UNI FR
UNIVERSITÉ DE FRIBOURG
UNIVERSITÄT FREIBURG

FACULTY OF ECONOMICS AND SOCIAL SCIENCES
CHAIR FOR INTERNATIONAL MANAGEMENT
UNIV.-PROFESSOR DR. DIRK MORSCHETT

FUNDAMENTALS OF INTERNATIONAL MANAGEMENT

(FALL SEMESTER 2021)

Course Objective and Content

The course is designed to introduce students to the particularities of international management. A broad overview over the most relevant topics in the area of international management is given.

In this course we will first examine the influence of the external environment in the increased internationalisation. The effect of internationalisation on company performance is discussed.

The three basic dimensions of management in a multinational corporation, i.e., the coordination of foreign subsidiaries, the geographic configuration of the company network and the foreign operation modes (i.e. markets, hierarchies or cooperation), are the core of the lecture. Furthermore, some insights into CSR and into Management in Emerging Markets will be provided.

The exercises for the course will be in the form of case studies that are prepared by teams of students. The evaluation of the case study is part of the final grade.

ECTS: 4.5

Schedule

Lecture: every Monday, 9.15-11.00 h, room D230
Exercise: 4 Tuesdays in November & December, 10.15-12.00 h, room C230,
(*exact dates: 23.11., 7.12., 14.12., 21.12.)*
In addition, 1-2 guest presentations will be outside the lecture slots.

Modules

European and Global Business
Strategy

Topics

1. Introduction
2. Basic types of internationalisation and theoretical explanations
   - 2.1. Theories of international trade and of foreign direct investment
   - 2.2. Motives for international business activities
3. Influence of the external environment on international management
   - 3.1. Culture as influence factor on international management
   - 3.2. Economic, political and legal influence factors on international management
   - 3.3. Psychic distance vs. cultural distance
4. The relationship between multinationality and performance
5. The Integration/Responsiveness – framework and related concepts
6. Basic dimensions of international management
   - 6.1. Structure of the value chain
   - 6.2. Configuration of international activities
   - 6.3. Coordination of international activities
   - 6.4. Operation modes: Markets, hierarchies and cooperation
7. Corporate Social Responsibility
8. Management in Emerging Markets
   - 8.1. Internationalisation from developed countries into emerging markets
   - 8.2. Internationalisation by Emerging Market companies

Exercises

In teams, students have to prepare a specific group work / case study, in the form of a 10-page paper, and present it to the class. The group paper (as pdf and as word document) as well as the presentation slides (as PowerPoint document) must be handed in one week prior to the presentation. The time for preparation is usually four weeks.

Presentation dates will be in November and December 2021.

The participation in the case study teams is mandatory. We also expect all students to be present during the presentations of the other groups.

Final Exam and Final Grade

A written final exam on all issues covered in the lecture, in the mandatory literature, in the case study exercises and in the executives' presentations gives the major part of the final grade (60%). This exam must be passed with a mark of at least 4.0.

The grade for the case study (paper and presentation) makes up 40% of the final grade. Generally, all group members receive the same grade for the case study. In cases of conflict, we may ask the group members to evaluate their share of work.

We intend to have interactive class discussions, during the lecture, the executives' presentations as well as during the exercises. We may reward very active class participation with extra points but also sanction passivity (or, e.g., frequent absences from the exercises).

Bibliography

Morschett, Dirk; Schramm-Klein, Hanna; Zentes, Joachim (2015): Strategic International Management – Text and Cases, 3rd ed., Gabler, Wiesbaden, ISBN: 978-3-658-07883-6

Further mandatory readings will be provided during the lecture.