

**Mestrado e Doutorado em Administração de Empresas**

**COURSE: International Strategy**

**PROFESSOR: Maria Tereza Leme Fleury**  **Module 1 / 2017**

**PROGRAM**

**COURSE DESCRIPTION**

The aim of this course is to analyze firm´s internationalization strategies and process and the implications in terms of theoretical models and management practices. The focus will be both on developed country and emerging country multinationals, with special emphasis on the Brazilian case. Specific issues regarding decision-making processes related to strategies, organization, subsidiary management , cultural aspects and new business model as the born global and unicorn organizations will be addressed.

**LEARNING / TEACHING**

The course will be based on class discussion about readings and case studies of a previously assigned theme for each class.



**PERFORMANCE EVALUATION**

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| Class participation: 30%  Presentation/paper : 40%  Final exam: 30% |  |  |

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| **PROGRAM CONTENT** |

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| **Dates (DD/MM)** | **Contents and activities** | **Readings** |
| 7/02 | - Introduction to the course  - Globalization, deglobalization  - The “three waves” of internationalization. | -Fleury & Fleury (2011)  Chapter 1 |
| 14/02 | - Overview on IB theories.  - The economic theories  - The behavioral theories  - Case study | - Fleury & Fleury (2011) Chapter 2 and 3   * Dunning J (1988) The ecletic paradigm of internationational production: a restatement and some possible extensions. JIBS * Johanson J Vahne – JE (1977) The internationalization process of the firm – a model of knowledge development and increasing foreign market commitments – JIBS * Case: Marcopolo – the quest for global leadership IMD |
| 21/02 | - The second wave of internationalization and the Japanese EMNes  - Multinationals´ internationalization processes and strategies  - Case study | - Fleury & Fleury (2011) Chapter 4  - Bartlett & Ghoshal (1998)   * Case Philips & Matsushita – The competitive battle continues (blackboard) |
| 7/03 | - Multinationals as networks of  competencies. | - Fleury & Fleury (2011) Chapter 2  - Birkinshaw J (2001) Strategy and Management in MNEs subsidiaries  - Case CEMEX and Votorantim Cimentos |
| 14/03 | - The third wave of internationalization  - International strategies of emerging countries´ multinationals.  - Case study | - Ramamurti & Singh (2009)  - Cuervo-Cazurra & Ramarmutti (2014) Understanding Multinationals form Emerging Markets  Cases |
| 21/03 | - Multilatinas & Brazilian multinationals.  - Case study  - Presentations | - Fleury & Fleury (2011) Chapter 7 and 8  - Casanova , L. (2009) - Global Latinas  Case Vale |
| 28/03 | - Cultural aspects in the management of emerging multinationals. .  - Presentations | - Hofstede G (2005) Cultures and Organizations – software of the mind  - Reis, Fleury, Fleury & Zambaldi (2015)  - Story & Reis (2014) |
| 4/04 | -Born global and unicorn organizations  - Presentations | * Oviatt & McDougall (1994) Toward a theory of international new ventures JIBS |
| 18/04 | Exam |  |

**BIBLIOGRAPHY**

Bartlett, C. (2009). *Philips & Matsushita - The competitive battle continues*. Boston, MA: Harvard Business Publishing.

Bartlett, C., & Ghoshal, S. (1999). *Managing across borders: The transnational solution* (vol. 2). Boston, MA: Harvard Business School Press.

Birkinshaw, J., & Pedersen, T. (2001). Strategy and management in MNE subsidiaries. In Rugman, A. (Ed.), *The Oxford handbook of International Business*. Oxford, UK: Oxford University Press, 380-401.

Cuervo-Cazurra, A., & Ramamurti, R. (Eds.). (2014). *Understanding multinationals from emerging markets*. Cambridge, UK: Cambridge University Press.

Casanova, L. (2009). *Global Latinas: Latin America's Emerging Multinationals*. UK: Palgrave MacMillan.

Dunning, J. (1988). The eclectic paradigm of international production: A restatement and some possible extensions. *Journal of International Business Studies*, *19*(1), 1-31.

Fleury, A. & Fleury, M.T. (2011) Brazilian multinationals: competencies for internationalization, Cambridge University Press.

Hofstede, G., & Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. UK: Sage Publications.

Lessard, D., Lucea, R., & Vives, L. (2013). Building your company’s capabilities through global expansion. *MIT Sloan Management Review*, *54*(2), 61.

Oviatt, B., & McDougall, P. (1994). Toward a theory of international new ventures. *Journal of International Business Studies*, *25*(1), 45-64.

Reis, G., Fleury, M., Fleury, A.,, & Zambaldi, F. (2015). Brazilian Multinationals´ Competencies: Impacts of a -Tug of War- Between Cultural Legacies and Global Mindedness. BBR. Brazilian Business Review, 12, p. 55-79.

Ramamurti, R. & Singh, J. (Eds) (2009). *Emerging multinationals from emerging markets*. Cambridge, UK: Cambridge University Press.

Story, J., & Reis, G. (2014). Managing the Brazilian Way: Adaptation and Integration. In: Bettina Gehrke & Marie-Therese Claes. (Org.). Global Leadership Practices: A Cross-cultural management perspective. UK: Palgrave MacMillan, 203-221.

**Additional readings:**

Borini, F.,Fleury, M. & Urban, T. (2009). Internationalization strategies and the architecture of competences of first and late movers: a case study in the cement industry. *Economia Global e Gestão*, 14(1), 61-80.

Ghemawat, P. (2001). *Distance still matters: The hard reality of global expansion*. Harvard Business Review, 79(8), 137-147.

Lessard, D., & Reavis, C. (2009). CEMEX: Globalization “The CEMEX Way”. Cambridge, MA: *MIT Sloan Management.* Retrieved from: <https://mitsloan.mit.edu/LearningEdge/CaseDocs/09%20039%20CEMEX%20%20Lessard.pdf>