PhD Masterclass
Course syllabus
2-4 November 2015

Theory of the MNE: Foundations of Global Corporate Success by Alain Verbeke
About the course instructor:

Alain Verbeke is Professor of International Business Strategy and McCaig Research Chair in Management at Haskayne School of Business, University of Calgary: http://www.ucalgary.ca/verbeke/
He is also an Inaugural Alan M. Rugman Memorial Fellow at Henley Business School, University of Reading: http://www.henley.ac.uk/people/person/professor-alain-verbeke/

Course Themes

- Theories of the MNE
- MNE Governance
- Location and the MNE
- The Management of a Federation
- Global versus Regional Strategies and Competitiveness
- Cooperative Arrangements in International Business
- MNEs and Environmental Strategy

Course objectives

1. To provide a critical overview of influential international business strategy literature with a focus on both conceptual and practical managerial insights. This overview should help PhD students to gain a better understanding of the complexity and the challenges associated with managing a large multinational network.

2. To prepare PhD students for a professional career, doing work in academia that is relevant to the practice of management, by focusing primarily on the dynamic components of international business strategy and the change processes associated with such strategy.

3. To develop some practical skills, namely through preparing and making presentations, and being actively involved in class discussion.

Course overview

The course consists of twelve formal sessions held over a period of three days (block course format) as shown in the general course overview. During the formal sessions there will be a mix of presentations by the instructor (this should cover approximately 70% of the time in class) and presentations by the participants, especially towards the end of the course.
Each participant will be required to make a presentation of approximately 12 minutes.

Each presentation, whether by the instructor or the participants will be followed by a class discussion. Each class participant will also have the opportunity to present his/her own PhD research and should prepare a 10-15 minutes, 10 slide ppt. presentation for this purpose. The timing of these presentations will be decided at the beginning of the course, but will likely be on Wednesday afternoon, November 4th

Course materials

The course builds upon a set of academic readings (AR) from the scholarly literature, as well as a high-level, practitioner-oriented textbook: A. Verbeke, International Business Strategy: Rethinking the Foundations of Global Corporate Success, Cambridge University Press, 2013 (AV). This book contains 17 chapters addressing all key aspects of managing MNEs (see table of contents).

Students should purchase the AV book, whereas the AR can be downloaded electronically by the participants or will be sent electronically by the course organizers.

Pre-class reading: The participants are requested to read: Chapter 1 from AV, as well as AR 1a, 1b, 1c and 1d in advance of the class, so as to allow a high-level dialogue among participants from the outset of the class

Contact with your instructor

Class participants requiring assistance are encouraged to speak to Dr. Verbeke during class. Should you wish to contact him before the course or after the end of the course, please email him at averbeke@ucalgary.ca
Class schedule and topics

<table>
<thead>
<tr>
<th>Time</th>
<th>Monday 2(^{nd}) November</th>
<th>Tuesday 3(^{rd}) November</th>
<th>Wednesday 4(^{th}) November</th>
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<tr>
<td>9:30-10:45</td>
<td>Session 1: Class Organization AV Chapter 1 AR 1a, b, c, d AR 2a and 2b</td>
<td>Session 5: AV Chapters 7 and 8 AR 8 AR 9 AR 10</td>
<td>Session 9: AV Chapters 14 and 15 AR 17 AR 18</td>
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<td>11:00-12:45</td>
<td>Session 2: AV Chapters 2 and 3 AR 3a and 3b AR 4</td>
<td>Session 6: AV Chapters 9 and 10 AR 11 AR 12</td>
<td>Session 10: AV Chapters 16a and 16b AR 19 AR 20 AR 21 AR 22</td>
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<td>14:00-15:45</td>
<td>Session 3/4: AV Chapters 4, 5 and 6 AR 5 AR 6 AR 7</td>
<td>Session 7: AV Chapters 11 and 12 AR 13 AR 14</td>
<td>Session 11: AR 23 AR 24 AR 25 AR 26</td>
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<td>14:00-15:15</td>
<td>(Monday)</td>
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<td>15:30-16:45</td>
<td>Session 8: AV Chapter 13 AR 15 AR 16</td>
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<td>Session 12: AR 27 AR 28 Conclusions PM: Presentations of PhD thesis outlines by class participants (voluntary)</td>
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<td>(Tue &amp; We)</td>
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<td>Evening Assignment</td>
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Reading list

**Main Textbook**: International Business Strategy: Rethinking the Foundations of Global Corporate Success by Alain Verbeke

**Table of contents**

**Introduction and overview of the book's framework**

**Part 1 Core concepts**
1. Conceptual foundations of international business strategy
2. The critical role of firm-specific advantages
3. The nature of home country location advantages
4. The problem with host country location advantages
5. Combining firm-specific advantages and location advantages in an MNE network

**Part 2 Functional issues**
6. International innovation
7. International sourcing and production
8. International finance
9. International human resource management
10. International marketing

**Part 3 Dynamics of global strategy**
11. Entry mode dynamics 1: Foreign distributors
12. Entry mode dynamics 2: Strategic alliance partners
13. Entry mode dynamics 3: Merger partners
14. Entry role of emerging economies
15. Emerging economy MNEs
16. (a) International strategies of corporate social responsibility; (b) International strategies of environmental sustainability

**ACADEMIC READINGS (AR) (CP: to be presented by class participants)**

AR 1b: Grøgaard, Birgitte, and Alain Verbeke, "Twenty key hypotheses that make internalization theory the general theory of international strategic management." Alain Verbeke and Hemant Merchant (eds.) Handbook of research in international strategic management (2012): 7-30.


AR 13: Hillemann, Jenny, Alain Verbeke and Won-Yong Oh, “Regional Integration and the death of distance: How country borders inside the European Monetary Union (EMU) have become irrelevant to operating mode strategies” (2014), mimeo.

AR 14: Kano, Liena and Alain Verbeke, “From the global factory to the asymmetrical network organization” (2014), mimeo.


