APPLIES TO ACADEMIC YEAR 2013/2014

MAN 1662/1663 International Business

Programme

Responsible for the course
dr. Modestas Gelbûda, Kristina Maikðtënienë

Department
Department of Strategy and Logistics

Term
According to study plan

ECTS Credits
30

Language of instruction
English

Introduction
This course provides the requisite knowledge and skills for company executives who are responsible for, or who are about to take over, the formulation and implementation of company's international business strategy. The content, organization, and features of this module prepare managers from various types of companies to grasp specific realities in international business with emphasis on Baltic and CEE regional perspective. These realities include, among others: specificity of the emerging markets, the success of the smaller firms in international markets, and international business modes of emerging connectivity. Faculty present the most current methodologies and research and possess world-class experience in international business, providing timely insight on contemporary issues in the area. Through unique and rigorous format supported by real-life business cases, participants will be able to master international business processes and planning and become conscious leaders of their company's internationalization efforts.

Learning outcome
Knowledge and understanding :
Participants will acquire scientific, research based knowledge of the internationalization processes and international business activities. They will be able to classify, relate and interpret international business actions. They will be able to understand interrelations of management influenced behaviors that allow best capitalization of global business opportunities.

Cognitive skills :
Students will acquire cognitive skills required to manage international business processes and activities and to address contemporary dynamics along with the latest trends in this area.

Transferable skills, competence and attitudes :
At the end of the course, students will be competent enough to evaluate, justify, critique and appraise different international business strategies and actions. They will have necessary skills to transfer most important international analytic capabilities to their companies in order to capitalize on global business opportunities. Overall, they will develop appreciation of strategic philosophies of multinational firms and skills to develop specific attitude towards the internationalization processes in their respective organizations.

Prerequisites
Bachelor degree, corresponding to 180 credits from an accredited university, university college or similar educational institution
The applicant must be at least 25 years of age
At least four years of managerial work experience
Motivation evidence to accomplish study requirements
At least upper intermediate level of English

Compulsory reading

Recommended reading

Course outline
· Course introduction. Frameworks for growing and being international. Strategic and reactive motives for international expansion. Internationalization process.

- International business context. Emerging markets, developing and advanced economies. SMEs and large firms, the multinational enterprise.
- Political ideologies and economics. Understanding government – business cooperation. Economic integration and strategic management.
- Implications of international culture for organizations and managers: corporate and consumer behavior implications. Managing cross-cultural risks.
- International monetary and financial environment. Exchange rates and currencies in international business. Barriers to trade.
- Multinational strategy. International market expansion / selection process and procedures. Foreign market portfolios: technique and analysis.
- Market entry strategies. Approaches to the choice of access mode. Export modes. Intermediate entry modes. Hierarchical modes. International business modes of emerging connectivity
- Organizing strategy. Early organizational structures. The international division. Global organizational structures. Analysis of key structural variables and coordination.
- Production strategy. Research, development and innovation. International sourcing decisions and the role of sub-supplier.
- International marketing strategy. Product strategies and modification levels across markets.
- International pricing decisions and the terms of doing business. Organizing international distribution. International communication decisions.
- Human resource management strategy. People selection and repatriation. Training and development. Compensation, labor relations.
- Political risk and negotiation strategy. Country analysis and political risk assessment. Negotiation strategies. Use of integrative and protective / defensive techniques.
- International financial management. Determining parent – subsidiary relationships. Managing global cash flows. Exchange risk management. Capital budgeting and international financing.
- Organization and control of the international business. Corporate ethics and environment. International business research frameworks. Coping with changing environments.
- Understanding and solving problem cases in international business. Country specific challenges.

Computer-based tools
Microsoft Office tools, YouTube, Facebook or other similar medium.

Learning process and workload
The program is conducted through 16 course modules, a total of 128 lecturing hours. Project tutorials consist of personal tutorials and tutorials given in class. Generally the students may expect consulting, not evaluating tutorials**.**

Examination
The students are evaluated through a term paper, counting for 10 credit hours and an 5 hours individual written exam, counting for 20 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. It consists of analyzing international business environment and strategic opportunities in student’s chosen foreign country.

Examination code(s)
MAN 16621 - Term paper; accounts for 100 % to pass the program MAN 1662, 10 credits.
MAN 16631 - Written exam; accounts for 100 % to pass the program MAN 1663, 20 credits.
Both evaluations must be passed to obtain a certificate for the program.

Examination support materials
English-Lithuanian/Lithuanian-English dictionaries and reading materials specified in the syllabus or distributed during the course are allowed during the final examination.
Mobile phones, electronic media or other communication tools are not allowed. Candidates are not allowed to borrow examination support materials from each other.

Re-sit examination
At the next ordinary exam.

Additional information
Compulsory reading
(total:1550 pages)

Textbooks:
Rugman, P. A. M., & Collinson, S. (2012). International Business (6th ed.). Pearson. (800 pages)
Cavusgil, S. T., Knight, G., & Riesenberger, J. (2011). International Business: The New Realities (2nd ed.). Prentice Hall. Selected chapters to complement the main textbook: 2, 3, 10-16, 19-20. (313 pages)

Articles (in alphabetic order):
Bowe, M. (2010). „International Financial Management and Multinational Enterprises“. In: Rugman, A. M. The Oxford Handbook of International Business (2nd ed.). Oxford University Press, USA. (34 pages)

Bueno de Mesquita, B. (2009). Principles of International Politics. Washington DC: CQ Press, Chapter 10. (19 pages)
Chandra, Y., Styles, C., & Wilkinson, I. (2012). An Opportunity-Based View of Rapid Internationalization. Journal Of International Marketing, 20(1). (29 pages)
Conklin, D. W. (2009). „Corruption: the International Evolution of New Management Challenges“. Richard Ivey School of Business. Note no. 909M65. (21 pages)
Dewhurst, M., Harris, J., Heywood, S., & Aquila, K. (2012). The global company's challenge. McKinsey Quarterly, (3). (5 pages)
Dewhurst, M., Pettigrew, M., Srinivasan, R., & Choudhary, V. (2012). How multinationals can attract the talent they need. McKinsey Quarterly, (3). (8 pages)
Dunning, J.H. (2010). „The Key Literature on IB Activities“. In: Rugman, A. M. The Oxford Handbook of International Business (2nd ed.). Oxford University Press, USA. (33 pages)
Forsgren, M., Hagström, P. (2007),"Ignorant and impatient internationalization?: The Uppsala model and internationalization patterns for Internet-related firms". Critical Perspectives On International Business, Vol. 3 Iss: 4. (15 pages)
Ghemawat, P. (2001). "Distance Still Matters: the Hard Reality of Global Expansion". Harvard Business Review. Vol. 79, No. 8. (9 pages)
Ghemawat, P. (2011). Remapping your strategic mind-set. Mckinsey Quarterly, (3). (3 pages)
Hansen, G. H. (2008),"Taking the mess back to business: studying international business from behind", critical perspectives on international business, Vol. 4 Iss: 1. (13 pages)
Young, R.B., Javalgi, R.G. (2007). "International Marketing Research: A Global Project Management Perspective", Business Horizons, Issue 50. (10 pages)
Yu, J., Gilbert, B., & Oviatt, B. M. (2011). Effects of alliances, time, and network cohesion on the initiation of foreign sales by new ventures. Strategic Management Journal, 32(4). (23 pages)
Jonsson, A., Foss, N.J. (2011). "International expansion through flexible replication: Learning from the internationalization experience of IKEA". Journal of International Business Studies, Vol. 42. (23 pages)
Kerr, W., Issenberg, D. (2008). „Take Advangtage Of Your Diaspora Network“. Harvard Business School Note no. 9-808-029. (8 pages)
Lervik, J. E., Hennestad, B. W., Amdam, R., Lunnan, R., & Nilsen, S. M. (2005). Implementing Human Resource Development Best Practices: Replication or Re-creation?. Human Resource Development International, 8(3). (16 pages)
Luo, Y. (2010). „Political Risk and Country Risk in International Business: Cocepts and Measures“. In: Rugman, A. M. The Oxford Handbook of International Business (2nd ed.). Oxford University Press, USA. (25 pages)
Racela, O. C., Chaikittisilpa, C., Thoumrungroje, A. (2007). "Market orientation, international business relationships and perceived export performance", International Marketing Review, Vol. 24 Iss: 2. (20 pages)
Riefler, P., Diamantopoulos, A., Siguaw, J.A. (2011). "Cosmopolitan consumers as a target group for segmentation". Journal of International Business Studies, Vol. 43. (20 pages)
Ruzzier, M., Hisrich, R. D., Antoncic, B. (2006),"SME internationalization research: past, present, and future", Journal of Small Business and Enterprise Development, Vol. 13 Iss: 4. (22 pages)
Sanyal, R., Guvenli, T. (2009)."The propensity to bribe in international business: the relevance of cultural variables", Cross Cultural Management: An International Journal, Vol. 16 Iss: 3. (14 pages)
Sharma, P. (2011). "Country of origin effects in developed and emerging markets: Exploring the contrasting roles of materialism and value consciousness". Journal of International Business Studies, Vol. 42. (22 pages)
Solberg, C. (1997). A Framework for Analysis of Strategy Development in Globalizing Markets. Journal Of International Marketing, 5(1). (22 pages)
Tsai, H., Eisingerich, A. B. (2010). „Internationalization Strategies of Emerging Market Firms“. California Management Review, Vol. 53, No. 1. (22 pages)

Recommended reading

Ellet, W. (2007). The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases. Harvard Business Press.
19 cases as additional material.
Articles from scientific journals.