** allow for the organization to retain full, legal, operational, & financial control over the venture. ✗
2. Buying either partially or fully into an existing operation certainly is the **fastest** entry mode. ✗
3. **JV formation** enables foreign firms to overcome the cost inherent in a long “culture distance. ✗
4. It is not necessarily correct that WOS & JVs are the only modes of entry involving a significant upfront cost without the benefits of cashflow. ◎
5. **Collaborative alliances** include co-marketing & joint R&D. ✗

# Quiz 2



## ■ Are the Following Sentences True or False?

1. Privatized state-owned enterprises are those organizations who ran into financial problems & were bailed out by the government that injects capital in the form of shareholding.
2. The OLI paradigm suggests that organizations set up operations on a gradually increasing basis starting off with exports, agents, a sales subsidiary, & a production facility.
3. Economic risks include availability of reliable suppliers, economic slowdown, & market stagnation etc.
4. Autonomy is the amount of influence the various partners have in the operational, managerial, & strategic direction of the JV.

# Quiz 2



## ■ Answers

1. **Emergency state-owned enterprises** are those organizations who ran into financial problems & were bailed out by the government that injects capital in the form of shareholding. ✗
2. **The Uppsala Theory** suggests that organizations set up operations on a gradually increasing basis starting off with exports, agents, a sales subsidiary, & a production facility. ✗
3. **Economic risks include availability of reliable suppliers, economic slowdown, & market stagnation etc.** ◎
4. **Control** is the amount of influence the various partners have in the operational, managerial, & strategic direction of the JV. ✗



# *Exercises*

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# Exercise 1



## ■ Mental Maths

❖ Answer the following questions within 3 minutes.

1. Write as a decimal.  $1\%$  of  $27=?$
2. What is the sum of all the prime numbers between 24 and 34?
3. What is the average of 65, 92 and 50?
4. What is  $5\%$  of 40?
5. Add 1.9 and 7.06.
6. Write  $5\%$  as a fraction in its lowest terms.
7. Carol lost a fifth of her marbles. If she still had 20 left, how many did she have at first?
8. How many degrees are there in 4 right angles?
9. Name a common factor of 28 and 63 (not including 1).
10. Round off 9.09 to the nearest unit (whole number).

# Exercise 1



## ■ Mental Maths

❖ Answer the following questions within 3 minutes.

1. Write as a decimal.  $1\%$  of  $27=?$  **A. 0.27**
2. What is the sum of all the prime numbers between 24 and 34? **A. 60**
3. What is the average of 65, 92 and 50? **A. 69**
4. What is  $5\%$  of 40? **A. 2**
5. Add 1.9 and 7.06. **A. 8.96**
6. Write  $5\%$  as a fraction in its lowest terms. **A.  $\frac{1}{20}$**
7. Carol lost a fifth of her marbles. If she still had 20 left, how many did she have at first? **A. 25**
8. How many degrees are there in 4 right angles? **A. 360 degrees**
9. Name a common factor of 28 and 63 (not including 1). **A. 7**
10. Round off 9.09 to the nearest unit (whole number). **A. 9**

## Exercise 2



### ■ Market-Sizing Question

How many **Esselunga** are in Italy?



- ✓ We live in a town with a population of **120,000** (say, Bergamo). There are **3 Esselunga** shops serving our town. Therefore, I will assume that **each Esselunga** serves about **40,000 customers**. If the population of the Italy is **60,000,000** (60 million). We will just divide 60,000,000 by 40,000 & get **1,500 Esselunga shops** in Italy.

# Exercise 3



## ■ Case-Like Number Cases

Every three minutes an American man is diagnosed with lung cancer. How many American men will be diagnosed this year?



- ❖ One man every three minutes equals **20 men an hour**.
- ❖ **20 men** diagnosed an hour times **24 hours** in a day equals **480 men a day**.
- ❖ **480 men a day** times **365 days** equals **175,200** American men diagnosed with lung cancer each year.

**Source:** Slight modification on Cosentino (2011:21) Case In Point: Complete Case Interview Preparation.

# Exercise 4



## ■ Starting a New Business:

Ocean X has developed a new non-slip sailing shoe that has been eating into the sales of our bestseller - the Commodore 2000. How can we respond? (**2 steps: 1. competitive analysis & 2. responses**)



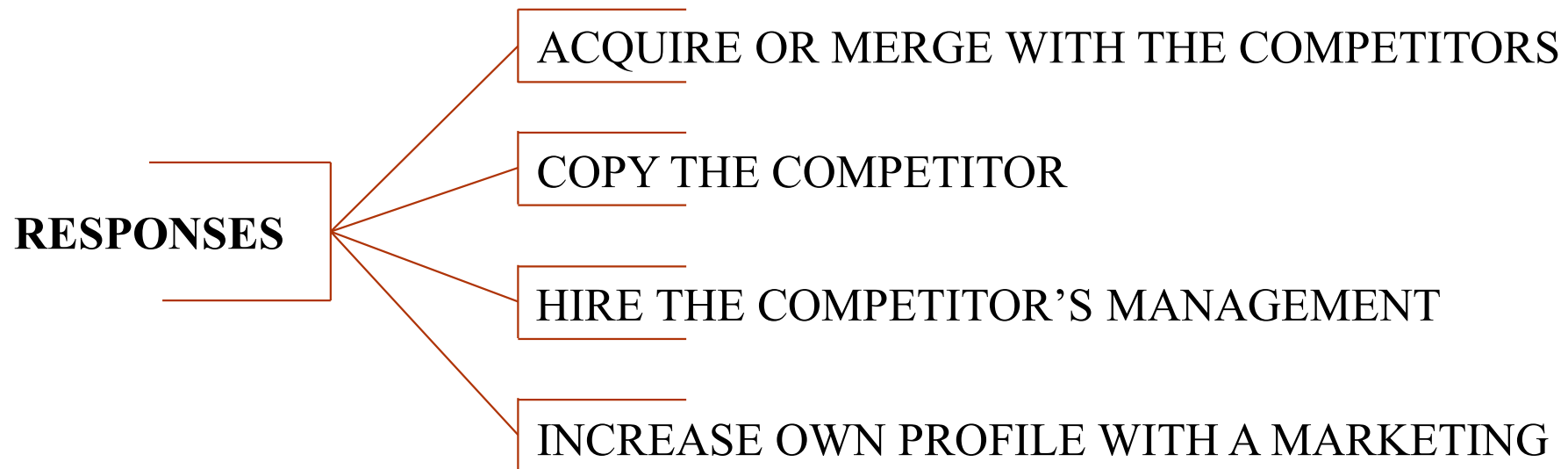
Source: Cosentino (2011: 41-42) Case In Point: Complete Case Interview Preparation.

# Exercise 4



## ■ Starting a New Business:

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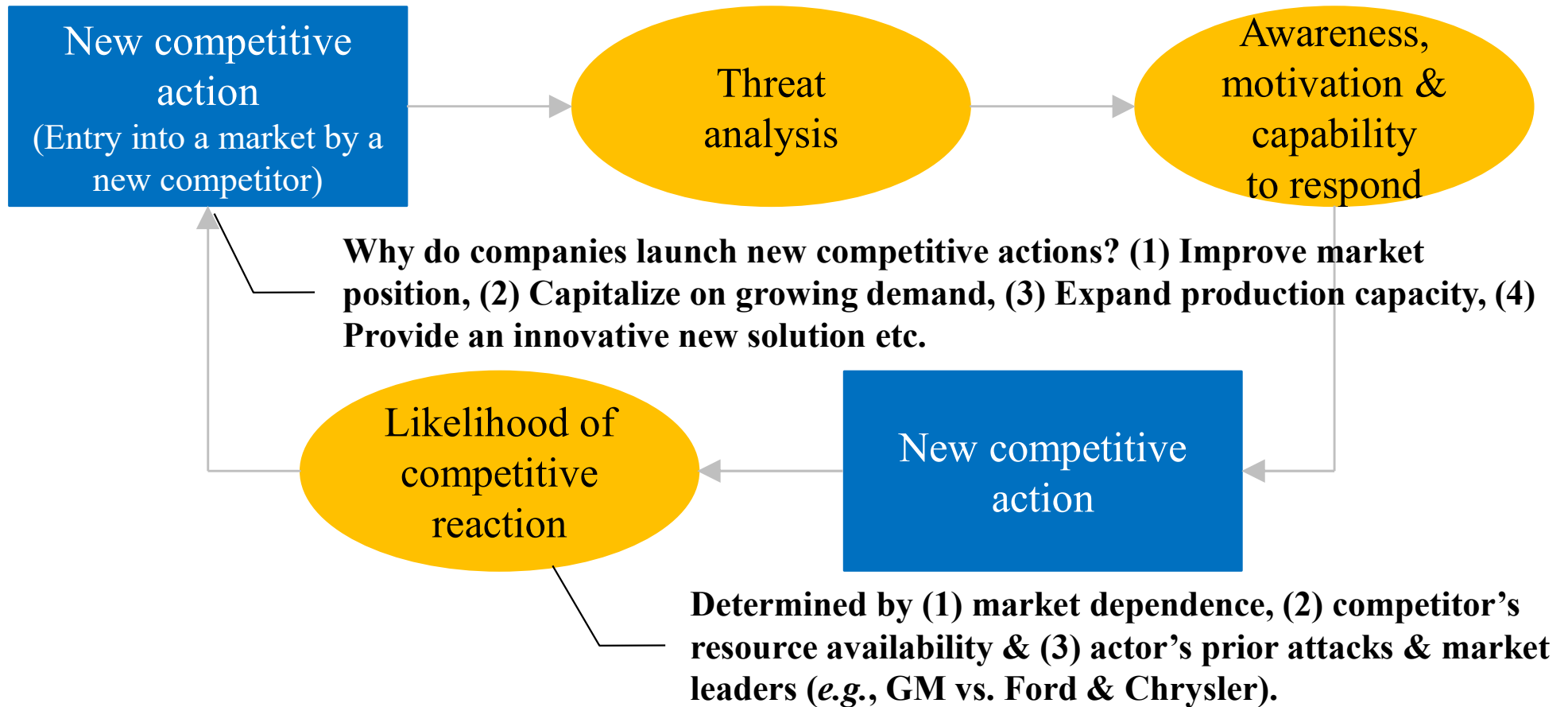
Source: Cosentino (2011: 41-42) Case In Point: Complete Case Interview Preparation.

# Exercise 4



## ■ Model of Competitive Dynamics

**Market commonality** (Boeing vs. Airbus)  
**Resource similarity** (Huawei vs. Nokia)





# Exercise 4



## ■ Strategic Competitive Actions (Involving **major** resource commitments)

Actions	Examples
<b>Entering New Markets</b>	<ul style="list-style-type: none"><li>❑ Make geographical expansions.</li><li>❑ Expand into neglected markets.</li><li>❑ Target rivals' markets.</li><li>❑ Target new demographics.</li></ul>
<b>New Product Introductions</b>	<ul style="list-style-type: none"><li>❑ Imitate rivals' products.</li><li>❑ Address gaps in quality.</li><li>❑ Leverage new technologies &amp; brand name.</li><li>❑ Protect innovation with patents.</li></ul>
<b>Changing Production Capacity</b>	<ul style="list-style-type: none"><li>❑ Create overcapacity.</li><li>❑ Tie up raw materials sources.</li><li>❑ Tie up preferred suppliers &amp; distributors.</li><li>❑ Stimulate demand by limiting capacity.</li></ul>
<b>Mergers/Alliances</b>	<ul style="list-style-type: none"><li>❑ Acquire/partner with competitors to reduce competition.</li><li>❑ Tie up key suppliers through alliances.</li><li>❑ Obtain new technology/intellectual property.</li></ul>

# Exercise 4



## ■ Tactical Competitive Actions (Refinements or extensions of strategies involving **minor** resource commitments)

Actions	Examples
<b>Price Cutting (or Increases)</b>	<ul style="list-style-type: none"><li>❑ Maintain low-price dominance.</li><li>❑ Offer discounts &amp; rebates.</li><li>❑ Offer incentives (e.g., frequent flyer miles).</li><li>❑ Enhance offering to move upscale.</li></ul>
<b>Product/Service Enhancements</b>	<ul style="list-style-type: none"><li>❑ Address gaps in service.</li><li>❑ Expand warranties.</li><li>❑ Make incremental product improvements.</li></ul>
<b>Increased Market Efforts</b>	<ul style="list-style-type: none"><li>❑ Use guerrilla marketing.</li><li>❑ Conduct selective attacks.</li><li>❑ Change product packaging.</li><li>❑ Use new marketing channels.</li></ul>
<b>New Distribution Channels</b>	<ul style="list-style-type: none"><li>❑ Access suppliers directly.</li><li>❑ Access customers directly.</li><li>❑ Develop many points of contact with customers.</li><li>❑ Expand Internet presence.</li></ul>

## *Case Study: Heineken*

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# Case Study: Heineken

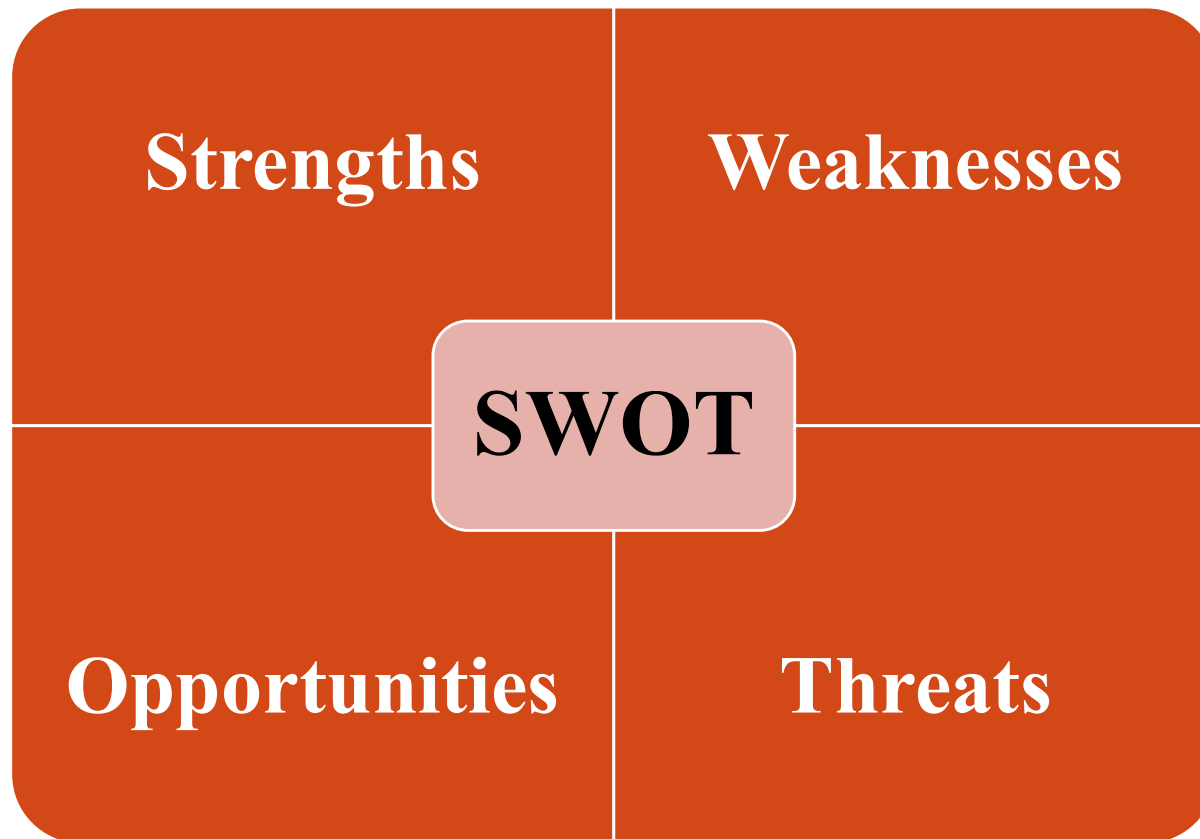


## ■ Questions

- ❖ What is the **core argument** of this case?
- ❖ Evaluate Heineken's **financial fundamentals**.
- ❖ Clarify the **general characteristics** of the **brewery industry**.
- ❖ Discuss **Heineken's business strategy & corporate strategy**.  
What **value proposition** is necessary for **Heineken's survival**?
- ❖ Access **Heineken's corporate website** & find out their **recruitment strategy**. Are there any career opportunities for you? What **skills & expertise** do you think Heineken value?
- ❖ What is the **take-home message** of this case?

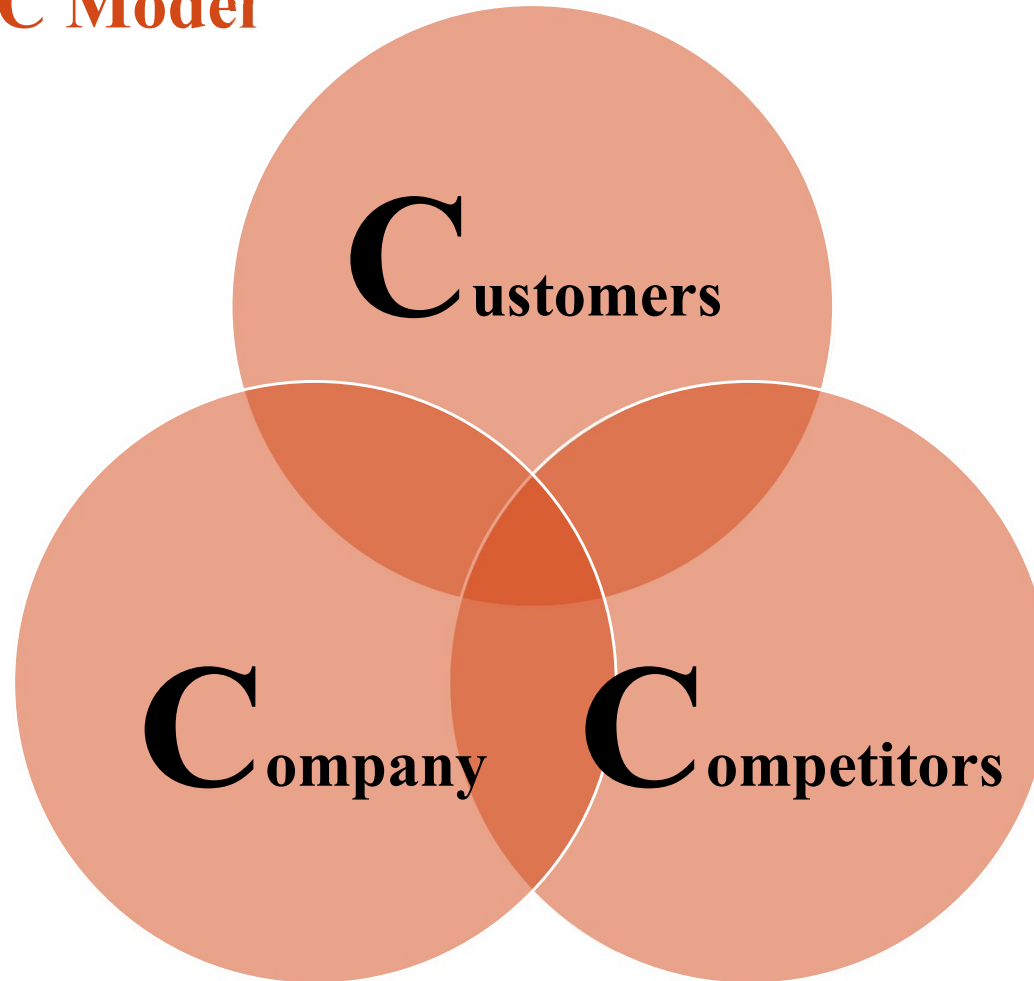


## ■ SWOT Analysis





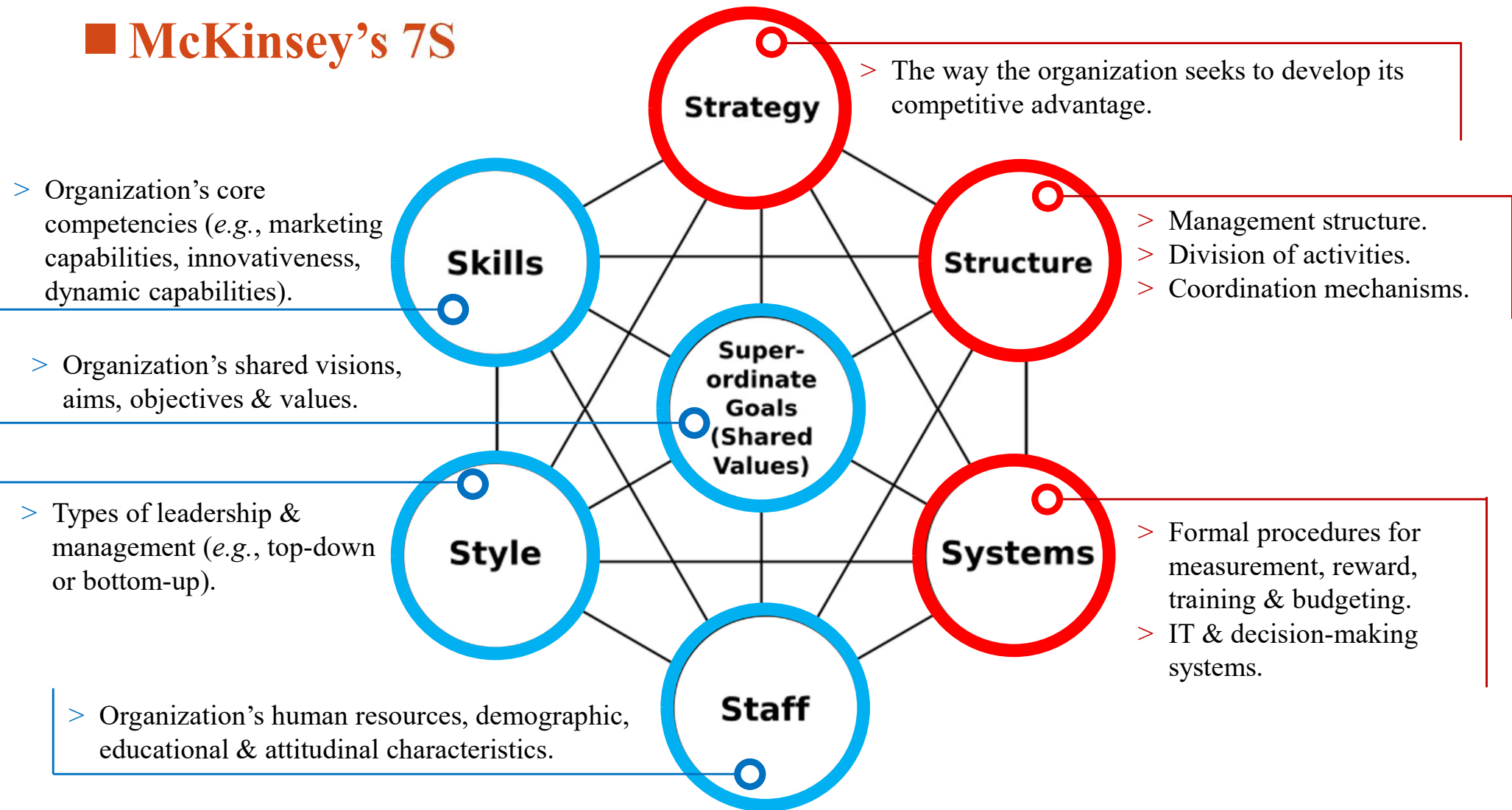
## ■ Ohmae's 3C Model



# Analytical Tools



## ■ McKinsey's 7S





## ■ Reading Assignments for 12.03.2025 (Wednesday)

### ❖ FDI Strategies – Location Choice

- **Head, K., & Mayer, T. (2004).** “Market potential & the Location of Japanese Investment in the European Union”, *Review of Economics & Statistics*, 86(4), 959-972.
- **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.
- **Li, Y., Li, J., Zhang, P., & Gwon, S. (2023).** “Stronger Together: Country-of-Origin Agglomeration & Multinational Enterprise Location Choice in an Adverse Institutional Environment”, *Strategic Management Journal*, 44(4), 1053-1083.



# 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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