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| NTUU “Igor Sikorsky Kyiv Polytechnic Institute” |  | **Industrial Marketing Department** |

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| **STRATEGIES OF INTERNATIONAL CORPORATIONS DEVELOPMENT**  **Work program of the discipline (Syllabus)** |

# Details of the training course

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| **Level of higher education** | ***Second (master's)*** |
| **Field of knowledge** | ***05 Social and Behavioral Sciences*** |
| **Specialty** | ***051 Economics*** |
| **Educational program** | ***International Economics*** |
| **Discipline status** | *Selective* |
| **Form of study** | *Full-time education* |
| **Year of study, semester** | *1st year, 1st semester* |
| **The scope of discipline** | *3,5 credits /105 hours* |
| **Semester control / control measures** | *Exam / Module test* |
| **Timetable** | *http://rozklad.kpi.ua/Schedules/ScheduleGroupSelection.aspx* |
| **Language of teaching** | *English* |
| **Information about**  **course leader / teachers** | Lecturer: *Doctor of Economics, Professor, Professor of the Department of Industrial Marketing, Liudmyla Shulhina,*  contacts: +38-067-493-49-19 (Mobile, Telegram, Viber, WhatsApp)  [shulm@ukr.net](mailto:shulm@ukr.net)  Practical trainings: *Doctor of Economics, Professor, Professor of the Department of Industrial Marketing, Liudmyla Shulhina,*  contacts: +38-067-493-49-19 (Mobile, Telegram, Viber, WhatsApp)  [shulm@ukr.net](mailto:shulm@ukr.net) |
| **Course placement** | Google classroom |

# Curriculum

**1. Description of the training course, its purpose, subject of study and learning outcomes**

The discipline “Strategies of International Corporations Development” aimed at studying by students' theoretical and practical provisions of new business model as response to competition from emerging economies changes in the global economic environment as well as considering alliance-based strategy of international corporations’ development.

While studying the course, students master perspective of global business strategies, define directions of global strategies and arising products and services for “good-enough” product markets, discover the circumstances of strengthening cost competitiveness and creating strong business models that discourage catch up, defining management strategies for International Corporations, get understanding of long-term economic growth reasons by Country Forecast for 2030, simulate formation of Alliance-Based Strategy of international corporations development, and so on.

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***The purpose of the discipline*** is the formation of students' abilities: to understand concepts of corporate management strategy theory and define the scope of company's management strategy; to use the three Cs and SWOT Analysis in management strategy; to analyze global strategies and differences in Internal and External Business Environments; to connect value chains and global strategy; to develop relationship between headquarters and local entities.

After studying the discipline the student will be able:

* to create strong business models that discourage catch up;
* to define management strategies for international corporations;
* to understand the Long-Term Economic Growth Reasons by Country Forecast for 2030;
* to describe the New Business Model as response to competition from emerging economies;
* to form an alliance-based strategy of international corporations development;
* to define the main concepts of marketing theory in global business context;
* to know the role of foreign R&D centers activities;
* to be familiarized with strategical analyses of national science, technology development agencies, and motor’s expansion;
* to explain reasons of strategies integration of international corporations at the global level.

# Prerequisites and postrequisites of the discipline (place in the structural and logical scheme of education according to the relevant educational program)

*Prerequisite for studying the discipline “Strategies of International Corporations Development” is mastering the following disciplines: "Economic Theory", "Microeconomics", "Macroeconomics", "Business Economics", "Finance", "Management", "Competition and Competitiveness of the International Business". Study of the credit module "Strategies of International Corporations Development” promotes the formation of students' systematic understanding of strategic planning activities of international corporations and the specifics of new international corporations’ strategies in global economic environment, what creates useful skills for their further professional activities.*

# The content of the discipline

*Topic 1. Introduction: Needs for New International Corporations Strategies.*

*Topic 2. Management Strategies for International Corporations.*

*Topic 3. Changes in the Global Economic Environment.*

*Topic 4. New Business Model as Response to Competition from Emerging Economies.*

*Topic 5. Alliance-Based Strategy of International Corporations Development.*

*Topic 6. Marketing Theory in Global Business Context.*

*Topic 7. International R&D Management.*

*Topic 8. Strategical Analyses of National Science, Technology Development Agencies,   
 and Motor’s Expansion.*

*Topic 9. Strategies Integration of International Corporations at the Global Level.*

# Training materials and resources

*The student receives a list of recommended basic and additional literature, as well as links to information resources. A significant part of the literature is the current work of domestic and foreign scientists. Using the means of communication mentioned earlier in this document, the teacher distributes the necessary teaching materials to the students.*

***Basic literature:***

1. *Kazuyuki Motohashi. Global Business Strategy: Multinational Corporations Venturing into Emerging Markets, Springer Tokyo Heidelberg New York Dordrecht London, 2015. The book is published with open access at SpringerLink.com.* [*https://link.springer.com/content/pdf/10.1007%2F978-4-431-55468-4.pdf*](https://link.springer.com/content/pdf/10.1007%2F978-4-431-55468-4.pdf)
2. *Govindarajan, V., & Trimble, C. (2012). Reverse innovation: Creating far from home, win everywhere. Cambridge, MA: Harvard Business Review Press.*
3. *Global Business Strategy: A Systems Approach. The Open University of Hong Kong.* [*https://www.opentextbooks.org.hk/system/files/export/32/32510/pdf/Global\_Business\_Strategy\_A\_Systems\_Approach\_32510.pdf*](https://www.opentextbooks.org.hk/system/files/export/32/32510/pdf/Global_Business_Strategy_A_Systems_Approach_32510.pdf)

***Additional literature:***

1. *Asakawa, K. (2011, October). Global R&D management. Tokyo: Keio University Publishing Co.*
2. *Cantwell, J., & Mudambi, R. (2005). NME competence creating subsidiary mandates. Strategic Management Journal, 26, 1109–1128.*
3. *Doz, Y., Santos, J., & Williamson, P. (2001). From global to metanational: How company win in the knowledge economy. Boston: Harvard Business School Press.*
4. *Economist Intelligence Unit. (2004). Economic intelligence survey: The economist world investment, prospect 2004. London: Economist Intelligence Unit.*
5. *Immelt, J. R., Govindarajan, V., & Trimble, C. (2009, September). How GE is disrupting itself. Harvard Business Review, 87, 3–10.*

*9. Intarakumnerd, P. (2010). Two models of research technology organization in Asia. mineo.   
 Intarakumnerd, P., & Chairatana, P. (2008).*

*10. Shifting S&T policy paradigm: An experience of a RTO in Thailand. International Journal of   
 Technology and Globalisation, 4(2), 121–138.*

1. *Japan Science and Technology Agency Center for Research and Development Strategy. (2008, October).*
2. *Kagaku Gijutsu Innovation Doukou Houkoku Thai Hen. Tokyo: JST CRDS.  
   Maruti Suzuki. (2011). Annual Report 2011. Japan: Suzuki Motors Ltd, Hamamatsu.*
3. *Motohashi, K. (2011, August). Measuring multinational’s R&D activities in China by patent database: Comparison of European. Japanese and US firms, a paper presented at Academy of Management conference, San Antonio.*
4. *Ueda, Y. (2007). Nihon no Chokusetsu Toshi to Thai no Jidousha Buhin Maker No Keisei (Vol. 58/4, 87–117). Kyoto: Keizaigaku Rongi, Doshisha University.*

***Internet resources:***

1. [*https://opentextbc.ca/strategicmanagement/chapter/types-of-international-strategies/*](https://opentextbc.ca/strategicmanagement/chapter/types-of-international-strategies/)
2. [*https://www.smartling.com/resources/101/what-is-an-international-strategy-5-examples/*](https://www.smartling.com/resources/101/what-is-an-international-strategy-5-examples/)
3. [*https://www.researchgate.net/publication/280625154\_International\_Strategy\_From\_Local\_to\_Global\_and\_Beyond*](https://www.researchgate.net/publication/280625154_International_Strategy_From_Local_to_Global_and_Beyond)
4. [*https://www.toknowpress.net/ISBN/978-961-6914-02-4/papers/ML13-349.pdf*](https://www.toknowpress.net/ISBN/978-961-6914-02-4/papers/ML13-349.pdf)

# Educational content

# Methods of mastering the discipline (educational component)

*The curriculum provides for 18 hours. lectures, 36 hours. practical classes, 1 modular test, the type of semester control is an exam.*

*Strategies for active and collective learning are used, which are determined by the following methods and technologies:*

*1) methods of problem-based learning, problem-based presentation, partial-search (heuristic conversation) and research method);*

*2) personality-oriented (developing) technologies based on active forms and methods of learning ("brainstorming", "situation analysis" business, role and simulation games, discussion, express conference, educational debate, round table, case study technology, design technology, etc.);*

*3) information and communication technologies that provide problem-solving nature of the learning process and activation of independent work of students (electronic presentations for lectures, use of audio, video support of classes, in particular, analysis of YouTube network service on the availability and quality of training videos on financial analysis).*

*Learning outcomes, tests and deadlines are announced to students in the first lesson.*

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| --- | --- | --- | --- | --- |
| *№ in order* | *Learning outcomes* | *Teaching methods* | *Forms of assessment (control measures)* | *Deadline* |
| *1* | *Creating Strong Business Models*  *That Discourage Catch Up.*  *Need for Strategies to Respond to Local Needs. Management Strategies Integrated at the Global Level.* | *Lecture material,*  *Analysis affordable*  *open materials,*  *Discussion* | *Thematic task* | *2nd week* | |
| *2* | *Defining Management*  *Strategies for International Corporations.* | *Lecture material,*  *Analysis affordable*  *open materials,*  *Discussion* | *Thematic task* | *4th week* | |
| *3* | *Understanding of Long-Term Economic Growth Reasons by Country Forecast for 2030.* | *Lecture material,*  *Work with figures of*  *IMD’s World Competitiveness Yearbook* | *Thematic task* | *6th week* | |
| *4* | *Describing the New Business Model as Response to Competition from Emerging Economies* | *Lecture material,*  *Analysis affordable*  *open materials,*  *Discussion* | *Thematic task* | *8th week* | |
| *5* | *Formation of Alliance-Based Strategy of International Corporations Development* | *Lecture material,*  *Work with the open documentation of the real International Corporations* | *Thematic task* | *10th week* | |
| *6* | *Defining of the Main Concepts of Marketing Theory in Global Business Context* | *Lecture material,*  *Analysis affordable*  *open materials,*  *Discussion* | *Thematic task* | *12th week* | |
| *7* | *Merits and Demerits of Foreign R&D Centers. Activities of Foreign R&D Centers. Selecting a Destination Country. Reverse Innovation* | *Lecture material,*  *Work with figures of*  *IMD’s World Competitiveness Yearbook* | *Thematic task* | *14th week* | |
| *8* | *Familiarizing with Strategical Analyses of National Science, Technology Development Agencies, and Motor’s Expansion* | *Lecture material,*  *Analysis affordable*  *open materials,*  *Discussion* | *Thematic task* | *16th week* | |
| *9* | *Ability to explain reasons of Strategies Integration of International Corporations at the Global Level* | *Lecture material,*  *Analysis affordable*  *open materials,*  *Discussion* | *Thematic task.*  *Modular test.* | *18th week* | |

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| ***№*** | ***Topics of lectures and issues for discussion*** |
| *1* | *Topic 1. Introduction: Needs for New International Corporations Strategies.*  Global Strategies for Emerging Countries. Perspective of Global Business Strategies. Directions of Global Strategies. Products and Services for “Good-Enough” Product Markets. Strengthening Cost Competitiveness. Creating Strong Business Models That Discourage Catch Up. Need for Strategies to Respond to Local Needs. Management Strategies Integrated at the Global Level. |
| *2* | *Topic 2. Management Strategies for International Corporations.*  Concepts of Corporate Management Strategy Theory. Scope of Management Strategy. The Three Cs and SWOT Analysis in Management Strategy. Global Strategies and Differences in Internal and External Business Environments. Is China a Market or a Factory? Value Chains and Global Strategy. Relationship Between Headquarters and Local Entities. |
| *3* | *Topic 3. Changes in the Global Economic Environment.*  Long-Term Economic Growth by Country. The Global Economic Forecast for 2030. Competitiveness Rankings: IMD’s *World Competitiveness Yearbook.* |
| *4* | *Topic 4. New Business Model as Response to Competition from Emerging Economies.*  Emergence of Threats Associated with Rise of Emerging Economies. Moving from a “Product-Centric” to a “Customer Value” Model. Product Architecture and Technological Catch-Up. Business Models That Are Difficult to Be Imitated. Infrastructure Exporting as a Systems Integration Business. |
| *5* | *Topic 5. Alliance-Based Strategy of International Corporations Development.*  Wholly Owned Subsidiary or Joint Venture with Local Companies. Alliance Forms and Management Methods Governments as Alliance Partners in PPP Infrastructure Businesses. |
| *6* | *Topic 6. Marketing Theory in Global Business Context.*  Global Strategy and Marketing in Emerging Countries. Steps in Marketing Strategy. Marketing, Planning, and Execution: The 4Ps. Market Analysis Examples: China and India. Is the Premium Market a Volume Zone? The Bottom of the Pyramid Business. |
| *7* | *Topic 7. International R&D Management.*  Foreign R&D Activities of Japanese Companies. R&D Internationalization Theory. Merits and Demerits of Foreign R&D Centers. Activities of Foreign R&D Centers. Selecting a Destination Country. Reverse Innovation. |
| *8* | *Topic 8. Strategical Analyses of National Science, Technology Development Agencies,   and Motor’s Expansion.*  Thailand’s National Science and Technology Development Agency and Japanese Firms: Thailand as a Business Destination. Thailand’s Science and Technology Policy and a NSTSDA Overview. NSTDA and R&D Activities of Japanese Firms in Thailand. Polyplastics Technical Solution Center. Suzuki Motor’s Expansion in India: Suzuki Motors Corporation and Its Overseas Business. Suzuki’s Business in India. Supply Chain Creation and Local Development Infrastructure. India’s Automotive Industry: Huge Opportunities and Increasing Competition. |
| *9* | *Topic 9. Strategies Integration of International Corporations at the Global Level.*  Main Points of This Text and Remaining Topics. Knowledge Management in Global Corporations. Diversity in Overseas Entities. Organizational Structure Within Global Corporations. |

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| ***№*** | ***Topics of practical classes and issues for discussion*** |
| *1* | *Topic 1. Introduction: Needs for New International Corporations Strategies.*  Global Strategies for Emerging Countries. Perspective of Global Business Strategies. Directions of Global Strategies. Products and Services for “Good-Enough” Product Markets. Strengthening Cost Competitiveness. Creating Strong Business Models That Discourage Catch Up. Need for Strategies to Respond to Local Needs. Management Strategies Integrated at the Global Level. |
| *2* | *Topic 2. Management Strategies for International Corporations.*  Concepts of Corporate Management Strategy Theory. Scope of Management Strategy. The Three Cs and SWOT Analysis in Management Strategy. Global Strategies and Differences in Internal and External Business Environments. Is China a Market or a Factory? Value Chains and Global Strategy. Relationship Between Headquarters and Local Entities. |
| *3* | *Topic 3. Changes in the Global Economic Environment.*  Long-Term Economic Growth by Country. The Global Economic Forecast for 2030. Competitiveness Rankings: IMD’s *World Competitiveness Yearbook.* |
| *4* | *Topic 4. New Business Model as Response to Competition from Emerging Economies.*  Emergence of Threats Associated with Rise of Emerging Economies. Moving from a “Product-Centric” to a “Customer Value” Model. Product Architecture and Technological Catch-Up. Business Models That Are Difficult to Be Imitated. Infrastructure Exporting as a Systems Integration Business. |
| *5* | *Topic 5. Alliance-Based Strategy of International Corporations Development.*  Wholly Owned Subsidiary or Joint Venture with Local Companies. Alliance Forms and Management Methods Governments as Alliance Partners in PPP Infrastructure Businesses. |
| *6* | *Topic 6. Marketing Theory in Global Business Context.*  Global Strategy and Marketing in Emerging Countries. Steps in Marketing Strategy. Marketing, Planning, and Execution: The 4Ps. Market Analysis Examples: China and India. Is the Premium Market a Volume Zone? The Bottom of the Pyramid Business. |
| *7* | *Topic 7. International R&D Management.*  Foreign R&D Activities of Japanese Companies. R&D Internationalization Theory. Merits and Demerits of Foreign R&D Centers. Activities of Foreign R&D Centers. Selecting a Destination Country. Reverse Innovation. |
| *8* | *Topic 8. Strategical Analyses of National Science, Technology Development Agencies,   and Motor’s Expansion.*  Thailand’s National Science and Technology Development Agency and Japanese Firms: Thailand as a Business Destination. Thailand’s Science and Technology Policy and a NSTSDA Overview. NSTDA and R&D Activities of Japanese Firms in Thailand. Polyplastics Technical Solution Center. Suzuki Motor’s Expansion in India: Suzuki Motors Corporation and Its Overseas Business. Suzuki’s Business in India. Supply Chain Creation and Local Development Infrastructure. India’s Automotive Industry: Huge Opportunities and Increasing Competition. |
| *9* | *Topic 9. Strategies Integration of International Corporations at the Global Level.*  Main Points of This Text and Remaining Topics. Knowledge Management in Global Corporations. Diversity in Overseas Entities. Organizational Structure Within Global Corporations. |

# Self-work

*The student's independent self work includes such components as preparation for current surveys, preparation for practical classes, in particular preparation of thematic tasks in the term specified by the teacher, preparation for modular control work, for an exam.*

# Policy and control

# Policy of academic discipline (educational component)

***Violation of deadlines and incentive points***

|  |  |
| --- | --- |
| *Encouragement points* | |
| *Criterion* | *Weight score* |
| *Writing a thematic scientific article* | *10 points* |

***Attending classes***

*Attendance at lectures, practical classes, as well as absence from them, is not evaluated. However, students are encouraged to attend classes because they are taught theoretical*

*material and develop the skills needed to complete a semester individual assignment. The grading system is focused on obtaining points for student activity, as well as performing tasks that are able to develop practical skills and abilities.*

***Evaluation control measures missed***

*The task, which is submitted for inspection in violation of the deadline, is evaluated taking into account the penalty points.*

*In case of omission for a good reason of the lesson in which the control event took place,*

*- testing can be written another day on an individual schedule;*

*- thematic tasks are performed remotely, stored on google disk and defended in person at the next class.*

***Procedure for appealing the results of evaluation control measures***

*Students have the opportunity to raise any issue related to the control procedure and expect it to be addressed according to predefined procedures.*

*Students have the right to challenge the results of the control measures, but it is obligatory to explain, with which criterion they do not agree according to the assessment letter and / or comments.*

***Calendar boundary control***

*Intermediate attestation of students (hereinafter - attestation) is a calendar boundary control. The purpose of the certification is to improve the quality of student learning and monitor the implementation of the schedule of the educational process by students.*

|  |  |  |
| --- | --- | --- |
| Criterion | 1st attestation | 2nd attestation |
| Term of certification | 8th week | 14th week |
| The condition for obtaining certifications is the current rating | ≥ 15 points | ≥ 30 points |

***Academic integrity***

*The policy and principles of academic integrity are defined in Section 3 of the Code of Honor of the National Technical University of Ukraine "Kyiv Polytechnic Institute named after Igor Sikorsky". Details: <https://kpi.ua/code>.*

***Norms of ethical behavior***

*Norms of ethical behavior of students and employees are defined in Section 2 of the Code of Honor of the National Technical University of Ukraine "Kyiv Polytechnic Institute named after Igor Sikorsky". Details: <https://kpi.ua/code>.*

***Education in English***

*There is a possibility of conducting lectures and practical classes in English, which will help to master the professional terminology of the original language. The number and schedule of English classes are agreed by the teacher with students at the beginning of the semester.*

***Extracurricular activities***

*Participation in conferences, forums, round tables, etc. is envisaged within the study of the discipline.*

***8. Types of control and rating system for assessing learning outcomes***

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| *№* | | *Evaluation control measure* | *%* | | *Weight score* | *Quantity* | *Total* |
| *1.* | | *Thematic task* | *35* | | *5* | *7* | *35* |
| *2.* | | *Modular test* | *15* | | *15* | *1* | *15* |
| *3.* | | *Individual task (scientific work)* | *10* | | *10* | *1* | *10* |
| *4.* | | *Exam* | *40* | | *40* | *1* | *40* |
|  | | *Total score* | | | | | *100* |
| ***Semester certification of students*** | | |

|  |  |  |
| --- | --- | --- |
| *Prerequisite for admission to the exam* | | *Criterion* |
| *1* | *Current rating* | *RD ≥ 60 % from the maximum number of points per semester before the exam (60\*0,5=30 points).* |
| *2* | *Individual task* | *Task completed, no plagiarism* |
| *3* | *Modular control work* | *The work is done* |

***Possibility to receive a grade "automatically":*** *yes, in case of receiving a rating for the semester**RD ≥ 60 % from the maximum number of points (60 points and above).*

Table of correspondence of rating points to grades on the university scale:

|  |  |
| --- | --- |
| *Scores* | *Rating* |
| 100-95 | Excellent |
| 94-85 | Very good |
| 84-75 | Good |
| 74-65 | Satisfactorily |
| 64-60 | Enough |
| Less than 60 | Unsatisfactorily |
| Admission conditions are not met | Not allowed |

# Additional information on the discipline (educational component)

*An example of an individual task and the criteria for its evaluation are presented in Annex A.*

*An example of a modular test is presented in Annex B.*

**Work program of the discipline (syllabus):**

**Conducted by** Professor of Industrial Marketing Department, Doctor of Economics

Liudmyla SHULHINA

**Approved** by the Department of International Economics (protocol № 11 of 26.05.2021)

**Agreed** at the Methodical Commission of the faculty (protocol № 10 from 15.06.2021)

*Annex A*

***INDIVIDUAL TASK IN THE DISCIPLINE***

***“Strategies of International Corporations Development”***

***AND THE SYSTEM OF ITS EVALUATION***

1. *Based on an in-depth study of the course topics, select the problem that most interests the student and explore it using all available sources.*
2. *Present the results of research conducted by the student in the abstracts of reports for participation in one of the conferences or write a scientific article for a collection of scientific papers.*
3. *Participate in discussions at one of the scientific-practical conferences, having previously agreed on the choice of conference and the topic of the presentation with the teacher. Or publish an article in a rated scientific journal after consultation with the teacher.*

***Format, Structure and Volume:*** *According to the requirements of the conference organizers or the editorial board of the scientific journal.*

***THE EVALUATION SYSTEM***

|  |  |
| --- | --- |
| *Component of the assessment* | |
| *Criterion* | *Points* |
| *Completeness of coverage of answers to component tasks* | *5* |
| *The amount of information sources used* | *1* |
| *The level of expression of the author's own opinion* | *2* |
| *Saturation of graphic and analytical material* | *2* |
| *Total score* | *10* |

*Annex B*

***Assignment of the modular test***

*The main purpose of the test is to establish an integrated level of students' acquisition of theoretical knowledge and skills based on the results of studying sections of the discipline. During the mastering of the material students are offered to solve the problem of one modular test, which consists of five open theoretical questions considering practical problems.*

***A typical task***

1. What reasons of Products and Services for “Good-Enough” Product Markets Developing do you know?
2. Which figures are analyzed to define Competitiveness Rankings in IMD’s World Competitiveness Yearbook?
3. Which Alliance Forms and Management Methods do you know?
4. On the base of affordable information, Evaluate Merits and Demerits of Foreign R&D Centers.
5. Define the Role of Knowledge Management in Global Corporations.

***THE EVALUATION SYSTEM***

|  |  |
| --- | --- |
| *Component of the assessment* | |
| *Criterion* | *Points* |
| *Completeness of coverage of answers to component tasks* | *10* |
| *Accuracy and logic of material presentation* | *5* |
| *Total* |  |