



APPLIES TO ACADEMIC YEAR 2012/2013

## MAN 2205/2206/2290/2291 International Management

### Programme

Final Master of Management Program, Master of Management Program

### Responsible for the course

Rolv Petter Amdam, Randi Lunnan

### Department

Department of Strategy and Logistics

### Term

According to study plan

### ECTS Credits

30

### Language of instruction

Norwegian and english

### Introduction

Are you planning to work internationally? Or are you already managing an international company and believe that your employees should be better prepared to work globally? In this programme students will be introduced to the latest research in international management. The programme includes theory, analysis, tools and hands on experience in an international context. In addition, the course provides numerous opportunities for the sharing of practical experiences, and for building networks with other internationally oriented individuals and companies.

This Master of Management programme focuses on two main topics within international management. The first one is the international cultural and institutional context in which firms operate. Participants will receive an overview of the concepts of culture and institution. This in depth examination will be combined with concrete practices used in international and intercultural contexts. The second topic is international strategy and organisation. In addition to getting an overview of key concept and models students will learn how to implement strategic decisions and how to organise international operations in different contexts.

The programme comprises an inter-disciplinary approach with perspectives from strategic management, human resource management, general social sciences and cultural studies. The programme provides first-hand experience of different cultures and utilises these in a comparative analysis to go into depth on relevant issues within international management. Therefore, the programme focuses both on the European business culture as well as cultures in emerging economies, like China. The programme includes a study-trip to Shanghai in addition to one to Vilnius in Lithuania.

The programme is ideally suited for managers, project leaders and professionals in the private and public sector who have, or wish to have, international assignments and responsibilities. The program actively stimulates network building by having opportunities for experience sharing within the course and with previous students. This programme has been developed, and is run in close cooperation with the business school at Fudan University in Shanghai and the business school ISM in Lithuania, as well as with Norwegian and Lithuanian businesses. All teaching is English.

### Learning outcome

After finishing the program the students should have developed the following knowledge, skills and reflections

#### Acquired knowledge

Knowledge about key theories and concepts in international management and strategy  
Knowledge about key theories on multinational enterprises  
Knowledge about key theories on globalization with a focus on the role of emerging economies  
Knowledge about the role of human resource management, communication, negotiation and knowledge transfer in international operations.

#### Acquired skills

Skills in applying core models and concepts in international management and strategy to practical situations.  
Skills in managing international teams  
Skills in how to communicate and negotiate across cultures  
Skills in promoting learning and knowledge sharing across countries and business units

### **Reflections**

Ability to reflect on the meaning of culture and understand its impact on own management practice  
Ability to reflect on new knowledge and information from established theoretical perspectives on international management  
Ability to see how international challenges can create new business opportunities

### **Prerequisites**

Bachelor degree or equivalent and 4 years work experience. Please confirm our Student regulations.

### **Compulsory reading**

#### **Books:**

Browaeys, Marie-Joëlle and Roger Price. 2011. Understanding cross-cultural management. 2nd ed. Pearson. 400  
Chen, Ming-Jer. 2001. Inside Chinese business : a guide for managers worldwide. Harvard Business School Press. 200 p.  
Lie, Merete, Ragnhild Lund og Gard Hopsdal Hansen, eds. 2008. Making it in China. Høyskoleforlaget. 300  
Pelle, Stefano. 2007. Understanding emerging markets : building business BRIC by brick. Response Books  
Segal-Horn, Susan and David Faulkner. 2010. Understanding global strategy. Cengage Learning. 500 pages

#### **Articles:**

Amdam, Rolv Petter. 2009. The internationalisation process theory and the internationalisation of Norwegian firms, 1945 to 1980. *Business History*. 51(3). p. 445-461  
Amdam, R.P., R. Lunnan and G. Ramanauskas. 2007. FDI and the Transformation from Industry to Service Society in Emerging Economies: A Lithuanian -- Nordic Perspective.. *Engineering Economics*. 51(1). 21-28  
Andersson, U., M. Forsgren, & U. Holm. 2007. Balancing subsidiary influence in the federative MNC : a business network view. *Journal of International Business Studies*. Vol 38. 802-818  
Argyris, Chris. 1991. Teaching smart people how to learn. *Harvard Business Review*. May-June. 11  
Bentio, G. R. G & S. Tomassen. 2003. The micro-mechanics of foreign operation's performance : an analysis based on the OLI framework. I: Cantwell, J. & R. Narula (eds.), *International business and the eclectic paradigm : developing the OLI framework*. Routledge  
Birkinshaw, J. and N. Hood. 2001. Unleash Innovation in Foreign Subsidiaries. *Harvard Business Review*. 131-137  
Carlsson, J, A. Nordgren and F. Sjöholm. 2005. International experiences and the performance of Scandinavian firms in China. *International Business Review*. 14. p. 21-40  
Dong, Li and Keith W. Glaister. 2007. National and corporate cultural difference in international strategic alliances : perceptions of Chinese partners. *Asian Pasific Journal of Management*. 24. 191-205  
Dunfee, T.W. and D.E. Warren. 2001. Is guanxi ethical? : a normative analysis of doing business in China. *Journal of Business Ethics*. 32 (3). p. 191-204  
Dunning, J. H.. 2000. The eclectic paradigm as an envelope for economic and business theories of MNE activity. *International Business review*. 9. p. 163-190  
Evans, P., V. Pucik, & I. Bjørkman. 2010. The global challenge : international HMR management. I: Evans, P., V. Pucik, *The global challenge : international human resource management*. 2nd ed. McGraw-Hill/Irwin. Chapt 4 , 30 p  
Fang, Tony ... [et al.]. 2004. Why did the Telia-Telenor merger fail?. *International Business Review*. s. 573-594  
Faure, Guy Olivier and Tony Fang. 2008. Changing Chinese values : keeping up with paradoxes. *International Business Review*. 17. s. 194-207  
Geppert, M., K. Williams, & D. Matten. 2003. The Social Construction of Contextual Rationalities in MNCs : An Anglo-German Comparison of Subsidiary Choice. *Journal of Management Studies*. 40 (3). 617-641  
Inglehart, R. and W. Baker. 2000. Modernization, cultural change and traditional values. *American Sociological Review*. 65 (1). p. 19-51  
Inkpen, Andrew C. and Wang Pien. 2006. An examination of collaboration and knowledge transfer : China-Singapore Suzhou Industrial Park. *Journal of Management Studies*. 43 (4). s. 779-811  
Javidan, M., P.W., M.S. Dorfman, De Luque and R.J. House. 2006. In the eye of the beholder : Corss cultural lessons in leadership from project GLOBE. *Academy of Management Perspectives*. 20 (1). s. 67-90

Johanson, J., & J. E. Vahlne. 2009. The Uppsala internationalization process model revisited : from liability of foreignness to liability of outsidership. *Journal of International Business Studies*. 40 (9). 1411-1431

Karlsen, S.M.. 2007. The Pace of Internationalization for Small and Medium Sized Enterprises. I: Benito, G.R.G. and R.Narula, eds, *Multinationals on the periphery*. Palgrave Macmillan. p- 98-130

Kirkman, B.L., K.B. Lowe and C.B. Gibson. 2006. A quarter century of Culture's Consequences: a review of empirical research incorporating Hofstede's cultural values framework. *Journal of International Business Studies*. 37(3), 285-320

Lervik, J.E, B. Hennestad, R.P. Amdam, R. Lunnan and S. Nilsen. 2005. Implementing Human Resource Development Best Practices: Replication or Re-creation?. *Human Resource Development International*. 8 (3). 345-360

Lunnan, R, J.E. Lervik, L.E.M. Traavik, S, Nilsen, R.P. Amdam and B. Hennestad. 2005. Global transfer of management practice across nations and MNC subcultures. *Academy of Management Executives*. 19 (2). 77-80

Lunnan, R., & L. E. M. Traavik. 2009. Is the standardization of human resource practices perceived as fair across national cultures? The cases of China, Lithuania and Norway. *Baltic Journal of Management*. 4 (2). 127-148

O'Donnell, S.W. 2000. Managing foreign subsidiaries: agents of headquarters, or an independent network. *Strategic Management Journal*. Vol 21. 525-548

Rugman, A. 2009. Theoretical aspects of MNEs from emerging markets. I : Ramamurti, R and J.V. Singh, eds. : *Emerging multinationals from emerging markets*. Cambridge University Press. 42-63

Smith, P., Andersen, J., Ekelund, B. Graversen, G. and A. Ropo. 2003. In search of Nordic management styles. *Scandinavian Journal of Management*. 19 (4). p. 491-507

Stahl, G., I. Björkman, E. Farndale, S.S. Morris, J. Paauwe, P. Stiles, J. Trevor, & P.M. Wright. 2007. *Global Talent Management : How Leading Multinationals Build and Sustain Their Talent Pipeline*. Insead Working Papers. 2007/34/OB

Williamson, P & M. Zeng. 2009. Value for Money Strategies for Recessionary Times. *Harvard Business Review*. 66-74

Yamin, M. & R. Sinkovics. 2007. ICT and the MNE reorganization: the paradox of control. *Critical Perspectives on International Business*. 3 (4). 322-336

### **Recommended reading**

#### **Books:**

Chang, Jung. 2003. *Wild swans : three daughters of China*. HarperCollins Publishers. 666 s

#### **Course outline**

1st course module – Introducing International Management Models: Focus on strategy, management, and context

2nd course module – International management in a new European context: Business life and management in the Baltic states. Study-trip to Lithuania. Focus on Strategy, Organization and Environment

3rd course module – European Management, including International Human Resource Management, Negotiations and Communication

4th course module – International management in an Asian context: Business life and management in China. Study-trip to Shanghai. Focus: Environment, Strategy, and Management

5th course module –International Management: Combining theory and practice

#### **Computer-based tools**

It's learning.

#### **Learning process and workload**

The program is conducted through five course modules, a total of 150 lecturing hours. Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to two hours pr. students following an ordinary Master of Management program. For students taking the program as their final Master of Management program the tutorials offered are estimated to a total of six hours.

#### **Examination**

The students are evaluated through a term paper, counting for 18 credit hours and an five hours individual written exam, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

For students taking this program as the final Master of Management Program the following applies:

The students are evaluated through a term paper, counting for 24 credit hours and an five hours individual written exam, counting for 6 credit hours. The term paper may be written individually or in groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the program.

**Examination code(s)**

MAN 22051 - term paper; accounts for 100 % to pass the program MAN 2205, 18 credits  
MAN 22061 - written exam; accounts for 100 % to pass the program MAN 2206, 12 credits  
Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:

MAN 22901 - Term paper; 24 credits; counts for 100 % to pass the program MAN 2290.  
MAN 22911 - individual written exam; 6 credits; counts for 100 % to pass the program MAN 2291.

Both evaluations must be passed to obtain a certificate for the program.

**Examination support materials**

Bilingual dictionary

**Re-sit examination**

At the next ordinary exam.

**Additional information**