

# **INB400EKS - International Organization and Management**

## **Course responsible**

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## **Objectives:**

The focus of this course is the management challenges faced by multinational corporations (MNCs). By MNCs we mean firms that actively manage substantial foreign direct investments and which have a long-term commitment to operating internationally. Although MNCs have generally proved themselves highly robust their individual positions are always under threat because of their size and geographical dispersion. Success for individual MNCs is far from guaranteed. They are "playing away from home" and must therefore have the organisational capabilities that enable them to leverage whatever unique strategic capabilities they possess. Increasingly these capabilities are knowledge-based. This course therefore has its aim the identification and articulation of the managerial challenges involved in creating and sustaining the organisational capability that enables the MNC to harness its knowledge resources.

## **Topics**

In the course we will explore the various organizational structures employed by MNCs, the cultural challenge they face, the challenge of transferring HRM systems across different national settings, knowledge transfer and the ethical challenges involved in operating internationally. This will be done through lectures, guest lectures from practicing managers, cases and the writing of term papers.

Case discussions and presentations:

The philosophy of the course is that theory should be illustrated by rich, in-depth cases. The course makes use of a range of cases that have, for the most part, been developed especially for the course. Students are assigned to case-groups each of which has the responsibility for presenting and leading the discussion of a particular case. Six cases will be discussed during the term.

Term-paper:

Each student will also join term-paper groups comprising at least three different nationalities. The term-paper will relate theory derived from the course to challenges confronting a particular MNC. Although the paper will be theory driven, part of the exercise is to provide solutions that might be applied by the MNC.

Topics:

- entry strategies;
- organizational structures;
- cultural challenges;
- knowledge management;
- ethics and corporate social responsibility

## **Prerequisites**

Good English verbal and writing skills.

## **Literature**

- a) Gooderham, Paul and Nordhaug, Odd (2003). International Management: Cross-Boundary Challenges. Blackwell.
- b) A compendium of articles.

## **Teaching**

As well as lectures and guest lectures, this course makes extensive use of case discussions and presentations. This is because philosophy of the course is that theory should be illustrated by rich, in-depth cases. The course makes use of a range of cases that have, for the most part, been developed especially for the course. Students are assigned to case-groups each of which has the responsibility for presenting and leading the discussion of a particular case. Six cases will be discussed during the term.

In addition students will join term-paper groups comprising at least three different nationalities. The term-paper will relate theory derived from the course to challenges confronting a particular MNC. Although the paper will be theory driven, part of the exercise is to provide solutions that might be applied by the MNC.

The course has an attendance requirement. Please note - for purely pedagogical and logistical reasons due to the special work modus in the course - no places will be awarded after the first lecture.

## **Requirements for course approval**

In addition to regular attendance (an absence from three lectures will result in having to write an essay, and an absence of four lectures in being excluded from the course) all students must be involved in one case presentation and one term paper. Note: There might be compulsory activities in the course prior to the registration deadline.

## **Exam**

The final grade comprises 7.5 study points which will be distributed as follows:

Element i) Term paper - 3 study points

Element ii) Written examination - 4.5 study points.

Grading scale A - F.