

IP_312 International Strategy

Ing. Ladislav Tyll, MBA, Ph.D.

Aims of the course:

The aim of the course is to introduce students to company strategy and management in an international context. Based on practical examples, this course gives students the basic knowledge and knowhow to deal with strategic questions regarding business development in an international context. The course gives students the necessary knowhow and knowledge for the analysis, planning and implementation of international strategy in various entrepreneurial contexts such as multinationals, SME or start-up companies. A special emphasis is placed on the conditions for doing business in Central and Eastern Europe

Learning outcomes and competences:

Upon successful completion of this course, students will be able to:

- recognize challenges in international strategy and business development, especially in the regions of Central and Eastern Europe,
- support managers in their planning regarding different issues in international business development in various contexts such as multinationals or SME as well as different sectors such as retail, manufacturing or services,
- evaluate and select proper transfer pricing method for given MNs,
- describe different types of foreign market entry,
- describe benefits and drawbacks of an early international expansion.

Course contents:

1. Overview: Globalization - basics and origins; influence on business strategy; theoretical aspects
2. International Business Strategy- strategic decision making; strategic possibilities in an international context; life cycle analysis regarding the potential for going international
3. Market choice, evaluation of foreign markets from different viewpoints - Market evaluation from various viewpoints (cultural, political and economic); decision making process for entering foreign markets; actual trends; national policies and regulations in CEE
4. Market Entry Form, strategic decision making when entering new markets - strategic choices when entering new markets; equity financing, co-operation, joint venture or strategic alliances; foreign direct investment
5. Managing global operations - managing global operations; aspects of global integration versus adaptation to local markets; successful implementation of global operations
6. Subsidiaries - evaluation and evolution of subsidiaries (e.g. local office in CEE); outsourcing
7. Culture and intercultural communication - culture and intercultural communication; cultural differences in CEE
8. Technology transfer, knowhow and innovation - technology transfer and knowhow as key success factors

9. "Born Globals" - How to combine growth and international strategy with the stabilization of activities in a start-up; why some start-up companies need to be a global player right from the start
10. Small and medium sized companies (SME) in a global setup - SME and their internationalization paths to CEE; human and financial resources, especially in top management; organization forms
11. Transfer pricing
12. Presentation of students' case studies - presentation of case studies that the students made themselves on a specific topic in internationalization
13. Final test / Oral exam

Assessment methods and criteria:

Active participation	20%
Term paper	30 %
Presentation	10 %
Final test	40 %
Total	100 %

Reading:

- RQ BARLETT, C A. - GHOSHAL, S. - BEAMISH, P W. Transnational management : text, cases, and readings in cross-border management. Boston: Irwin/McGraw-Hill, 2007. ISBN 978-0-07-310172-9
- RE DERESKY, H. International management : managing across borders and cultures : text and cases. Upper Saddle River: Pearson Prentice Hall, 2008. ISBN 978-0-13-614326-0
- RE HODGETTS, R M. - LUTHANS, F. - DOH, J P. International management : culture, strategy, and behavior. Boston: Irwin/McGraw-Hill, 2006. ISBN 0-07-296108-2
- RE DE KLUYVER, CORNELIS, A. Fundamentals of Global Strategy: Business Expert Press, 2010. ISBN 9781606490723.
- RQ required
RE recommended