



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

International Strategies (course in affiliation with Harvard Business School)

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Module I – International Business Strategy

Prof. Daniele Cerrato

COURSE AIMS

This course is designed to equip students with the tools and insight needed to analyze the international aspects of firm strategy, including: defining strategic approaches to competition in the international arena; entry into overseas markets, managing activities across national borders, designing organizational structures and management systems to implement international strategies. The course builds on a variety of concepts and theories drawn from Strategic Management and International Business fields.

The goal of this course is to familiarize students with:

- The strategic options available to firms competing globally and the challenges associated with implementing international business strategies;
- Concepts, frameworks and theories relevant to the management of multinational enterprises (MNEs) and international firms.

LEARNING OUTCOMES

On completion of this course students will be able to:

- Understand external and internal factors affecting MNEs' patterns of overseas expansion.
- Identify competitive advantages in an international business environment.
- Apply frameworks and tools for the management and organization of MNEs.

COURSE CONTENTS

- Why do firms go international? And why multinational? Motivations, means, processes
- The effect of distance on international business
- Globalization of industries and international business strategies
- The global vs. regional orientation of MNEs: Are MNEs really global? And to what extent?
- Foreign markets entry modes: export, FDI, and collaborative ventures
- Crossborder acquisitions and greenfield investments

- Organizing strategy. The evolution of multinational corporations' organizational models
- The role of foreign subsidiaries and the headquarter-subsidiary relationship
- Emerging markets and new business opportunities.

READING LIST

For students attending class on a regular basis:

- Teaching materials (powerpoint presentations, papers, book chapters) provided by the instructor throughout the course.
- International Business Strategy – CASES, obtained from the University copy shop.

For students not attending class on a regular basis:

C.A. Bartlett, S. Ghoshal, P.W. Beamish, Transnational Management: Text, Cases & Readings in Cross-Border Management, McGraw-Hill, Irwin, 2014 (7th edition):

- Chapters 1-2-3-4-5-6-8;

- Readings 1.2, 1.3, 3.1, 3.3, 4.3, 5.1, 6.1, 7.2, 8.2.

TEACHING METHOD

The course is structured as a mix of lectures and class discussion of assigned readings (either cases or papers). It is therefore important that students come to each class prepared to be active participants.

ASSESSMENT METHOD

For students attending class on a regular basis.

The assessment will be based on a mix of group works and final exam, as follows:

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|-----------------------|-----|
| 1. Group works | 50% |
| 2. Final written exam | 50% |

Group works include: a) exercise on the analysis of distance in international business (10%); b) case analysis (10%); c) company project (30%).

The final written exam will have a duration of 75 minutes and consist of three open-ended questions. Class participation and cases/papers discussion will be counted in the determination of the final grade.

For students non-attending class on a regular basis:

The final written exam will count for 100% of the grade. The exam will consist of three-open-ended questions (duration: 75 minutes).

Module II – Business Government Relations

Prof. Daniele Cerrato

COURSE AIMS

A country's prosperity depends on its competitiveness, which is based on the productivity with which it produces goods and services. Firms, clusters and supporting agencies play important efforts in creating value and supporting their economic development as well as that of their regions and country. However, without such things as development of specialized skills, infrastructures, and technology results might not be fully achieved. Governments, through their policies and programs, are responsible for these actions and represent a main stakeholder in the competitiveness arena.

While sound macroeconomic policies, stable legal and political institutions, and improving social conditions create the potential for competitiveness, wealth is actually created at the microeconomic level. The sophistication and productivity of firms, clusters and the dynamic business environment represent a key variable that governments sustain and support with actions. The course, briefly discusses firms' and clusters' strategies and actions to support their competitiveness and then focuses the analysis on the complementary role of governments in making it happen.

A global framework analyzing the determinants of public management interventions will be presented and discussed. This course presents many tools and techniques that public agencies have developed to play an active and key role in the competitiveness arena, efficiently coordinating public resources and actions with firms' and clusters' initiatives.

LEARNING OUTCOMES

This course has the following learning outcomes:

- To provide students with an in-depth understanding of the principles and practice of selected topics in International business seminar.
- To provide students with a solid understanding of the principles and practice of making business in specific location.
- To provide students with knowledge of the principles of competitiveness and economic development.

On completion of this module students will be able to:

- Analyze the competitive advantage of a location.
- Understand the role of Government in promoting competitiveness.
- Provide suggestion on how to support cluster development.

The students will be assessed on three different aspects:

- By means of their Research Paper students must demonstrate that they have acquired advanced theoretical and practice-relevant knowledge in the areas of international competitiveness, globalisation trends, and structural shifts between major regions of the world economy. They also need to deal with and analyse in detail the structural changes in the leading industrialised countries, e.g. the rise and collapse of the "New Economy" and its current resurgence and – in this context – the significance of research and development. Moreover, they are expected to analyze and evaluate current economic policy issues with regard to the challenges of globalization.
- The presentation of the Research Paper will also be evaluated. Students will be expected to be able to present a summary of the main content of their paper in a concise way using current presentation tools.

- The presentation will be followed by a discussion between the participants of the seminar. The presenting student is expected to answer questions on the topic and demonstrate convincingly that his/her position is based on sound knowledge and in-depth research work. Students will also be assessed on their performance in this respect.

COURSE CONTENT

The participants shall acquire advanced knowledge of recent theoretical and practical issues dealing with international competitiveness, economic development and globalisation, structural shifts between world regions, and patterns of structural change within major countries. In particular, deeper insights into the causes of the major shifts in international competitiveness will be discussed such as the rise, fall and rebirth of the so-called "New Economy" as well as the innovative thrust through research and development. Based on this analysis, the students will be in a position to analyse and evaluate the implications of the international shifts in competitiveness for our socio-economic system and for national and European structural policies with their technological as well as regional dimensions.

READING LIST

M. Porter, *On Competition*, Harvard Business School Press, 1998.

M. Porter, *The Competitive Advantage of Nations*, New York, 1998, Chapter 3: Determinants of National Advantage, Chapters. 4, 9 & 10.

TEACHING METHOD

The course mixes teaching lectures, guest lectures and plenary debates about case studies.

Students are requested to read the case study in advance. Discussion questions about each case study in the syllabus will be made available on the course library. Students will be asked to prepare for the discussion, to turn in brief responses to three selected case discussions, and actively interact in class discussion.

ASSESSMENT METHOD

Quality of a prepared research paper (50%); case discussion in class (30%); class participation and final exam (20%).

Dates for the presentations and the submission dates for the research papers will be discussed on the first day of the module.

NOTES

Information on office hours available on the teacher's personal page at <http://docenti.unicatt.it/>