

National Research University - Higher School of Economics
Department of World Economy and International Affairs

Course Syllabus

International Corporations in Global Environment

Diploma «World Economy» (080102.65)

Specialization «International Business»

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Рекомендована секцией УМС

по мировой экономике и мировой политике

Председатель д.э.н., проф. Кудров В.М.

Одобрена на заседании

кафедры международного бизнеса

Зав. Кафедрой д.э.н., проф. Лавров С.Н.

_____ 2010 г.
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«15» сентября

Утверждена УС факультета

Ученый секретарь к.э.н., доцент Вериго С.А.

_____ 2010 г.
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I. General Course Information

1. Overview

Nowadays companies and business people operate in rapidly changing economic environment, many of them do business in countries and cultures different from their own. It force them to think, take decisions and communicate with clear understanding of the main trends and processes which take place on the global level, and consider particular features of the certain countries and markets. All these need serious theoretical grounds, strong analytical and research skills, as well as readiness for continuous learning.

The course **“International Corporations in Global Environment”** provides an understanding of the general content, factors and driving forces of global environment, gives a clear vision of the role and place of international companies in globalization of the world economy, analyses competition, describes organizational forms and processes, administrative mechanisms, as well as challenges and problems relevant to establishing and maintaining effective global strategies. The Course gives a modern picture of evolution of various forms and formats of international corporations - multinational and transnational companies, as well as non-equity alliances, groups and other agreement-based international entities, becoming popular and influential in changing business environment in last decades.

Sufficient part of the Course analyses directions and forms of international investments, their priorities, instruments and consequences.

All aspects of business activities are presented in the context of revolutionary changes in technologies, mainly in information and communications sectors, that facilitates the process of globalization in many ways. Through modern communications facilities (intranets, extranets, email, videoconferencing, etc.) international corporations are able to keep in touch with far-located subsidiaries, suppliers, and customers, manage and coordinate international ventures and projects. At the same time modern technologies occur to be quite dangerous and questionable accelerating unhealthy virtualization of many sectors of world economy, dissemination of speculative deals, braking rules and trust of international business.

The course explores various issues associated with the globalization, its benefits and contradictions, as well as the relevant challenges for international corporations. A sound focus is made on the problems of corporate social responsibility, trust and leadership in cross-cultural business environment.

The course envisages a sound self-work - student research projects. Projects embrace wide range of topics, providing in-depth exploration of Course Content. Projects are conducted individually or in groups (up to 4 students) with tutoring support of the lecturer.

Duration of the Course - 108 hours, including 28 teaching hours, namely:

- 24hours – lectures
- 4 hours – research projects' presentation.

Students self-work - 80 hours.

2. Teaching Goals

The course **“International Corporations in Global Environment”** realizes a concept of knowledge-based education and research through the sound emphasis on synergy between lecturing and students' self-work, including research projects.

Self-work plays an important role, as it covers in fact the main part of the time devoted to the course. It changes the traditional role of the teacher, stretching his/her functions over the lecturing towards conducting original research, consulting and coaching.

The goals of the teacher/lectures in this context are as following:

- Build up and stimulate an interest to the course and knowledge-formation process;
- Give students clear structure of basic ideas of the key topics of the course;
- Identify the main processes and trends taking place in global environment;
- Stimulate self-work (cabinet and field studies) for in-depth understanding of the course material;
- Provide an advice on the search in Internet of the most reliable, respectful and knowledge-based websites,web-pages and video-recourses;
- Coach and consult students in research projects;
- Motivate for excellent results of research projects and its presentations in-class.

3. Target audience

The course **“International Corporations in Global Environment”** is an obligatory discipline for 5th year students, Diploma «World Economy» (080102.65), specialization «International Business», department of World Economy and International Affairs.

The course is targeted also at M.A.-level students with serious backgrounds in world economy and international business.

It could be also recommended to the MBA-students of the relevant programs.

4. Readings

The course based and demands readings of the basic books and research papers devoted to the main trends and processes of global economic environment, as well as different aspects of international corporations. Students are recommended to read in English books and other materials (articles, lectures and presentations on web-sites) of the world leading scientists, experts, researchers and practitioners.

Sufficient part of readings is offered also in Russian. It is a point of availability for students of materials (books, manuals, articles) in the library, from one hand, and it is a reason to study views and achievements if the Russian researchers and practitioners, from another.

The Reader “International Corporations in Global Environment” (N. Karpova, 2007) is available at the Chair of International Business (State University Higher School of Economics) in English.

All readings should be completed before class, in order to facilitate discussion which takes place in English.

5. Requirements and forms of control

5.1. Students’ work description

Students’ work consists of:

1. **Research project**, research and project component of the course - written homework assignment (25-30 000 symbols), combining references of the basic books, results of cabinet and field studies. **Research project** could be done individually or in working groups. **Guidelines and questions for the research project** have to be issued in the first session. The consultancy and support of the teacher is recommended.
2. **Contribution in class** - contributing positively to class and group discussions. In-class comments and presentations will be used to evaluate all course outcomes.

3. **Final assessment** – an open-book written exam/assessment, including one open test question and one open essay question chosen from the **List of Exam Questions** offered.

5.2. Forms of control

Type of Control	Form of Control	1 year	Chair of International Business	Parameters
		1 st module		
Current	Abstract	6 th week		25 000-30 000 symbols; Distant consulting by e-mail
Intermediate	Project presentation	7 th week		10-12 slides in PPT or PDF format; Distant consulting by e-mail
Final	Examination	8 th week		Writing examination – 90 min.

5.3. Criteria and Grades Determinants

The grading (in 10-scale) consists of three elements:

1. Class attendance and participation -30%.
2. Research project - 40%.
3. Final examination/assessment - 30%.

The course amounts to 4 ECTS credits.

7. About the Author

Natalia S. Karpova, Ph.D., <http://www.hse.ru/lingua/en/org/hse/ibiz/staff>,
<http://www.hse.ru/org/persons/69809/>

II. Topics Outline

№	Topics	Number of Hours		
		Lectures	Students's self-work	Total
1	Globalization of world economy. Turbulences, crises and contradictions of global economy. Evolution and role of international corporations in global economic landscape and environment.	4	10	16
2	World investment activity of MNCs: scale, direction, geopolitical consequences.	4	10	14
3	Organizational development of international corporations. Equity and non-equity development.	2	10	12
4	Strategies and instruments of global competition. Mergers and acquisitions in global economy.	2	10	14
5	Managing international companies in turbulent and changing global environment. The role of information and communications technologies.	2	10	14
6	Ways of development and perspectives of the Russian international companies.	6	14	20
7	The cultural and cross-cultural aspects and challenges of international business.	2	4	6
8	Corporate social responsibility. Problems of leadership.	2	8	10
9	International corporations and the future of world economy. Global citizenship, trust and diplomacy of MNCs. "Business-Government-Society" patterns and changes.	2	4	6
	Total:	28	80	108

Compulsory Books

1. Глобализация и новые условия конкуренции. – М.: Международные отношения - ИМЭМО, 2003.
2. Управление международной компанией: Учебник / Под ред. В.И. Королева – М.: Экономистъ, 2005.
3. Czinkota, Michael and Ronkainen, Ilkka A. Best practices in international business. Fort Worth: Harcourt College; 2001.
4. Фаминский И.П. Глобализация - новое качество мировой экономики: М., Инфра-М, 2010.
5. Hough, Johan; Neuland, E. W; Daniels, John D; Radebaugh, Tim, and Erwee, Ronel. Global business environments and strategies: managing for global competitive advantage. Oxford University Press Southern Africa; 2000.

А также:

6. Виханский О.С., Наумов А.И. Менеджмент (изд:5): М., Магистр, 2010
7. Jones, Geoffrey. The evolution of international business. London, New York: Routledge; 1996.
8. Мировая экономика и международный бизнес: учебник / кол. авторов; под общ. ред. д-ра экон. наук, проф. В.В. Полякова и д-ра экон. наук, проф. Р.К. Щенина. – 6-е изд., стер. – М.: КНОРУС, 2009.
9. Паньков В.С. Глобализация экономики: сущность, проявления, вызовы и возможности для России (ГУ-ВШЭ): Я., Верхняя Волга, 2009.
10. Porter. M.E. Competitive Advantage: Creating and Sustaining Superior Performance, (Revised edition): The Free Press, 2004.

Topic 1. Globalization of world economy. The role of international corporations in global environment. Evolution and role of international corporations in global economic landscape and environment.

1. Phenomenon of globalization and its evolution.
2. Driving forces of globalization. The dimensions of market globalization.

3. Effects on markets and production.
4. Technological advances as a driver of market globalization
5. The role of MNCs in globalization.
6. World's leading MNCs.
7. Nature and tendencies of global competition.
8. Contradictions and debate over globalization.

Compulsory readings:

1. Дынкин А.А. Мировая экономика: прогноз до 2020 года: М., Магистр, 2008
2. Мировая экономика: Учебник /Под ред. А.С. Булатова. – М.: Экономистъ, 2003.
3. Мировая экономика. Глобальные тенденции за 100 лет / Под ред. И.С. Королева. М.: Экономистъ, 2003.
4. Мировая экономика и международный бизнес: учебник / кол. авторов; под общ. ред. д-ра экон. наук, проф. В.В. Полякова и д-ра экон. наук, проф. Р.К. Щенина. – 6-е изд., стер. – М.: КНОРУС, 2009.
5. Паньков В.С. Глобализация экономики: сущность, проявления, вызовы и возможности для России (ГУ-ВШЭ): Я., Верхняя Волга, 2009.
6. Фаминский И.П. Глобализация - новое качество мировой экономики: М., Инфра-М, 2010.
7. World Investment Reports. WIRs 2006-2011. <http://www.unctad.org/publications/>.

Recommended readings:

1. Garten, Jeffrey E. World view: global strategies for the new economy. Boston: Harvard Business School Press; 2000.
2. Глобализация и новые условия конкуренции. – М.: Международные отношения - ИМЭМО, 2003.
3. Кастельс М. Информационная эпоха: экономика, общество и культура: Пер. с англ./ Под науч. ред. О.И. Шкаратана. – М.: ГУ ВШЭ, 2000.
4. Портер Е. Майкл. Конкурентная стратегия: Методика анализа отраслей и конкурентов: Пер. с англ. – М.: Альпина Бизнес Букс, 2005.
5. Porter. M.E. Competitive Advantage: Creating and Sustaining Superior Performance, (Revised edition): The Free Press, 2004.
6. Rugman, Alan M. The end of globalization: a new and radical analysis of globalization and what it means for business. London: Random House Business Books; 2001.

7. Субботин А.К. Границы рынка глобальных компаний. - М.: Едиториал УРСС, 2004.

Topic 2. Investment activity of MNEs: scale, direction, geopolitical consequences.

1. Directions, forms, and scale of world investment in XXI century.
2. The Concept of Value and Competitive Advantage.
3. Identification of core competencies.
4. Models and ways of international investment activity.
5. Geopolitical consequences of global investment.

Compulsory readings:

1. Глобализация и новые условия конкуренции. – М.: Международные отношения - ИМЭМО, 2003.
2. Porter. M.E. Competitive Advantage: Creating and Sustaining Superior Performance , (Revised edition), The Free Press, 2004.
3. Портер Е. Майкл. Конкурентная стратегия: Методика анализа отраслей и конкурентов: Пер. с англ. – М.: Альпина Бизнес Букс, 2005.
4. World Investment Reports. World Investment Report, 2008 <http://www.unctad.org/Templates/webflyer.asp?docid=10502&intItemID=2068&lang=1&mode=downloads>.
5. World Investment Report 2005. Transnational Corporations and the Internationalization of R&D - UN, New York, 2005.
6. Юданов А.Ю. Конкуренция: теория и практика. - М.: А Калис, 1996.

Recommended readings:

1. Czinkota, Michael and Ronkainen, Ilkka A. Best practices in international business. Fort Worth: Harcourt College; 2001.
2. Garten, Jeffrey E. World view: global strategies for the new economy. Boston: Harvard Business School Press; 2000.
3. Новая постиндустриальная волна на Западе. Антология / Под ред. В.Л. Иноземцева. – М.: Academia, 1999.
4. Субботин А.К. Границы рынка глобальных компаний. - М.: Едиториал УРСС, 2004.

Topic 3. Organizational development of international corporations. Equity and non-equity development.

1. Organizational aspects of international markets behavior.
2. Strategies and organizations of MNEs.
3. Organizational forms and types of MNEs.
4. Strong and weak sides of global organization.

Compulsory readings:

1. Виханский О.С. , Наумов А.И. Менеджмент (изд:5): М., Магистр, 2010
2. Galbraith, Jay R. Designing the global corporation. San Francisco: Jossey-Bass; 2000.
3. Международные экономические отношения: Учебник / Под ред. И.П.Фаминского. - 2-е изд. перераб. и доп. – М.: Экономистъ, 2004.
4. Управление международной компанией: Учебник / Под ред. В.И. Королева – М.: Экономистъ, 2005.
5. Rosenzweig, Philip M. Accelerating international growth. Chichester, New York: Wiley; 2001.
6. Birkinshaw, Julian M. Future of the multinational company. Chichester: John Wiley & Sons. Ltd; 2003.
7. WIR 2006-2011. <http://www.unctad.org/publications/>.

Recommended readings:

1. Bouchet, Michel Henri; Clark, Ephraïm, and Gros Lambert, Bertrand. Country risk assessment: a guide to global investment strategy. Hoboken, NJ: John Wiley; 2003.
2. Garten, Jeffrey E. World view: global strategies for the new economy. Boston: Harvard Business School Press; 2000.
3. Белорусов А.С. Международный менеджмент. - М.: Юристъ, 2000.
4. Дей Дж. Стратегический маркетинг. – М.: Изд-во Эксмо, 2003.
5. Льюис Р.Д. Деловые культуры в международном бизнесе - М.: Дело, 1999.
6. Пугель Т.А., Линдерт П.Х. Международная экономика.- М.: Дело и Сервис, 2003.

Topic 4. Strategies and instruments of global competition. Mergers and acquisitions in global economy.

1. Mergers and acquisitions as a form of competitive activity of MNEs.
2. Preconditions, models and problems of contemporary wave of mergers and acquisitions.
3. Strategic alliances.

Compulsory readings:

1. Bouchet, Michel Henri; Clark, Ephraïm, and Gros Lambert, Bertrand. Country risk assessment: a guide to global investment strategy. Hoboken, NJ: John Wiley; 2003.
2. Czinkota, Michael and Ronkainen, Ilkka A. Best practices in international business. Fort Worth: Harcourt College; 2001.
3. Слияния и поглощения / Пер. с англ. – М.: Альпина Бизнес Букс, 2007.
4. Портер Е. Майкл. Конкурентная стратегия: Методика анализа отраслей и конкурентов. / Пер. с англ. – М.: Альпина Бизнес Букс, 2005.
5. Гохан П. Слияния, поглощения и реструктуризация компаний: Пер. с англ. – М.: Альпина Бизнес Букс, 2004.
6. Мовсесян А.Г. Транснационализация в мировой экономике. Учебное пособие. - М., 2001.
7. Управление международной компанией: Учебник / Под ред. В.И. Королева – М.: Экономистъ, 2005.

Recommended readings:

1. Ендовицкий Д. А., Соболева В. Е. Экономический анализ слияний/поглощений компаний. - М.: «КноРус», 2008.
2. Фостер Р., Лажд А. Искусство слияний и поглощений. – М.: Альпина Бизнес Букс, 2004.
3. Кони́на Н. Ю. Слияния и поглощения в конкурентной борьбе международных компаний М.: Проспект, 2005.
4. Мировая экономика. Глобальные тенденции за 100 лет / Под ред. И.С. Королева. М.: Экономистъ, 2003.
5. Мировая экономика и международный бизнес: учебник / кол. авторов; под общ. ред. д-ра экон. наук, проф. В.В. Полякова и д-ра экон. наук, проф. Р.К. Щенина. – 6-е изд., стер. – М.: КНОРУС, 2009.

6. Steger U. Managing Complex Mergers: Real World Lessons in Implementing Successful Crosscultural Mergers and Acquisitions. - Financial Times Prentice Hall, 2004.
7. Гаррет Б., Дюссож П.. Стратегические альянсы. - М.: ИНФРА-М, 2002.
8. Rosenzweig, Philip M. Accelerating international growth. Chichester, New York: Wiley; 2001.
9. Birkinshaw, Julian M. Future of the multinational company. Chichester: John Wiley & Sons. Ltd; 2003.

Topic 5. Managing international companies in turbulent and changing global environment.

The role of information and communications technologies.

1. Management of changes.
2. The role of modern technologies on the activities of international companies.
3. Internet and international business.
4. Assess of changing market opportunities.
5. Framework for foreign market entry strategies.
6. Problems of internal competition.
7. Global crises and international business.
8. Was the World Financial Crises 2007-2008 unpredictable?
9. Crisis-resistance strategies and behavior.
10. Challenges of innovation and sustainable development.

Compulsory readings:

1. Виханский О.С. , Наумов А.И. Менеджмент (изд:5): М., Магистр, 2010
2. Виханский О.С. Стратегическое управление. – М.: Гардарика, 1999.
3. Иванова Н.И. Наука и инновационный бизнес // Мировая экономика и международный бизнес: учебник / под ред. В.В. Полякова и Р.К. Щенина. – 6-е изд., стер. М.: КНОРУС, 2009.
4. Леле М. Абсолютное оружие. Как убить конкуренцию: захват и удержание рынка: Перевод с английского. СПб.: Питер, 2009.
5. Porter. М.Е. Competitive Advantage: Creating and Sustaining Superior Performance, (Revised edition): The Free Press, 2004.

6. Управление в условиях кризиса (2-е издание): Пер. с англ. – М.: Альпина Бизнес Букс, 2008.
7. Управление международной компанией: Учебник/ Под ред. В.И. Королева – М.: Экономистъ, 2005.

Recommended readings:

1. Ariely Dan. The End of Rational Economics: Harvard Business Review, 2009
2. Белорусов А.С. Международный менеджмент. - М.: Юристъ, 2000.
3. Виханский О.С. , Наумов А.И. Менеджмент (изд:5): М., Магистр, 2010
4. Дей Дж. Стратегический маркетинг. – М.: Изд-во Эксмо, 2003.
5. Galbraith, Jay R. Designing the global corporation. San Francisco: Jossey-Bass; 2000.
6. Garten, Jeffrey E. World view: global strategies for the new economy. Boston: Harvard Business School Press; 2000.
7. Льюис Р.Д. Деловые культуры в международном бизнесе - М.: Дело, 1999.
8. Пугель Т.А., Линдерт П.Х. Международная экономика.- М.: Дело и Сервис, 2003.
9. Taleb Nassim Nicholas. The Black Swan: The Impact of the Highly Improbable: Random House 2007
10. Rosenzweig, Philip M. Accelerating international growth. Chichester, New York: Wiley; 2001.

Topic 6. Ways of development and perspectives of the Russian international companies.

1. Place of Russia in international division of labor. Challenges of 2000-s.
2. Features, opportunities and threats of emerging markets. Russia in BRICs.
3. Features of external economic activity of the Russian companies.
4. Drivers and strategies of transnationalization.
5. The Russian MNCs in global competition.

Compulsory readings:

1. Глобализация экономики и внешнеэкономические связи России/ Под ред. И.П. Фаминского. – М.: Республика, 2004.
2. Булатов А. С. Вывоз капитала: своя компания за рубежом. - М.: БЕК, 1996.
3. Дынкин А.А. Мировая экономика: прогноз до 2020 года: М., Магистр, 2008

4. Глобализация и новые условия конкуренции. – М.: Международные отношения - ИМЭМО, 2003.
5. Глобализация экономики и внешнеэкономические связи России/ Под ред. И.П. Фаминского. – М.: Республика, 2004.
6. Иванов И.Д. Внешнеэкономический комплекс Росси: взгляд изнутри, М.: Русь-Олимп, 2009.
7. Конкурентоспособность России в глобальной экономике. – М.: Международные отношения - ИМЭМО, 2003.
8. Мировая экономика. Глобальные тенденции за 100 лет / Под ред. И.С. Королева. М.: Экономистъ, 2003.
9. Мировая экономика и международный бизнес: учебник / кол. авторов; под общ. ред. д-ра экон. наук, проф. В.В. Полякова и д-ра экон. наук, проф. Р.К. Щенина. – 6-е изд., стер. – М.: КНОРУС, 2009.
10. Национальная экономика /Под ред. Савченко П.В., Изд. 3-е, перераб. и доп. - М.: ИНФРА-М, 2010; главы 44-49.

Recommended readings:

1. Авхачёв Ю.Б. Международные слияния и поглощения компаний: новые возможности предприятий России по интеграции в мировое хозяйство. – М.: Научная книга, 2005.
2. Ильин М.С. Финансово-промышленная интеграция и корпоративные структуры: мировой опыт и реалии России. - М.: Альпина Пабlishер, 2002.
3. Кондратьев В.Б. Глобализация и новые условия конкуренции.// Конкурентоспособность России в глобальной экономике. – М.: Междунар. отношения - ИМЭМО, 2003. – с. 77-82.
4. Молотников А.Н. Слияния и поглощения. Российский опыт. – М.: Вершина, 2005.

Topic 7. The cultural aspects and challenges of international business.

1. Challenges of globalization and the role of human factor.
2. Key dimensions of culture.
3. National, professional, and corporate cultures.
4. The business challenges of crossing cultural boundaries.
5. Cross-cultural differences and their management.

6. Organizational culture of a global firm.
7. Managerial guidelines for cross-cultural success.

Compulsory readings:

1. Ferraro, Gary P. The cultural dimension of international business. 4th ed. Upper Saddle River, NJ: Prentice Hall; 2002.
2. Грейзинг Д.Я. Я хотел, чтобы весь мир покупал "Кока-Колу": Судьба лидера Роберто Гисуэта: Пер. с англ.- М.: Альпина Бизнес Букс, 2006.
3. Lewis, Richard D. The cultural imperative: global trends in the 21st century. Yarmouth, Me: Intercultural Press; 2003.
4. Peterson, Brooks. Cultural intelligence: a guide to working with people from other cultures. Yarmouth, ME: Intercultural Press; 2004.

Recommended readings:

1. Carroll, Stephen J and Gannon, Martin J. Ethical dimensions of international management. Thousand Oaks, Calif: Sage Publications; 1997.
2. Gannon, Martin J and Newman, Karen L. The Blackwell handbook of cross-cultural management. Oxford, UK, Malden, MA: Blackwell Business; 2002.
3. Garten, Jeffrey E. World view: global strategies for the new economy. Boston: Harvard Business School Press; 2000.
4. Lewis, Richard D. The cultural imperative: global trends in the 21st century. Yarmouth, Me: Intercultural Press; 2003.

Topic 8. Corporate social responsibility. Problems of leadership.

1. Business and Society relationships.
2. Social Responsibility pyramid.
3. Managing social responsibility.
4. Requirements for MNEs corporate boards.
5. Skills and qualities of the board members and CEOs.
6. Nature of leadership. Features of global leadership.
7. Goals and subjects of global leadership.
8. Types and problems of global leadership.
9. Ways of development of visionary leadership.

Compulsory readings:

1. Дерек Абель: Кризис переживут ответственные лидеры»
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2. Collins Jim. Built to Last: Successful Habits of Visionary Companies: Harpercollins, 2004.
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10. Управление международной компанией: Учебник / Под ред. В.И. Королева – М.: Экономистъ, 2005.

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2. Ли Се Ун. Международный бизнес: стратегия и управление. - М.: Наука,1996.
3. Новая постиндустриальная волна на Западе. Антология / Под ред. В.Л. Иноземцева. – М.: Academia, 1999.

Topic 9. International corporations and the future of world economy. Global citizenship, trust and diplomacy of MNCs. "Business-Government-Society" patterns and changes.

1. Problems of sustainable development.

2. New requirements for societal goals and behavior of MNCs.
3. Global citizenship and diplomacy of MNCs.
4. International corporations and the future of world economy.

Compulsory readings:

1. Abell Derek, Managing with Dual Strategies: Mastering the Present; Preempting the Future, The Free Press, 1993.
2. Carroll, Stephen J and Gannon, Martin J. Ethical dimensions of international management. Thousand Oaks, Calif: Sage Publications; 1997.
3. Chossudovsky Michel, Andrew Gavin Marshall. The Global Economic Crisis: the great depression of XXI century: Global Research, 2010.
4. Мировая экономика. Глобальные тенденции за 100 лет / Под ред. И.С. Королева. М.: Экономистъ, 2003.
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7. Steger U. *The Business of Sustainability: Building Industry Cases for Corporate Sustainability*. – Palgrave MacMillan Press, 2004.
8. Peterson, Brooks. *Cultural intelligence: a guide to working with people from other cultures*. Yarmouth, ME: Intercultural Press; 2004.

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6. Cline William R.. *Financial globalization, economic growth, and the crisis of 2007-09*: Peterson Inst for Intl Economics, 2010.
7. Czinkota, Michael and Ronkainen, Ilkka A. *Best practices in international business*. Fort Worth: Harcourt College; 2001.
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10. Иванова Н.И. Наука и инновационный бизнес // Мировая экономика и международный бизнес: учебник / под ред. В.В. Полякова и Р.К. Щенина. – 6-е изд., стер. М.: КНОРУС, 2009.
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22. Свэйм Роберт. Стратегии управления бизнесом Питера Друкера: Питер, 2010.
23. Управление международной компанией: Учебник / Под ред. В.И. Королева – М.: Экономистъ, 2005.
24. Фаминский И.П. Глобализация - новое качество мировой экономики: М., Инфра-М , 2010.

V. Guidelines for the Research Project

1. Background of the research project “Business Success in Global Environment”

The modern managers have to lead and manage companies benchmarking their activities and applying the best business practices. It makes actual to monitor, describe, study, analyze and summarize an experience and achievements of the leading companies on regular basis as well as within the framework of Research Project of the Course.

2. Choice of the Company

The choice of the company for the Research Project could be based on the list of the Fortune-500, embracing “world business champions”, and correlated with professional interests and carrier development plans of the students-researchers.

3. Objective of research

Objective of this research is to analyze the ways and forms of development of the leading international company (chosen for the Research Project), analysis of causes and factors of its success in the market.

Furthermore, the Project envisages conclusions and recommendations for future strategies, ways to deal with obstacles and contradictions it faces in the global environment.

Ability to apply theoretical concepts to the business realities using knowledge, logic, common sense and creativity is highly appreciated and evaluated.

4. Methods of research

1. Review (essay) of scientific literature, inquiry and statistical editions within the topic of research.
2. Secondary information’ collection and analyses (monographs, periodicals, statistical reviews etc.)
3. Primary information collection and analyses (in-depth interviews with companies’ top management and experts)

5. Recommended plan of the Research Project “Business Success in Global Environment”

1. History of the company.

2. General Information. Company in a Nutshell.

2.1. Key figures for the latest 5 years.

2.2. Indexes of internationalization/transnationalization.

2.3. Capital structure.

2.4. Investment activity.

2.5. Number and location of business-structures.

2.6. Present state and priority direction of R&D.

2.7. Degree of internationalization/transnationalization of the company, threats and opportunities.

3. Management

3.1. Mission, objectives and strategies.

3.2. Organizational structure.

3.3. Governing bodies.

3.4. Cross-cultural and HR’management problems and opportunities.

4. Production and competitiveness

4.1. History of sector/branch and perspective of development.

4.2. Principal competitors and key factors of success.

4.3. Evaluation criteria and production competitiveness growth factors.

4.4. Major groups of products. Products’ portfolio.

4.5. Main products/brands: history and market position.

4.6. New products/brands. Perspectives in the market.

5. Competitive strategies and forms of competitive activity

5.1. Competitive advantages.

5.2. Competitive strategies.

5.3. Forms and instruments of competitive activity.

5.4. Global market perspectives.

6. Social responsibility and company's activity.

6.1. Social responsibility, its benefits to the company.

6.2. Stakeholders and forms of interaction.

6.3. Issues of responsible leadership in cross-cultural environment.

6.4. Strategies for sustainable development.

7. Conclusions and Recommendations

Competitive positions and perspectives of the company in global business environment.

6. Fields of research

1. Industrial sectors:	2. Services:
<ul style="list-style-type: none">- Electronics- Machinery construction- Motor industry- Pharmaceuticals- Food industry- Telecommunications- Petroleum industry- Gas industry- Power industry- Other	<ul style="list-style-type: none">- Financial sector- Utility- Retailing- Consulting- Medicine- Education- Sport- Other

8. Period of research – 1998-2010 (or other current year).

9. Scope of Research (25 000-40 000 symbols)

The scope and consistency of research could be discussed with a teacher in order to balance interests, knowledge and skills of the student with time-management of the course.

VI. List of Exam Questions

Please give definitions, describe phenomena and processes, and answer the following questions:

1. Phenomenon of globalization and its evolution.
2. Driving forces of globalization. Name the most important.
3. The dimensions of market globalization.
4. Technological advances as a driver of market globalization
5. The role of MNEs in globalization.
6. World's leading MNEs. Where and what we can learn about them?
7. The process of globalization and its effects on markets and production.
8. How to assess global market opportunities?
9. How to use marketing instruments for identifying the most promising markets?
10. How to assess industry or market potential?
11. Why it is important to assess the suitability of products and services for foreign markets?
12. How to select the relevant foreign business partners?
13. How to estimate company sales potential?
14. An organizing framework for foreign market entry strategies.
15. Directions, forms, and scale of world investment in XXI century.
16. Models and ways of international investment activity.
17. What are the main differences between portfolio investment and foreign direct investment?
18. Foreign direct investment (FDI).
19. Types of FDI.
20. International collaborative ventures.
21. Motives for FDI and collaborative ventures.
22. Managing collaborative ventures.
23. Mergers and acquisitions as a form of competitive activity of MNEs.
24. Preconditions, models and problems of contemporary wave of M&A.
25. Strategic alliances.
26. Internationalization of firm's value chain

27. What are different organizational designs for global operations?
28. What design is most associated with global strategy?
29. What are the priorities of export division?
30. What are the priorities of international division?
31. Why functional structure works well for small and medium companies?
32. What are the benefits of matrix structure?
33. What is the difference between a centralized and a decentralized organizational structure? Why do firms often prefer to have a centralized structure?
34. Strengths and weaknesses of global organization.
35. Define organizational culture.
36. What kind of organizational culture is needed to become a global firm?
37. Define organizational processes. Give several examples of organizational processes relevant to a global approach in international business.
38. The main features of competition in global markets.
39. Geopolitical consequences of global investment.
40. Societal consequences of market globalization.
41. Nature and tendencies of global competition.
42. The challenge of crossing cultural boundaries.
43. Why culture matters in international business.
44. National, professional, and corporate culture
45. Key dimensions of culture.
46. Language as a key dimension of culture.
47. Managerial guidelines for cross-cultural success.
48. Globalization in the field of production, government regulation and public awareness.
49. Contradictions of globalization.
50. Define organizational culture.
51. What kind of organizational culture is needed to become a global firm?
52. Place of Russia in international division of labor.
53. The Russian ways and strategies of transnationalization.
54. Russian MNCs in global competition. Industry and market priorities.
55. International corporations and the future of world economy.
56. Global citizenship and diplomacy of MNCs.
57. Problems of global leadership.

58. Goals and subjects of global leadership.
59. Define visionary leadership.
60. What are the traits of a manager who has visionary leadership?
61. Please, define social responsibility.
62. Describe and give your comments to the Pyramid of social responsibilities.
63. Why the economic level of responsibilities could be considered as the most important?
64. What are the core ideas and functions of business in the field of legal responsibilities?
65. What are the core ideas and functions of business in the field of ethical responsibilities?
66. What are the core ideas and functions of business in the field of philanthropic responsibilities?
67. How do the definition of social responsibility and the relevant role of business differ from your previous perceptions?
68. How the social responsibility concept is consistent with your attitudes, beliefs and expectations about business?
69. Does the social responsibility depend on the size of the company?
70. Does the social responsibility depend on the level of transnationality and operational scale of the company?
71. Please, define the term stakeholder. Name the list of stakeholders of the modern business.
72. Describe a core directions and character of relationships between business and customers/consumers.
73. Describe a core directions and character of relationships between business and shareholders business and shareholders.
74. What is in common and what is different in relationships between business and shareholders, and business and investors?
75. Describe a core directions and character of relationships between business and employees. Why loyalty of employees is important?
76. What are the main instruments and programs to provide loyalty of employees?

77. If you were an employer what measures you undertake and programs conduct to make employees effective and loyal to the company?
78. Describe core directions and character of relationships between business and its partners.
79. Describe a core directions and character of relationships between business and the government.
80. Describe a core directions and character of relationships between business and society in the field of environmental issues.
81. What is the harm of greenwashing?
82. How can businesses become more sustainable? What are the advantages and disadvantages of striving to become more sustainable?
83. Describe a core directions and character of relationships between business and local communities.
84. Give examples of the companies' activities, programs and achievements in local communities' development. Give examples of the companies' conflicts of interest, problems and contradictions in the relationships with local communities worldwide or in one country/region.
85. Give a retrospective of the main periods in the development of the phenomenon of the social responsibility in XX-XXI centuries.
86. What historical trends have affected the social responsibilities of business?
87. Why critics may argue that concepts and ideas of social responsibility are idealistic or naïve in some way?
88. The Global Economic Crisis - the great depression of XXI century or a sign of a new wave in global development?
89. What are the lessons of the Global Economic Crisis for international corporations?

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