



Syllabus:

International Strategic Management

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1. Course Description

Prerequisites:

This is an advanced elective Course (curriculum), which is based on the following academic disciplines:

- Global Business Environment
- Macroeconomics
- Microeconomics
- Foreign language (English).

To follow the Course, students should possess the following knowledge and expertise:

- to explain basic concepts and theories of International Management;
- to describe the influence of external environment on Multinational Corporations (MNCs), looking into market barriers and regional integration;
- to focus on the coordination of internationally dispersed activities in a Multinational Corporation;
- to explain core foreign operation modes;
- to understand specific value chain activities, production & sourcing, R&D and marketing;
- to discuss human resource management and international control as highly relevant business functions.

Students also should be fluent in English.

Abstract:

The course "International Strategic Management" explores the challenges that companies face as they formulate, implement and adapt a strategy to compete around the world. It starts with an overview of the levels and types of strategies formulated in multinational corporations and then introduces students to the specifics and techniques of each strategy type. During the course students will learn how to choose markets and create strategies for the countries that offer the best opportunity and how to allocate resources across countries more effectively. They will also learn how and to what extent to adapt products and services for new geographies, what entry mode to choose to gain competitive advantages in the targeted markets. The course places emphasis on the importance of collaboration strategies in conducting international competition and discusses different forms, benefits and types of international strategic alliances. It also gives insight into production fragmentation strategies, i.e. offshoring, reshoring, insourcing, nearshoring etc. The ultimate goal of the course is to provide students with a framework for making effective strategic decisions on global, regional and foreign country level.

2. Learning Objectives

This Course aims at training the undergraduate students so that they are confident enough in understanding the basic concepts and theories of International Management, the influence of external environment on Multinational Corporations (MNCs), the coordination of internationally dispersed activities in a Multinational Corporation, core foreign operation modes, specific value chain activities, production & sourcing, R&D and marketing and human resource management and international control as highly relevant business functions.

3. Learning Outcomes

Upon the successful completion of this Course, students will:

- know the basic definitions, understand multinational corporations as networks;
- comprehend global integration and local responsiveness, I/R-framework, AAA-framework;
- understand the role typologies for foreign subsidiaries;
- be cognizant with the motives for internationalisation;
- be able to explain emerging country multinationals trends;
- understand the important international management theories;
- distinguish between formal and informal coordination mechanisms;
- explain international organisational structures as coordination mechanism;
- understand the corporate culture as coordination mechanism;
- get an idea over MNCs' corporate social responsibility;
- recognize basic types of foreign operation modes;
- understand export modes;
- distinguish between outsourcing and offshoring;
- get an idea over international alliances;
- understand wholly-owned subsidiaries, Greenfield investments and Mergers & Acquisitions;
- know the international production and sourcing;
- understand international research & development;
- possess skills in international marketing;
- be confident in international human resource management.

Additionally, upon the successful completion of this course students will be able to apply their knowledge in further education in the Master degree courses mostly with the focus on international economics and finance, and business administration.

Materials: Lecture notes are documented in the PowerPoint format. The list of required and further reading can be found here below and is based on a selection of mainly textbooks, which can be found in the HSE's e-library site. Apart from lecture notes and reading, students are strongly encouraged to view/read other materials from the recognized open access sources (World Investment Report – UNCTAD, Development and Globalization – UNCTAD), as well as from the other reliable sources so that they stay aware of the current events in international strategic management.

4. Course Schedule

	Topic	Total hours	Contact hours:		Independent work
			Lectures	Seminars	
	I. Introduction to Strategic International Management				
1.	Multinational Corporations as Networks	10	2	2	6
2.	Global Integration and Local Responsiveness. I/R-framework. AAA-framework	10	2	2	6
3.	Role Typologies for Foreign Subsidiaries	10	2	2	6
4.	Motives for Internationalisation	10	2	2	6
5.	Emerging Country Multinationals	10	2	2	6
6.	Important International Management Theories	10	2	2	6
	II. International Coordination				
7.	Formal and Informal Coordination Mechanisms	10	2	2	6
8.	International Organisational Structures as Coordination Mechanism	10	2	2	6
9.	Corporate Culture as Coordination Mechanism	10	2	2	6
10.	MNCs' Corporate Social Responsibility	10	2	2	6
	III. Foreign Operation Modes				
11.	Basic Types of Foreign Operation Modes	10	2	2	6
12.	Export Modes	10	2	2	6
13.	Outsourcing and Offshoring	10	2	2	6
14.	International Alliances	10	2	2	6
15.	Wholly-Owned Subsidiaries, Greenfield Investments and Mergers & Acquisitions	10	2	2	6
	IV. Selected Value Chain Activities				
16.	International Production and Sourcing	10	2	2	6

17.	International Research & Development	10	2	2	6
18.	International Marketing	10	2	2	6
	V. Selected International Business Functions				
19.	International Human Resource Management	10	2	2	6
	TOTAL:	190	38	38	114

5. Reading List

Required

1. Gandellini G. et al. Strategy for Action–I: The Logic and Context of Strategic Management. – Springer Science & Business Media, 2012.
2. Perkins S. J., Shortland S. M. Strategic international human resource management: Choices and consequences in multinational people management. – Kogan Page Publishers, 2006.
3. *Melewar T. C., Gupta S.* Strategic international marketing: an advanced perspective. 2012
4. Huff A. S. et al. Strategic Management: Logic and Action John Wiley Sons //New York. – 2009
5. Peng M.W. Global Strategic Management, International Edition, 2nd Edition. 2009.

Optional

1. Afuah A. Business models: A strategic management approach. – McGraw-Hill/Irwin, 2004.
2. Williamson D., Jenkins W., Cooke P., Moreton K. M. Strategic management and business analysis. 2004
3. Ozman, M. Strategic management of innovation networks. 2017
4. Saloner G., Shepard A., Podolny J. Strategic management. 2001
5. Wiley encyclopedia of management. Vol.12: Strategic management. McGee J., Sammut-Bonnici T. 2014

6. Grading System

Final Grade = 0,4*G Classwork+0,4*G Exam+0,1*G Test+0,1*G Homework

7. Examination Type

The final control is presented by an examination at the end of the course, which is supposed to evaluate the students' knowledge acquired during the two module course. 19 topics presented in the program are under discussion in the exam. In the students' answers, a thorough knowledge of academic literature, innovative approaches to the problems discussed related to the trends of international strategic management are encouraged and most highly appreciated.

8. Methods of Instruction

Studies are organized in the form of lectures and seminars.

9. Special Equipment and Software Support

The computer with possibility to show the PPT presentations.

Software

№	Naming Unit/Item	Terms of Access
1.	Microsoft Windows 7 Professional RUS	From the HSE internal network (the license)

Professional, informational and educational databases

№	Naming Unit/Item	Terms of Access
<i>Professional and Informational Databases</i>		
1.	HSE electronic resources	URL: https://library.hse.ru/e-resources
2.	Academic Electronic Library eLIBRARY.RU	URL: https://elibrary.ru/