



INTERNATIONAL SUMMER SCHOOL 2022

SYLLABUS

Academic year 2021/2022



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Academic and language requirements

Courses are open to Undergraduate and Graduate students providing that applicants have the **pre-requisites** specified in the course's syllabus.

Courses are taught and assessed in English. For non-native speakers of English, B2 (CEFR) or equivalent (TOEFL IBT 72, IELTS 5.0, TOEIC 750) is highly recommended.

Additional information

For details about study programmes offered by EM Normandie please contact:

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| COURSE TITLE | Doing Business in a Changing World | | |
| Session and Campus | Le Havre - From 4 to 13 July 2022 | | |
| Teaching delivery | On campus, attendance mandatory | | |
| Workload (1h = 60 min) | 30 class-hours + Independent learning hours | ECTS credits | 6 |
| Professors | Yihan Wang, Ph.D. yhwang@em-normandie.fr Assistant Professor in Strategic Management, Department of Strategy and Entrepreneurship, EM Normandie Business School. | | |
| Pre-requisite(s) for attending the course | There are no pre-requisites for the course. Meanwhile, basic knowledge in strategic management, innovation management, geopolitics and other related business subjects is desired. | | |
| Learning goal(s) | <ul style="list-style-type: none"> ▪ To be open to cross-cultural perspectives and work in a multicultural environment ▪ To be equipped with efficient business skills and apply knowledge in order to meet the expectations of the professional world ▪ To be entrepreneurially-minded and understand the environment of a company whatever the activity sector. | | |
| Learning objective(s) | <p>By the end of the course, the students will be able to</p> <ul style="list-style-type: none"> ✓ Understand the main characteristics of globalization, internationalization of MNEs, and digital transformation of innovation strategy. ✓ Analyze the influence of the changing business environment dynamics on the international strategy decision-making of multinational enterprises. ✓ Apply strategic management tools to facilitate the multinational's competitiveness in the changing business environment. | | |
| Learning outcome(s) | <p>In this course, students will study the reasons behind the diverse developments in the globalized world, and learn to transfer theoretical concepts to practical applications. Students will also formulate effective managerial recommendations for future entrepreneurs to create businesses from new business opportunities and provide policy recommendations for business decision-makers.</p> | | |
| | <p>Contents:</p> <p>Session 1: Introduction</p> <ul style="list-style-type: none"> • Present the course content and structure • Present the evaluation criteria • Discuss the changes of world economy in the 4th Industrial Revolution <p>Session 2 : Globalization - opportunities and challenges (1)</p> <ul style="list-style-type: none"> • Define the concept of globalization • Understand the global flows of trade and investment • Understand the trends of innovation and immigration <p>Session 3: Globalization – opportunities and challenges (2)</p> <ul style="list-style-type: none"> • Understand the challenges of inequality in globalization • Understand the impact of climate issues in global business | | |



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| | <ul style="list-style-type: none"> • Discuss the impact of COVID-19 on the global business landscape. <p>Session 4: Internationalization of MNEs (1) - Entry modes of MNEs</p> <ul style="list-style-type: none"> • Understand the organizational structure of MNEs • Identify the basic entry modes of internationalization • Understand the determinants of entry mode selection <p>Session 5: Internationalization of MNEs (2) – Knowledge and networks</p> <ul style="list-style-type: none"> • Understand the process of Uppsala model of internationalization • Identify the roles of knowledge and innovation in globalization • Understand the knowledge embeddedness in global networks <p>Session 6: Internationalization of MNEs (3) – Global Value chains</p> <ul style="list-style-type: none"> • Characterize the configurations of the global value chains • Identify the geographic distribution of value-added activities • Understand how MNEs from emerging economies "catch up" in the global value chains <p>Session 7: Digital transformation of enterprises (1) – digitization and big data</p> <ul style="list-style-type: none"> • Characterize the features of digitization and industry 4.0 • Define the essence of big data, business analytics • Understand how big data analytics drives decision-making <p>Session 8: Digital transformation of enterprises (2) – cloud computing, internet of things and artificial intelligence</p> <ul style="list-style-type: none"> • Define the structure of cloud computing and internet of things • Understand the mechanisms of artificial intelligence (AI). • Imply the application of AI in innovation strategy <p>Session 9: Digital transformation of enterprises (3) – digital strategy of enterprises</p> <ul style="list-style-type: none"> • Define the dimensions of innovation strategy • Understand the impact of digitization of innovation strategy of MNEs • Analyze business case and discuss how digitization shapes MNEs' innovation strategy (Case: Daimler Mobility) <p>Session 10: Final exam</p> <p>Methods:</p> <ul style="list-style-type: none"> • Lecture and discussions • Case study and simulation • Team project | | |
| Teaching Material | <p>Reference textbooks :</p> <p>Morrison (2011), The Global Business Environment: Meeting the Challenges, 3th Edition Worthington, Britton, Thompson (2019), The Business Environment: A Global Perspective, 8th Edition Peng, Meyer (2019), International Business, 3rd edition</p> | | |
| Evaluation criteria | <table border="1"> <tr> <td data-bbox="400 1615 906 1756"> <p>Continuous assessment: 40%</p> <ul style="list-style-type: none"> - Attendance - Contribution to class - Peer-evaluation in team project </td> <td data-bbox="906 1615 1485 1756"> <p>Final assessment: 60%</p> <ul style="list-style-type: none"> - 4 open book essay questions </td> </tr> </table> | <p>Continuous assessment: 40%</p> <ul style="list-style-type: none"> - Attendance - Contribution to class - Peer-evaluation in team project | <p>Final assessment: 60%</p> <ul style="list-style-type: none"> - 4 open book essay questions |
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| Recommended readings | <ul style="list-style-type: none"> • Pan, Y. and David, K.T., 2000. The hierarchical model of market entry modes. Journal of international business studies, 31(4), pp.535-554. • Vahlne, J., & Johanson, J. (2017). From internationalization to evolution: The Uppsala model at 40 years. Journal of International Business Studies, 48(9) | | |



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- Bathelt, H., Malmberg, A. and Maskell, P., 2004. Clusters and knowledge: local buzz, global pipelines and the process of knowledge creation. *Progress in human geography*, 28(1), pp. 31-56
- Daimler: Reinventing Mobility (<https://www.gsb.stanford.edu/faculty-research/case-studies/daimler-reinventing-mobility>)