



International Management

Module Code	/	Program Level	MBA
Target Students	MBA	Total Credits	2
Semesters	Fall 2020	Prerequisites	/
Instructor	Prof. Dr. Karlheinz Schwuchow	E-mail	karlheinz.schwuchow@hsbremen.de
Office Location		Phone	
Office hours/ Appointment Procedures	Appointment by e-mail		
Course Description	The course addresses the challenges of formulating and implementing business strategies in companies that are active on a global scale. As such it incorporates important recent developments in strategy research and practice bringing a broad perspective to issues of market strategies, business model innovation and digital business strategies in a global context. It challenges students with case-work and in-class discussion exercises that stimulate strategic decision-making in firms.		
Aims & Objectives	The theory and key concepts of global management will be provided primarily by the course script and the assigned readings. Thus, each class will involve assigned readings and cases. Additionally, since the course assumes that skills gained in the classroom can transfer to the „real world“, there is a strong emphasis on the analysis of complex international business problems through the preparation and discussion of a variety of cases.		
Learning Outcomes	Practically, by the end of this course, the student should possess an understanding of the process of globalization of companies, be acquainted with the current thinking and practices in formulation global strategies and able to evaluate globalization strategies.		
Grading System	<ul style="list-style-type: none"> • Case Presentation & Written Summary 40 % • Class Participation & In-Class Discussion 20 % • Final Exam 40 % 		



Outline of Teaching Schedule	Lecture	Readings/Cases
1	<ul style="list-style-type: none"> • An Introduction to International Management (Chap. 1) • General Frameworks in Global Management (Chap. 2) 	<ul style="list-style-type: none"> •Bremmer, The New Rules of Globalization •Ghemawat: Distance Still Matters - The Reality of Global Expansion •Introduction to Case Analysis •Apple Inc. – 2015
2	<ul style="list-style-type: none"> • Multinational Enterprises, Innovation, and Competitiveness (Chap. 3) • Multinational Strategy (Chap. 8) 	<ul style="list-style-type: none"> •Ghemawat: Finding your Strategy in the New Landscape •Khanna/Palepu: Strategies that fit Emerging Markets •Samsung Electronics – 2015 •Vodafone in 2012
3	<ul style="list-style-type: none"> • Organization Structures (Chap. 9) • Research, Development and Innovation (Chap. 12) 	<ul style="list-style-type: none"> •Khanna/Palepu, Emerging Giants – Building World Class Companies in Emerging Markets •Ghemawat/Hout, Tomorrows Global Giants •Hyundai Motor Company in China - 2008 •Daimler Trucks in India – 2009 •Renault-Nissan – 2015 •BMW - 1995: Globalizing Manufacturing Operations
4	<ul style="list-style-type: none"> • Corporate Strategy and National Competitiveness (Chap. 10) • Corporate Strategy and Emerging Economies (Chap. 20) 	<ul style="list-style-type: none"> •Eyring/Johnson/Nair: New Business Models in Emerging Markets •Dawar/Frost, Competing with Giants •SAB Miller – 2012 •Tata Group`s Growth Strategies- 2012 •Haier Group: Internationalization Strategy – 2015 •Lenovo Group - 2013

Method of Class	<p>The course is experience-oriented, but is necessarily backed up by essential theory. Class-sessions are seminar style with students responsible for discussing scheduled materials. The course will combine lectures by the instructor with in-class discussions, case analysis and team presentations.</p> <p>Case assignments will be given to students and these take the form of a class-presentation of cases. For all classes, readings associated with the course will be assigned to all students. The expectation is that these materials be fully prepared. Participants should come to each class ready to open the discussion, just as they would be prepared when attending a business meeting. Students are encouraged to take a critical view of the literature assigned. In this vein, counter-examples or counter-ideas are also appreciated. Faculty feedback on in-class</p>
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	presentations will include suggestions for polishing presentations and presentation quality; these elements, as well as content will be considered in the overall grading process.
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Course Materials Required	Collinson, S./Narula, R./Rugman, A.: International Business, 7th ed., (Prentice Hall 2017) (www.pearsoned.co.uk/rugman)
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Reading List Recommended	Hill, Ch./Hult, Th.: International Business – Competing in the Global Marketplace, 12th ed (McGraw Hill 2019) (www.mhhe.com/hill) Motohashi, K.: Global Business Strategy (Springer Open 2015) (www.springer.com/de/books/9784431554677)
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