


## ISU<sup>WU</sup> 2021

WU (Vienna University of Economics and Business)

### Course outline (distance-learning format)

<b>Course title</b>	<b>International Business Strategy</b>	
<b>Instructor</b>	Alexander Mohr <a href="mailto:amohr@wu.ac.at">amohr@wu.ac.at</a> WU (Vienna University of Economics and Business), Department for Global Business	
<b>Language of instruction</b>	English	
<b>Course level</b>	Undergraduate	
<b>Aim of the course</b>		
The international expansion of their operations is central for the survival of an increasing number of firms. This international expansion poses novel challenges for firms and requires them to rethink their existing strategy and develop strategies for their international business operations. In this module we will analyse both the strategies used when expanding overseas and the strategies that can be used to operate and develop an existing network of international operations.		
<b>Learning objectives</b>		
Upon successful completion of this course you will: 1. Become aware of the various types of international strategies available to internationally operating firms. 2. Be able to recognize how particular characteristics of firms and their environments affect the choice and implementation of international business strategies. 3. Develop the skills needed for solving the challenges faced by firms when considering different international business strategies and their implementation in a dynamic environment. 4. Demonstrate improved quantitative research skills. 5. Demonstrate improved critical thinking and problem-solving skills. 6. Improve communication skills necessary for effective team performance.		
<b>Application requirements</b>		
Application requirements for the Undergraduate Program are current enrollment in an undergraduate study program in business administration and related fields. By the time of participation in the ISU <sup>WU</sup> 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 <sup>WU</sup> need an excellent command of the English language. The English language requirements can be found at <a href="#">ISU<sup>WU</sup> Language Requirements</a> .		
Application requirements for WU students can be found on our <a href="#">application website</a> .		

<b>Teaching methods</b>	
<p>This course is comprised of online lectures, video lectures, guided self-study, a team research project, online group coaching, teamwork reflection, a short individual essay, and a final group video presentation. All materials are provided through WU's online learning platform LEARN@WU. Online lectures and online group coaching will take place through MS Teams.</p>	
<b>Pre-course assignment</b>	
<p>The pre-course assignment consists of a concise summary of the historical development of the international operations of a company.</p> <ul style="list-style-type: none"> <li>• 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&amp;P 500 firms than for small, non-listed companies.</li> <li>• 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.</li> <li>• 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.</li> </ul> <p>Deadline: The pre-course assignment should be sent to the instructor at <a href="mailto:amohr@wu.ac.at">amohr@wu.ac.at</a> by <b>June, 28<sup>th</sup>, 2021, 10 am CEST</b>.</p>	
<b>Course contents</b>	
<p>For detailed dates and times please look at the published schedule on our website.</p>	
	Introduction to the Module
<b>Unit 1</b>	<p>Environment and Ethical Issues in International Business Strategy</p> <ul style="list-style-type: none"> <li>• Models of Environmental Analyses</li> <li>• Environmental Risk Analyses</li> <li>• Dealing with Country Risk</li> <li>• Political Strategies</li> <li>• Cultural Relativism vs. Universal Norms; Legality vs. Legitimacy;</li> </ul>
<b>Unit 2</b>	<p>Explaining Foreign Direct Investment</p> <ul style="list-style-type: none"> <li>• Economic Theories and Non-Economic Theories</li> <li>• Hymer's Theory of FDI</li> <li>• Internalisation Theory</li> <li>• Location Theory of FDI</li> <li>• Vernon's Product Life Cycle</li> <li>• Dunning's Eclectic Paradigm</li> <li>• Behavioral Theory of FDI</li> <li>• Uppsala Model of Internationalisation</li> <li>• Resource-Based Approaches</li> </ul>
<b>Unit 3</b>	<p>Internationalization Strategies</p> <ul style="list-style-type: none"> <li>• Selection of targets</li> <li>• Timing</li> <li>• Ownership Mode Choice</li> <li>• Establishment Mode Choice</li> <li>• Theoretical Explanations of Internationalization strategies</li> <li>• Internationalisation Theory</li> <li>• Real-Option Theory</li> </ul>
<b>Unit 4</b>	<p>Ownership/Collaborative Strategies</p> <ul style="list-style-type: none"> <li>• Partner Selection and Assessment</li> <li>• Managing Collaborative Ventures</li> <li>• Trust and Control</li> <li>• Management Structures</li> <li>• Performance Criteria and Assessment of Collaborative Ventures</li> <li>• Terminating Collaborative Ventures</li> </ul>
<b>Unit 5</b>	<p>Global-Level Strategy</p> <ul style="list-style-type: none"> <li>• Integration-Responsiveness Grid</li> </ul>

	<ul style="list-style-type: none"> <li>• Strategy Typology</li> <li>• Transnational and Meta-National Solutions</li> <li>• Organizational Structures and Processes for Global-Level Strategy Implementation</li> </ul>
<b>Comments</b>	
<p><b>Online/Virtual Lectures and coaching via MS Teams</b></p> <p><b>July, 5<sup>th</sup> Introduction (approx. 1 hour)</b>  <b>July, 6<sup>th</sup> Online Discussion – the impact of Covid-19 on IB (approx. 1 hour)</b>  <b>July, 7<sup>th</sup> Introduction to case study with company representative (approx.. 1-2 hours)</b>  <b>July, 8<sup>th</sup> Group coaching; Times slots tbc. (approx. 30 min each)</b>  <b>July, 13<sup>th</sup> Review and Q&amp;A (approx. 1 hour)</b></p> <p>For detailed dates and times please look at the published schedule on our website.  Punctuality and attendance are mandatory in all live sessions.</p>	
<b>Criteria for successful completion of the course</b>	
Assessment will be based on both individual and team performance.	
<b>Assessment</b>	
<p><b>Assignments with percent of total grade:</b></p> <p>Pre-course assignment 25%  In-class participation 30%  Team presentation 45%</p> <p>Grading scale  100-90% excellent (1)  89-80% good (2)  79-70% satisfactory (3)  69-60% sufficient (4)  59-0% fail (5)</p>	
<b>Course literature (cases, papers, online material...)</b>	
Course materials and cases will be provided online on time.	
<b>Further readings suggested by the lecturer(s)</b>	
<p>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, <i>Competing in the Global Marketplace</i> (various editions) or Daniels, Radebaugh and Sullivan, <i>International Business</i> (various editions)</p> <p>The following journal articles will also provide further insight into the topics that will be discussed in class.</p> <p>Barkema, H. G., Bell, J., &amp; Pennings, J. 1996. Foreign entry, cultural barrier, and learning. <i>Strategic Management Journal</i>, <b>17</b> (2): 151-166.</p> <p>Barringer, B. R., &amp; Harrison, J. S. 2000. Walking a tightrope: Creating value through interorganizational relationships. <i>Journal of Management</i>, <b>26</b> (3): 367-403.</p> <p>Boddewyn, J. J., &amp; Brewer, T. L. 1994. International-business political behavior: New theoretical directions. <i>Academy of Management Review</i>, <b>19</b> (1): 119-143.</p> <p>Brouthers, K. D., &amp; Bamossy, G. J. 1997. The role of key stakeholders in international joint venture negotiations: Case studies from Eastern Europe. <i>Journal of International Business Studies</i>, <b>28</b> (2): 285-308.</p> <p>Child, J., &amp; Tse, D. K. 2001. China's transition and its implications for international business. <i>Journal of International Business Studies</i>, <b>32</b> (1): 5-21.</p>	

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:*

<b>Course level</b>	<b>ECTS credits</b>	<b>Pre-course workload</b>	<b>In-class and outside-of-class workload incl. teaching units</b>
Undergraduate	4	approx. 20 hours	approx. 60 hours