


International Summer University^{WU} 2023

WU (Vienna University of Economics and Business)

Course outline

Course title	International Business Strategy in the Age of Deglobalization, Nationalism and Geo-political tensions	
Instructor	Alexander Mohr amohr@wu.ac.at WU (Vienna University of Economics and Business), Department for Global Business	
Language of instruction	English	
Course level	Undergraduate	
Contact hours	35 teaching hours (45 min. each)	

Aim of the course

The international expansion of their operations is central for the survival of an increasing number of firms. In a context of deglobalization, nationalism and geo-political tensions this internationalization poses novel challenges for firms and requires them to rethink their existing strategy and develop adjusted strategies for their international business operations. In this module we will analyze both the strategies used when expanding overseas and the strategies that can be used to operate and develop an existing network of international operations in a context characterized by deglobalization, nationalism and geo-political tensions.

Learning objectives

Upon successful completion of this course you will:

1. Have greater awareness of the deglobalization, nationalism and geo-political tensions characterizing the current business environment
2. Become aware of the various types of international strategies available to internationally operating firms.
3. Be able to recognize how particular characteristics of firms and their environments affect the choice and implementation of international business strategies.
4. Develop the skills needed for solving the challenges faced by firms when considering different international business strategies and their implementation in a dynamic environment.
5. Demonstrate improved critical thinking and problem-solving skills.
6. Improve communication skills necessary for effective team performance.

Prerequisites and/or admission requirements

Application requirements for the Undergraduate Program are current enrollment in an undergraduate study program in the fields of business administration. By the time of participation in the ISU^{WU} program, students must have completed a **minimum of one year of undergraduate education** with a specific focus on business administration and related areas.

Applicants interested in participating in the International Summer University^{WU} need an excellent command of the English language. The English language requirements can be found at [ISU^{WU} Language Requirements](#)

Teaching methods

This course is comprised of lectures, in-class case analyses, a team research project, teamwork reflection, and a final team presentation. This is a highly interactive course. Thus, students are expected to be fully engaged and participate in classroom discussions. The course is designed in such a way as to maximize your learning by balancing between lecture and your involvement in discussions, cases, and exercises. All course documents, assignments, lecture notes, etc. will be posted online.

Pre-course assignment

The pre-course assignment consists of a concise summary of the historical development of the international operations of a company.

- Select an internationally operating company that you are interested in. You can choose any firm you are interested in, but please be aware that more information will be available on large, publicly listed companies. There will be more information available on S&P 500 firms than for small, non-listed companies.
- Write a short report (max. 1,000 words) about the company's international operations. Include information on the country markets the firm operates in, when the firm entered (or left) these markets and how they entered these markets (e.g. did they establish a subsidiary?). Provide some explanations of why the firm has expanded to these rather than other countries and has chosen specific ways to enter those markets.
- You should start your research by looking at all the information the firm provides on its website, in its annual reports, etc. You can complement this data with information from newspaper reports about the firm. There is no need to use academic journals.

Deadline: The pre-course assignment should be sent to the instructor at amohr@wu.ac.at by **July, 17th, 2023, 10am CEST**.

Course contents

Day 1	<ul style="list-style-type: none">• Introduction to the Module• Business environment: Deglobalization, Nationalism and Geo-political tensions• Ethical Issues in International Business Strategy• Models of Environmental Analyses• Environmental Risk Analyses• Dealing with Country Risk• Political Strategies• Cultural Relativism vs. Universal Norms• Legality vs. Legitimacy
Day 2	<ul style="list-style-type: none">• Explaining Foreign Direct Investment• Economic Theories and Non-Economic Theories• Hymer's Theory of FDI• Internalisation Theory• Location Theory of FDI• Vernon's Product Life Cycle• Dunning's Eclectic Paradigm• Behavioral Theory of FDI• Uppsala Model of Internationalisation• Resource-Based Approaches
Day 3	<ul style="list-style-type: none">• Foreign Market Entry Strategies• Market Selection• Market Entry Timing

	<ul style="list-style-type: none"> • Ownership Mode Choice • Establishment Mode Choice • Theoretical Explanations of Entry Mode Choice • Internationalisation Theory • Real-Option Theory
Day 4	<ul style="list-style-type: none"> • Ownership/Collaborative Strategies • Partner Selection and Assessment • Managing Collaborative Ventures • Trust and Control • Management Structures • Performance Criteria and Assessment of Collaborative Ventures • Terminating Collaborative Ventures
Day 5	<ul style="list-style-type: none"> • Global-Level Strategy • Integration-Responsiveness Grid • Strategy Typology • Transnational and Meta-National Solutions • Organizational Structures and Processes for Global-Level Strategy Implementation
Day 6	<ul style="list-style-type: none"> • Preparation of Case Studies
Day 7	<ul style="list-style-type: none"> • Case Presentations

Comments

Punctuality and attendance are mandatory in all sessions.

Criteria for successful completion of the course

Assessment will be based on both individual and team performance. Please note that successful in-class participation involves not only attending class but also frequently contributing to the discussion by answering questions, engaging in a thoughtful analysis of the discussed cases, building on other students' ideas, and synthesizing across readings and discussions. You are expected to have read in advance all the required reading materials and cases and be prepared to discuss them in class.

Assessment

Assignments with percent of total grade:

Pre-course assignment 25%

In-class participation 30%

Team presentation 45%

Grading scale

100-90% excellent (1)

89-80% good (2)

79-70% satisfactory (3)

69-60% sufficient (4)

59-0% fail (5)

Course literature (cases, papers, online material...)

Course materials and cases will be provided online.

Further readings suggested by the lecturer(s)

No specific textbook is recommended for this course. However, a general textbook in International Business can provide useful background reading. These textbooks include, for example, Charles W. Hill, Competing in the Global Marketplace (various editions) or Daniels, Radebaugh and Sullivan, International Business (various editions)

The following journal articles will also provide further insight into the topics that will be discussed in class.

Barkema, H. G., Bell, J., & Pennings, J. 1996. Foreign entry, cultural barrier, and learning. *Strategic Management Journal*, **17** (2): 151-166.

Barringer, B. R., & Harrison, J. S. 2000. Walking a tightrope: Creating value through interorganizational relationships. *Journal of Management*, **26** (3): 367-403.

Boddewyn, J. J., & Brewer, T. L. 1994. International-business political behavior: New theoretical directions. *Academy of Management Review*, **19** (1): 119-143.

Brouthers, K. D., & Bamossy, G. J. 1997. The role of key stakeholders in international joint venture negotiations: Case studies from Eastern Europe. *Journal of International Business Studies*, **28** (2): 285-308.

Child, J., & Tse, D. K. 2001. China's transition and its implications for international business. *Journal of International Business Studies*, **32** (1): 5-21.

Delios, A., & Henisz, W. J. 2003. Political hazards, experience, and sequential entry strategies: The international expansion of Japanese firms, 1980-1998. *Strategic Management Journal*, **24** (11): 1153-1164.

Dhanaraj, C., & Beamish, P. W. 2004. Effect of equity ownership on the survival of international joint ventures. *Strategic Management Journal*, **25** (3): 295-305.

Eden, L., & Lenway, S. 2001. Introduction to the symposium multinationals: The Janus face of globalization. *Journal of International Business Studies*, **32** (3): 383-400.

Hillman, A. J. 2003. Determinants of political strategies in US multinationals. *Business and Society*, **42** (4): 455-484.

Hofstede, G. 1980. *Culture's consequences: International differences in work related values*. London: Sage.

Inkpen, A. C., & Beamish, P. W. 1997. Knowledge, bargaining power, and the instability of international joint ventures. *Academy of Management Review*, **22** (1): 177-202.

Li, J. J., Zhou, K. Z., & Shao, A. T. 2009. Competitive position, managerial ties, and profitability of foreign firms in China: An interactive perspective. *Journal of International Business Studies*, **40** (2): 339-352.

Mohr, A. T., Fastoso, F., Wang, C., & Shirodkar, V. 2014. Testing the Regional Performance of Multinational Enterprises in the Retail Sector: The Moderating Effects of Timing, Speed and Experience. *British Journal of Management*, 25(Special Issue): 100-25.

Please note the following information on the total workload of the respective course:

Course level	ECTS credits	Pre-course workload	In-class activity	Outside of class workload during the program
Undergraduate	4	approx. 20 hours	27 hours (= 35 teaching units)	approx. 33 hours