



APPLIES TO ACADEMIC YEAR 2012/2013

MBA 2376 International Business

Programme

Master of Business Administration - China

Responsible for the course

Randi Lunnan

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

5

Language of instruction

English

Introduction

Learning outcome

The objectives of the course are to provide the students with managerial knowledge and analytical skills that are important when companies do international business. The course will start with an overview of liberalization of trade, deregulation of markets and the globalization of business. The students should understand the role of industrial clusters, the economics of location and the drivers of international business at the various levels. The concept of industrial competitiveness is central in the course. The economic role of China and India will be emphasized. The effects of the international financial crisis and the economic recession will be discussed.

The students are taught to analyze the internationalization strategies of business companies, both as international companies are entering the Chinese market and investing in China and as Chinese companies are entering foreign markets and investing abroad. At the end of the course the students should be able to analyze international business cases and to master a range of internationalization strategies that can be applied in modern business. Corporate social responsibility is discussed. The course only limitedly covers the organization and management of multinational corporations.

The course in international business combines theories of business strategy and theories of marketing, and the students are trained in analyzing real life business cases to prepare for managerial careers in international companies.

Prerequisites

Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language. Please confirm our Student regulations.

Compulsory reading

Books:

Peng, Mike W. 2010. Global business. 2nd ed. South Western Cengage Learning. 600 pages
Porter, Michael E. 2008. On competition. Updated and exp. ed. Harvard Business School. Chapters 1, 2, 5, 6, 7 and 8 (100 pages)

Articles:

Reve, Torger. 1996. Toward an integrative model of strategy development: From dynamic clusters to core capabilities. In: Falkenberg, J. & Haugland, S, eds., Rethinking the boundaries of strategy. Copenhagen : Handelshøjskolens Forlag. (20 pages)

Other:

.. Baosteel Case. 15 pages
.. Car Navigation Systems Case. 34 pages
.. Tsingtao Beer Case. 15 pages
.. Volvo Trucks Case. 17 pages

Recommended reading

Course outline Module Schedule

Day 1

Overview of course, requirements and methods of work
Introduction to international business and international marketing
Liberalization of trade, deregulation of markets and globalization of business
Globalization drivers and constraints
Formal and informal institutions
The role of China and India
The effects of the international financial crisis
The political economic environment of international business

Case assignment: BAOSTEEL
Readings: Peng (2009) Part 1 and 2

Day 2

Concepts of strategy and strategic analysis
Industrial competitiveness and the role of industrial clusters
Analyzing global clusters: The maritime industrial cluster
Building sustainable industrial clusters in China
Industry analysis utilizing the diamond model
Strategic analysis: An integrated framework

Case assignment: TSINGTAO BEER
Readings: Porter (2008) Part I and II
Reve article

Day 3

Internationalization strategies
Market entry modes – exporting
Market entry modes – strategic alliances
Market entry modes – mergers and acquisitions
Market entry modes - foreign direct investments
Born global companies
Strategizing around the globe

Case assignment: CAR NAVIGATION SYSTEMS: Sustaining Japan's competitiveness
Readings: Peng (2009), Part 3

Day 4

Market entry strategy – the commodity firm
Market entry strategy – the technology firm
Market entry strategy – the consumer products firm
Market entry strategy – the service firm
Managing global operations
Building functional excellence
Management in the multinational corporation
Corporate social responsibility globally

Case assignment: VOLVO TRUCKS: Penetrating the U.S. market
Exam preparations

Readings: Peng (2009), Part 4

The students are assigned into groups that are asked to prepare case analyses to be presented in Power Point format in class the next day and to be handed in for feedback.

The students are expected to draw actively on their own business experience and to contribute in class with internationalization cases from their own corporate experience.

Computer-based tools

None

Learning process and workload

The course is conducted as a teaching module, where students have classes all day for four subsequent days, a total of 32 hours.

Examination

The students are evaluated through a 25 days home exam.

Examination code(s)

MBA 23761 - Assignment; accounts for 100 % of the final grade in the course MBA 2376; 5 ECTS credits.

The course is part of a full MBA and all evaluations must be passed in order to obtain a certificate for the degree.

Examination support materials**Re-sit examination**

At the next ordinary exam.

Additional information