PhD Masterclass
Course syllabus
4-6 November 2019

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

Alain Verbeke, Editor-in-Chief of the Journal of International Business Studies (JIBS), is a Professor of International Business Strategy and holds the McCaig Research Chair in Management at the Haskayne School of Business, University of Calgary: http://www.ucalgary.ca/verbeke/
He is also the Inaugural Alan M. Rugman Memorial Fellow at the 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

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

Course overview

The course consists of ten formal sessions held over a period of two and a half 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.

Participants will be asked to make a ‘pitch type’ presentation of approximately 6 minutes, with just two slides (in addition to the slide with the title of the paper presented and its authors). The
participation is voluntary unless students have chosen to obtain formal credits for participating in the module, in which case the presentation will count for 25% of the module grade.

Participants wishing to obtain formal credits should submit a 5,000 word (excluding appendices) original report, applying the conceptual framework developed in the International Business Strategy textbook to an international business research topic of their choice (thereby possibly also augmenting this framework). This report can take the form of: 1) a qualitative case study; 2) a critical reinterpretation/rewriting of either a well-known piece of research, or an official, publicly available study from organizations such as the OECD, UNCTAD, McKinsey, etc. or; 3) a quantitative, empirical analysis. The report should be written as if it were prepared for a journal submission (scholarly or practitioner oriented), and should be submitted to Turnitin in Blackboard Learn (instructions on assignment submission will be provided) up to 1 February 2020. The assessment process will be completed within 3-4 weeks of submission. This paper will count for 75% of the module grade.

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 ‘pitch’ his/her own PhD research and should prepare a 10 minute, 5 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 morning, November 6th. Participation is voluntary.

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).

The AV book will be provided to the participants by the course organizers, 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 4th November</th>
<th>Tuesday 5th November</th>
<th>Wednesday 6th November</th>
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<tr>
<td>9:00-10:45</td>
<td><strong>Session 1:</strong></td>
<td><strong>Session 5:</strong></td>
<td><strong>Session 9:</strong></td>
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<td>Class Organization</td>
<td>AV Chapters 11 and</td>
<td>AR 23 (CP)</td>
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<td>AV Chapter 1</td>
<td>12 and 12</td>
<td>AR 24 (CP)</td>
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<td>AR 1 a, b, c, d</td>
<td>AR 11 a, b</td>
<td>AR 25 (CP)</td>
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<td>AR 2 a, b</td>
<td>AR 12</td>
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<td>AR 27 (CP)</td>
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<td>11:00-12:30</td>
<td><strong>Session 2:</strong></td>
<td><strong>Session 6:</strong></td>
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<td>AV Chapters 2, 3, 4,</td>
<td>AV Chapter 13</td>
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<td>AR 2 a, b, c</td>
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<td>AV Chapters 7 and 8</td>
<td>AV Chapters 14 and 15</td>
<td>AR 16a and 16b</td>
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<td>AR 8</td>
<td>AR 14</td>
<td>AR 16 a, b, c</td>
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<td>AR 9</td>
<td>AR 15 a, b</td>
<td>AR 17-22 (CP)</td>
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Reading list

**Course 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. 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* (Elgar) (2012): 7-30.


**AR 2c:** Verbeke, Alain, Regis Coeurderoy and Tanja Matt, “The content, context and consequences of globalization in IB research.” Keynote presentation at the Asia Academy of Management, Kitakyushu (Japan), June 2017. (ppt).


