

# **Syllabus for course**

## **INTERNATIONAL STRATEGY OF GLOBAL COMPANIES**

<b>Course code:</b>	IP_312
<b>Course title:</b>	International Strategy
<b>Number of ECTS credits allocated:</b>	7 (1 ECTS credit = 26 hours of workload)
<b>Mode of delivery:</b>	full-time; 4/0 (hours of lectures per week / hours of seminars per week) as semestral course
<b>Mode of completion:</b>	graded course
<b>Semester:</b>	Fall 2022
<b>Name of lecturer(s):</b>	Ing. Karel Pernica, Ph.D. (examiner, instructor, lecturer) doc. Ing. Mikuláš Pichanič, CSc. (supervisor)
<b>Prerequisites and co-requisites:</b>	none

### **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 drawback 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 view points (cultural, political and economical); 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; succesfull 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 acitivities 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 ressources, 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

**Learning activities, teaching methods and workload (hours):**

<b>Type of teaching method</b>	<b>Daily attendance</b>
Participation in lectures	52 h
Preparation for lectures	26 h
Preparation of term paper	60 h
Preparation of presentation	22 h
Preparation for final test	22 h
<b>Total</b>	<b>182 h</b>

**Assessment methods and criteria:**

<b>Requirement type</b>	<b>Daily attendance</b>
Active lecture/seminar/workshop/tutorial participation	20 %
Term paper	30 %
Presentation	10 %
Final test	40 %
<b>Total</b>	<b>100 %</b>

**Assessment:**

Graded courses	
1=A	Excellent (90 - 100%)
2=B	Very good (75 - 89%)
3=C	Good (60 - 74%)
4=F	Insufficient (0 - 59%)

**Reading:**

Type	Author	Title	Published in	Publisher	Year	ISBN
RQ	BARTLETT, C A. -- BEAMISH, P W. -- GHOSHAL, S.	Transnational management : text, cases, and readings in cross-border management	Boston	Irwin/McGraw-Hill	2007	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	978-0-13-614326-0
RE	DOH, J P. -- HODGETTS, R M. -- LUTHANS, F.	International management : culture, strategy, and behavior	Boston	Irwin/McGraw-Hill	2006	0-07-296108-2
RE	de KLUYVER, CORNELIS, A. Fundamentals of Global Strategy: Business Expert Press, 2010. ISBN 9781606490723.					

RQ                    required  
RE                    recommended