

International Business (22038)

Department of Management and Organization Basic
intermediate level, 6 ECTS
26.10.2020 - 11.12.2020

Examiner	Jennie Sumelius
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Course homepage

The course page in Moodle:

For Helsinki students: <https://moodle.hanken.fi/moodle/course/view.php?id=2737>

For Vasa students: <https://moodle.hanken.fi/moodle/course/view.php?id=2738>

The password for accessing material on the course pages in Moodle will be given during the first lecture.

Aim of the course

The aim of the course is to develop students' understanding of multinational corporations (MNCs), and the business environments in which they operate. This course examines international business issues from management, organization, and political economy perspectives. At the end of the course, students are expected to be able to describe key concepts and models related to international business and international management, as well as to be able to apply these concepts and models to critically analyze situations and develop solutions to problems related to international business.

After completing the course, students will be able to:

- identify alternative modes of market entry into foreign markets
- acknowledge the political and institutional forces driving and shaping business in different environments
- detect different strategies of MNCs
- describe cultural differences and their business implications
- identify ethical issues faced by MNCs

Previous knowledge required

You are expected to have completed the Hanken course Företagsstrategi och entreprenörskap 1130 or equivalent basic knowledge in management and organization prior to taking this course.

Lectures, seminars, course materials, and all written assignments will be in English, so an excellent command of English is required.

Course description

The course consists of lectures, seminars, a group assignment, and an exam.

I. Lectures

Please prepare for the lectures by studying the assigned chapters of the course textbook & additional readings (see course schedule below). The lectures will be given online using Teams (see the course schedule below). Attending the lectures is recommended, but not mandatory. Lectures will not be recorded. Together with the course book, the material covered in the lectures forms the basis for the discussion in the seminars, group assignment and exam. Lecture slides are available on the course page in Moodle after each session.

II. Seminars

The purpose of the seminars is to discuss real-life or fictional cases addressing problems, challenges or developments experienced by an international or internationalizing firm. This enables participants to deepen their understanding of concepts and models introduced in the lectures and the course readings by applying them to such cases.

Seminar groups. There will be three seminar groups. You will receive information on how to sign up for a seminar group once the course has started. The seminars will be given online using Teams (depending on student interest and the COVID-19 situation, one seminar group may be held in-class).

Preparation for seminars and individual assignments. To prepare for seminars 2 and 3, participants are asked to read the case material and questions available on the course Moodle page before each seminar. Consider the questions asked at the end of the case in light of concepts, theoretical models and insights presented and discussed during the lectures. More information about how to approach a case will be presented in the first seminar.

Participation in the seminars is voluntary. However, please note that the 10 points you can gain for seminars 2 & 3 (5 points per seminar assessed with the help of a quiz) cannot be compensated in any other way.

III. Group assignment

Students working in groups of 3-4 persons are required to write a paper on one of the themes of the course. You may choose your own working groups. However, please note that the course instructor reserves the right to reorganize the groups depending on the final number of course participants. Please send an e-mail to Jennie with information about who is your group (one email per group with the names and study numbers of all group members). The deadline for doing this is Thursday November 5 at 12:00 noon.

The maximum length of the assignment (text) is 5000 words (font size 12, double-spaced). In addition to this, the assignment must include a cover page and a list of references. ***The submission deadline for the group assignment is 23:59 pm (midnight) on Wednesday 2 December 2020.***

The group assignment will be assessed as a joint effort, that is, everybody receives the same number of points. Group assignments submitted after the deadline will be penalised by 5 points per day, so do remember to submit the assignment on time. The language used in the group assignment and essays is English.

Please read the separate document 'Guidelines for group assignments' (available on Moodle) carefully.

IV. Exam

There will be an individual Moodle exam at the end of the course. The first exam will take place on Monday 14 December at 10am-12noon. More details about the exam will be provided later.

Course Evaluation

The maximum number of points is 100, broken down as follows:

* Written group assignment	max. 60 points
* Exam	max. 30 points
Seminars	max. 10 points (5p. each for seminars 2 &3)

To pass the course, you need to get at least 50% of the points in the sub-parts marked *
Please note that the points you receive for the sub-parts are valid only during this academic year.

Attendance requirements

Attending the lectures is not mandatory but strongly recommended. The content of the lectures will help you analyze the cases for the seminars and help you with your group projects. Participation in the seminars is voluntary. However, please note that the 10 points you can gain for seminars 2 & 3 (5 points per seminar) cannot be compensated in any other way.

Readings

The course readings consist of selected chapters of the textbook Hill, C. 2014. *International Business: Competing in the Global Marketplace*. Boston: McGraw- Hill (7th edition or later – the 10th edition from 2014 is recommended). Chapters relevant to different lectures are marked in the course schedule below (chapters are marked from the 10th edition). Additional readings are listed below. Compulsory readings are marked with * in the course programme below, others are voluntary readings.

- Aggarwal, R., J. Berrill, E. Hutson and C. Kearney, 2011. What is a multinational corporation? Classifying the degree of firm-level multinationality. *International Business Review*, 20, 557-577.
- *Ghemawat, P. 2001. Distance still matters. The hard reality of global expansion. *Harvard Business Review*, 79 (8), 136-147.
- Ghemawat, P. 2017. Globalization in the age of Trump. *Harvard Business Review*, 95(4), 112-123.
- *Harzing, A.W., 2000. An empirical analysis and extension of the Bartlett and Ghoshal typology of multinational companies. *Journal of International Business Studies*, 31(1), pp.101-120.
- Hofstede, G., 1983. The cultural relativity of organizational practices and theories. *Journal of International Business Studies*, 14, 75-89.
- Hofstede, G., 1994. The business of international business is culture. *International Business Review*, 3(1), pp. 1-14.
- Johanson, J. and Vahlne, J.E., 1977. The internationalization process of the firm—A model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies*, 8(1), pp. 23-32.
- Johanson, J. and Vahlne, J.E., 2009. The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership. *Journal of International Business Studies*, 40(9), pp.1411-1431.
- Kolk, A., & Lenfant, F. 2013. Multinationals, CSR and partnerships in Central African conflict countries. *Corporate Social Responsibility and Environmental Management*, 20(1), 43-54.
- Kostova, T. and Roth, K., 2002. Adoption of an organizational practice by subsidiaries of multinational corporations: Institutional and relational effects. *Academy of Management Journal*, 45(1), pp.215-233.
- *Matten, D. and Moon, J., 2008. “Implicit” and “explicit” CSR: A conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33(2), pp.404-424.
- Meyer, C.B., and E. Altenborg, 2008. Incompatible strategies in international mergers: The failed merger between Telia and Telenor. *Journal of International Business Studies*, 39, 508-525.
- *Monaghan, S., Tippmann, E., & Coviello, N. 2020. Born digitals: Thoughts on their internationalization and a research agenda. *Journal of International Business Studies*, 51, pp.11-22.
- Oviatt, B. M., and McDougall, P. P. 1994. Towards a theory of international new ventures. *Journal of International Business Studies*, 25, pp.45-64.
- *Perlmutter, H. 1969. The tortuous evolution of the multinational corporation. *Columbia Journal of World Business*, 4(1), 9-18.
- *Pothukuchi, V., Damanpour, F., Choi, J., Chen, C. C., and Park, S. H. 2002. National and organizational culture differences and international joint venture performance. *Journal of International Business Studies*, 33, pp. 243-265.
- *Rugman, A., Verbeke, A., & Yuan, W. 2011. Re-conceptualizing Bartlett and Ghoshal's classification of national subsidiary roles in the multinational enterprise. *Journal of Management Studies*, 48(2), 253-277.
- Scherer, A. G. and Palazzo, G. 2011. The New Political Role of Business in a Globalized World: A Review of a New Perspective on CSR and its Implications for the Firm, Governance, and Democracy. *Journal of Management Studies*, 48, 899–931.
- Venaik, S., and P. Brewer, 2010. Avoiding uncertainty in Hofstede and GLOBE. *Journal of International Business Studies*, 41, 1294-1315.

Course programme

Course activity	Room	Date	Lecturer	Time	Topics	Readings
Introduction	Teams	29.10	JS	10:15-11:45	Course introduction: what is the MNC and the business environment?	Aggarwal et al., 2011
Lecture 1	Teams	3.11	JS	8:30-10:00	Globalization and the political-economic environment	*Ch. 1-2; *Ghemawat, 2001; Ghemawat, 2017
Deadline		5.11		12:00 noon	Sign up for group assignment groups	<i>Sign up by sending e-mail to Jennie</i>
Lecture 2	Teams	10.11	MY	8:30-10:00	Internationalization of business: entry modes and internationalization models	*Ch. 15; *Monaghan et al., 2020 Johanson & Vahlne, 1977; 2009; Meyer & Altenborg, 2008; Oviatt & McDougal, 1994
Seminar 1	A309 Teams Teams	11.11	JS	Group1: 8.30-10.00 Group 2: 10.15-11.45 Group 3: 14.15-15.45	Practice case	<i>Case description given in class</i>
Lecture 3	Teams	12.11	JS	10:15-11.45	MNC strategy and structure	* Ch. 13-14; *Perlmutter, 1969
Lecture 4	Teams	17.11	MY	8:30-10:00	Cultural variation	*Ch. 4; *Pothukuchi et al., 2002; Hofstede, 1983; 1994; Venaik & Brewer, 2003
Seminar 2	A309 Teams Teams	18.11	JS	G1: 8:30-10:00 G2: 10:15-11:45 G3: 12:30-14	Seminar 2	<i>Case description in Moodle</i>
Lecture 5	Teams	19.11	JS	10.15-11.45	Managing the MNC: HQ-subsiary relations & subsidiary roles	*Harzing 2000; *Rugman & al, 2011; Kostova & Roth 2002
Lecture 6	Teams	24.11	JS	8:30-10:00	Ethical issues and international CSR	* Ch. 5; *Matten & Moon 2008; Kolk & Lenfant, 2013; Scherer & Palazzo 2011
Seminar 3	A309 Teams Teams	25.11	JS	G1: 8.30-10.00 G2: 10.15-11.45 G3: 12.30-14.00	Seminar 3	<i>Case description in Moodle</i>
Lecture 7	Teams	26.12	JS	10.15-11.45	Course summary & future trends	
Deadline		2.12		23:59	Written group assignments	<i>Submit on moodle</i>
Exam		14.12		10:00-12:00	Moodle exam	
Deadline		20.12		23:59	Resubmission of <u>failed</u> group assignments	

JS: Jennie Sumelius

MY: Man Yang