

Syllabus

Summer School International Management: Methods, Techniques and Cases

Jacobs University Bremen

6 August- 10 August 2018

Day 1: Management Tools to analyze Business Cases in Strategic and International Management

Instructor: Prof. Dr. Christoph Lattemann, Prof. of Business Administration and International Business, Jacobs University, Germany

Morning Session: The students will be introduced to management/consultancy tools to analyze Business Cases. After introducing the tools and techniques, the students will present the BCG Matrix, the CAGE Model, Entry Modes, Porter's 5 forces, PEST Analysis, and SWOT Analysis (one tool by one student).

Mandatory reading:

- Arnolando C. Hax and Nicolas S. Majluf (1983) The Use of the Growth-Share Matrix in Strategic Planning; Interfaces, Vol. 13, No. 1, pp. 46-60
- Wehrich, H. (1982) The TOWS Matrix A Tool for Situational Analysis; Long Range Planning, Vol. 15, No. 2, pp. 54 to 66, 1982
- Buckley, P.J., Casson, M.C. (1998) Analyzing Foreign Market Entry Strategies: Extending the Internalization Approach; Journal of International Business Studies, 29, 3: 539-562.
- Porter, M.E. (2008) The Five Competitive Forces That Shape Strategy, Harvard Business Review, Jan 2008: 23-41.
- Ho, J. K.-K (2014) Formulation of a Systemic PEST Analysis for Strategic Analysis, European Academic Research, Vol. II, Issue 5/, 6478-6492
- Ghemawat, P. (2001) Distance Still Matters - The Hard Reality of Global Expansion, Sept. 2001: 1:12

Interesting www-sources: quickMBA's ; <http://quickmba.com/>

Additional Reading:

- Haberberg, A. Rieple, A. Strategic Management – Theory and Application, Oxford University Press, 2007

Afternoon Session: A real case, the WalMart in Germany case, will be analyzed by applying the tools and methods learned in the morning session.

Mandatory reading:

- Mike Peng (2008) "Global Strategy" 2nd Edition, Chapter 6 (Part 2), pp. 152 – 183

Day 2: Culture in International Management

Instructor: Prof. Dr. Ilan Alon, Professor of Strategy and International Marketing, University of Agder, Norway

Mandatory reading:

- Alon, I., Higgins, J.M. (2005) Global leadership success through emotional and cultural intelligences; *Business Horizons* (2005) 48: 501—512.
- Alon, I., Boulanger, M., Meyers, J., Taras, V. (2016), "The development and validation of the Business Cultural Intelligence Quotient", *Cross Cultural & Strategic Management*, Vol. 23 Issue 1: 78 – 100
- Harush; R., Lisak, A, and Erez M. (2016) Extending the Global Acculturation Model to Untangle the Culture Mixing Puzzle; *Journal of Cross-Cultural Psychology*; 2016, Vol. 47(10) 1395–1408
- Hofstede, G. (2010) The Rules of the Social Games; in: Geert H. Hofstede, Gert Jan Hofstede, Michael Minkov (eds) *Cultures and organizations: software of the mind : intercultural cooperation and its importance for survival*; McGraw-Hill; Chapter 1: 3-26
- Ran, A., Liu, X., Dong, J., Liu, Y., Cui , M. (2016) Lenovo: Is the cultural integration template reusable? *Chinese Management Case sharing center*; Case 9B16M166
- Oyserman, D., Coon, H.-M. Kemmelmeier, M. (2002) Rethinking Individualism and Collectivism: Evaluation of Theoretical Assumptions and Meta-Analyses, *Psychological Bulletin*, 2002, Vol. 128, No. 1, 3–72

Tools/Additional Information:

- Boulanger, M.: Business Cultural Intelligence Quotient (BCIQ) Instructions
- Worksheet: Acknowledging the range of cultural Interpretation

Day 3: Design Thinking

Instructor: Prof. Dr. Christoph Lattemann, Prof. of Business Administration and International Business, Jacobs University, Germany

Students will learn about Design Thinking and understand the basic concept of this agile innovation management technique. Students will get first hand experiences with design thinking to learn the concept of the user-driven innovation. Students will solve a “manageable” design challenge by applying the six phases of Design Thinking. This enables the students to reflect the method and to apply the method to other challenges.

Morning Session:

Introduction into Design Thinking (45 min)

Wallet Exercise (90 min)

Choose your challenge for the afternoon (30 min)

Afternoon Session:

Design Thinking Workshop with own challenge

Using the following phases: Understand, Observe, PoV, Ideate, Prototype, Test

Mandatory Reading:

Brown, T. (2008). Design Thinking. Harvard Business Review, 86(6), 84–92.

Buchanan, R. (1992). Wicked Problems in Design Thinking. Design Issues, 8(2), 5–21.

Further Reading:

Martin, R. (2009). Design of Business: Why Design Thinking is the Next Competitive Advantage. Harvard Business Review Press.

Day 4: “Research Seminar International Management”

Instructor: Prof. Dr. Tilo Halaszovich, Professor of Global Markets and Firms, Jacobs University, Germany

The students will be introduced to **advanced data analysis techniques**. The focus will be on **regression based models using the software package GRETL** (Gnu Regression, Econometrics and Time-series Library). After introducing the techniques by the instructor, the students will practice them in small groups by applying them to given research questions, using the provided data.

Morning Session: Cross-sectional data analysis using the World Bank Enterprise Survey data (firm level data from some 80 developing countries).

Afternoon Session: Panel data analysis using trade and FDI data from the World Bank and UNCTAD.

Literature:

- Baltagi, B. H. (2007): *Econometric Analysis of Panel Data*, 3. Ed., Chichester, Wiley.
- Heij, H., P. de Boer, P. H. Franses, T. Kloek and H. K. van Dijk (2004): *Econometric Methods with Applications in Business and Economics*, 1. Ed., Oxford, Oxford University Press.

Day 5: “International Management Cases I - North-South investments in emerging markets”

Instructor: Prof. Dr. Tilo Halaszovich, Professor of Global Markets and Firms, Jacobs University, Germany

The students will discuss the **specific aspects of investments** from developed (North) to developing (South) countries. Based on this discussion, research propositions will be formulated. The students will test these propositions using real data.

Literature:

- Amendolagine, V., Boly, A., Coniglio, N. D., Prota, F., & Seric, A. (2013): FDI and Local Linkages in Developing Countries: Evidence from Sub-Saharan Africa. *World Development*, 50, 41–56
- Cavusgil, Ghauri, Akcal (2013): *Doing Business in Emerging Markets*, 2nd edition, Sage ISBN 978-1-84920-154-4.
- Halaszovich, T. F., Lundan, S. (2016): The moderating role of local embeddedness on the performance of foreign and domestic firms in emerging markets, *International Business Review*, 25(5), 1136-1148.
- Cavusgil, Ghauri, Akcal (2013): *Doing Business in Emerging Markets*, 2nd edition, Sage ISBN 978-1-84920-154-4.
- Cui, L., Meyer, K. & Hu, H. (2014): What drives firms’ intent to seek strategic assets by foreign direct investment? A study of emerging economy firms. *Journal of World Business*, 49, 488-501.
- Giuliani, E., S. Gorgoni, C. Guenther and Rabellotti, R. (2014): Emerging-market MNEs investing in Europe. A typology of subsidiary global-local connections. *International Business Review*, 23 (4), 680–91.