INTERNATIONAL WINTER SCHOOL 2026

SYLLABUS

Academic year 2025/2026

International Winter School 2026

Academic and language requirements

The Winter School is open to Undergraduate and Graduate students providing that applicants have the pre-requisites specified in the course's syllabus.

For non-native English speakers: a B2 level (CEFR) or equivalent is required. Official test scores (e.g., TOEFL iBT 83, IELTS 6.0, TOEIC 790) are not mandatory; a certificate or written confirmation from a language professor at your home university is sufficient.

Additional information

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

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COURSE TITLE	Strategies of Multinational Enterprises		
Catchphrase	**"Navigating the multinational corporate strategy in a turbulent world"**		
Session & Campus	**International Winter School from 04 to 13 February 2026 in CAEN**		
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 email Associate Professor, Department of Strategy and Entrepreneurship Academic Director of M2 International Business and M2 Digital Strategy and Innovation		
Pre-requisite(s) for attending the course / Level of studies	This is an introductory course with no prerequisites. Basic knowledge of strategic management is appreciated		
Learning goal(s)	LG.3 / LO.2 Work in a cross-cultural environment LG.4 / LO.1 Do a global analysis of the firm and its environment LG.4 / LO.2 Make relevant strategic recommendations LG.5 / LO.1 Understand the concept of sustainable development and ethics and what is at stake for the organization		
Learning objective(s)	▪ Understand the strategic imperatives of strategies of MNEs including motives, means and mentalities ▪ Understand the international context responding the conflicting environment ▪ Develop transnational strategies by building layers of competitive advantage. By the end of this course, participants are able to identify the motives and approaches of internationalization strategies of multinational enterprises (MNEs). Also, they will gain insights into the dynamics of strategic transfer of MNEs facing opportunities and challenges in the process of internationalization.		
Learning outcome(s)	▪ Define the essence of strategy and the multinational enterprise corporate governance structure ▪ Incorporate sustainable development in the strategies of multinational enterprises. ▪ Developing analytical skills in solving business cases of MNEs in the emerging economies		
Course description	**Contents:** The course aims to showcase the corporate governance mechanisms for multinational enterprises as well as their motives, approaches and determinants of their internationalization strategies in the global market. Based on interactive lectures and team projects, the students will understand the opportunities and challenges of MNEs in the current global business landscapes. Furthermore, they will develop integrated skills in analyzing business cases of internationalization progress of multinationals.		

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	Session 1: Introduction Course introduction, presentation of the lecturer and students. Introduction of strategy: What is strategy? (Harvard Business Review: Felix Oberholzer-Gee, 2022) Introduction of diagnostic tools of strategic management (SWOT, Porter 5 forces PESTEL etc.) **Session 2: Corporate governance of MNEs** Introduction of MNEs: the corporate governance of multinational enterprises (Case: Président; Volkswagen) Headquarter-subsidiary relationship Home country-host country relationship Power of multinational enterprises **Session 3: Motives of internationalization** Motives of internationalization: Why do firms go abroad? (Case: Tesla in China) Introduction of eclectic paradigm of internationalization New motives of internationalization **Session 4: How do MNEs go abroad (1)** Overview of entry modes Introduction of non-equity modes: export and the global value chains (Case: Apple in China) Introduction of non-equity modes: franchising and licensing (Case: Lacoste; Carrefour) **Session 5: How do MNEs go abroad (2)** Introduction of equity modes: greenfield FDI, brownfield M&A, joint venture (Case: BYD in Hungary) Discussion of criteria of entry mode selection – control, resource commitment and dissemination risk Explore the impact of sanctions on international business (Case: Starbucks and Renault in Russia) **Session 6: Digital Transformation of MNE Business Model (1)** Key concepts of digitalization Explore the features of digital technologies: big data, IoT, AI **Session 7: Digital Transformation of MNE Business Model (2)** Explore the composition of business model Assess the impact of digitalization on MNE business model Compare the competitiveness of incumbent MNEs and start-ups in digitalization **Session 8: Sustainable Development and MNE Corporate Social Responsibility** Discussion of the challenges of globalization and the externality of economic development Introduction of triple bottom lines of sustainable development Incorporating UN SDGs in the MNE strategies (Case: L'Oréal in the USA) **Session 9: MNE strategies in Emerging Economies (1)** Define the main features of the emerging economies Understand the roles of the emerging economies in globalization Analyze the opportunities and challenges in the emerging economies (Case study: DCS plus in Dubai) **Session 10: MNE strategies in Emerging Economies (2)** Present the analysis results of case study DCS plus in Dubai Conclude the dynamism of MNE internationalization strategy **Methods:** Students planning to obtain ECTS credits for the course will participate in a case-based team project. Grading will be based on class participation (25%) and team project (75%, 50% for team performance, 25% for individual performance).

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Teaching Material	Bartlett, Ch. A., Sumantra, G., Beamish P.W.: Transnational Management: Text, Cases and Readings in Cross-border Management. Boston: McGraw-Hill Higher Education. Verbeke, A., 2013. *International business strategy*. Cambridge University press. Peng M. & Mayer K.: International Business 3rd edition. Cengage Learning EMEA.	
Evaluation criteria	**Continuous assessment**: 40% - 20% class attendance - 20% class participation	**Final assessment**:60% - Team Project - Team performance (45%) - Individual performance (15%)
Recommended readings	▪ Oberholzer-Gee, F. and Yao, D.A., 2018. Integrated strategy: Residual market and exchange imperfections as the foundation of sustainable competitive advantage. *Strategy Science*, *3*(2), pp.463-480. ▪ Pan, Y. and David, K.T., 2000. The hierarchical model of market entry modes. Journal of international business studies, 31(4), pp.535-554. ▪ Bansal, P., 2019. Sustainable development in an age of disruption. *Academy of Management Discoveries*, *5*(1), pp.8-12. ▪ Meyer, K.E., Fang, T., Panibratov, A.Y., Peng, M.W. and Gaur, A., 2023. International business under sanctions. *Journal of World Business*, *58*(2), p.101426.	