



APPLIES TO ACADEMIC YEAR 2009/2010

## GRA 6337 Foreign Operation Methods

### Programme

Master of Science in International Marketing and Management

### Responsible for the course

### Department

### Term

According to study plan

### ECTS Credits

6

### Language of instruction

English

### Introduction

Foreign operation methods – their choice, use, management and change – represent a critical component of international business activity. Once described as a "frontier issue" in international business, researchers as well as practitioners now regard it as fundamental to any discussions about international business strategies and the performance by companies in the international arena.

### Learning outcome

The course aims to (a) develop students' understanding of the challenges involved in formulating and implementing strategies for entering foreign markets and the subsequent development of operations therein, (b) provide an overview of core parts of the research-based literature on foreign operation methods

### Prerequisites

A bachelors degree qualifying for admission to the MSc Program

### Compulsory reading

#### Books:

Welch, Lawrence S., Gabriel R.G. Benito and Bent Petersen. 2007. Foreign operation methods : theory, analysis, strategy. Cheltenham : Edward Elgar

#### Other:

During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

Selection of articles

### Recommended reading

#### Course outline

- Theories about choice and change of foreign operation methods:
  - Economic
  - Behavioral
  - Social
  - Entrepreneurial
- The anatomies of foreign operation methods:
  - Exports
  - Franchising
  - Licensing
  - International subcontracting
  - Project operations
  - Management contracts
  - Alliances
  - Foreign subsidiaries
- Mode switches and change strategies
- Combinations of foreign operation methods
- Foreign operation methods and international strategies

## **Computer-based tools**

Blackboard

## **Learning process and workload**

The course will be a combination of lectures, student presentations and class discussions. On a regular basis, small cases will be handed out or posted on Blackboard and used as the starting point for discussions in class. Active student participation is expected.

Please note that while attendance is not compulsory in all courses, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/Blackboard or text book.

## **Examination**

The final grade is composed of a 25 per cent in-class component, and a term paper that counts for 75 per cent. The term paper should empirically analyze a foreign operation method decision made by a company. The paper, which should preferably be written by groups of two students (maximum three students per group), will present, discuss and assess the company case chosen by the students. In their papers, students should demonstrate knowledge of relevant theories and frameworks and show their applicability to the analysis of foreign operation method decisions. Students' choice, use and discussion of research methods will also be emphasized when grading the paper.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

## **Exam code(s)**

GRA63371 accounts for 100 % of the final grade in the course GRA 6337.

## **Examination support materials**

Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.  
<http://www.bi.edu/studenthandbook/examaids>

## **Re-sit examination**

Re-takes are only possible at the next time a course will be held. When the course evaluation has a separate exam code for each part of the evaluation it is possible to retake parts of the evaluation. Otherwise, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

## **Additional information**

### **Honor code**

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academic integrity. If you have any questions about your responsibilities under the honor code, please ask.