**Правительство Российской Федерации**

**Федеральное государственное автономное образовательное учреждение высшего профессионального образования   
"Национальный исследовательский университет   
"Высшая школа экономики"**

**Факультет мировой экономики и мировой политики**

**Программа дисциплины**

**«Международные корпорации в глобальной среде»**

**«International Corporations in Global Environment»**

для направления 38.03.01 «Экономика» подготовки бакалавра

Автор программы:

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Председатель

Утверждена УС факультета мировой экономики и мировой политики «\_\_\_»\_\_\_\_\_\_\_\_\_\_\_\_\_2015 г.

Ученый секретарь \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Москва, 2015

*Настоящая программа не может быть использована другими подразделениями университета и другими вузами без разрешения кафедры-разработчика программы.*

**National Research University - Higher School of Economics**

**Department of World Economy and International Affairs**

**Course Syllabus**

**International Corporations in Global Environment**

Bachelor «Economics » (38.03.01)

Author of the Course Syllabus - Natalia Karpova, PhD, Associate Professor

MOSCOW 2015

1. **Course description**
2. **Title of a Course** - “**International Corporations in Global Environment**”
3. **Pre-requisites**. None, formally – however, the course “**International Corporations in Global Environment**” assumes some basic knowledge of Economics, as well as major issues of the course “World Economy”. Management and Marketing courses as a ground are strongly desirable.

A good command of written and spoken English is required.

1. **Course Type** - compulsory, elective, optional.
2. **Abstract**

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 (MNCs and TNCs), as well as non-equity alliances, groups and other agreement-based international entities, becoming popular 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.

1. **Learning Objectives**

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

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

1. To make overview of main actors, stakeholders and motives of international companies (mainly, MNCs and TNCs) activities in global environment;
2. To understand core principles, ideas and instruments of international business;
3. Identify the main processes and trends taking place in global environment;
4. Coach and consult students in research projects;
5. Motivate for excellent results of research projects and its presentations in-class.
6. **Learning Outcomes**
7. To enhance problem-solving skills in international business by offering a set of analytical tools (i.e., frameworks, concepts, models, and techniques);
8. To form clear structure of basic ideas of the key topics of the course;
9. To give understanding of business activities in different branches and sectors;
10. To give you an opportunity to refine oral and written communication skills, as well as ability to work effectively in a team, i.e. improve the skills which are essential to a business career.
11. **Course Plan**

**Total: 40 hours**

**Lectures - 20 hours**

**Seminars - 20 hours**

**Week 1**

Globalization of world economy. Turbulences, crises and contradictions of global economy. Evolution and role of international corporations in global economic landscape and environment.

*Lecture*

**Week 2**

The World of International Company: External and Internal Business Environment. Actors and Stakeholders. Mission and Vision.

*Lecture*

**Week 3**

Growth of international corporations. World investment activity of MNCs: scale, direction, geopolitical consequences. Mergers and acquisitions in global economy.

*Lecture*

**Week 4**

Organizational structures and formats. Equity and non-equity development. Strategic alliances and groups.

*Seminar*

**Week 5**

Managing international companies in turbulent and changing global environment. Strategies and instruments of global competition.

*Seminar*

**Week 6**

The role of information and communications technologies.

*Seminar*

**Week 7**

Ways of development and perspectives of the Russian international companies.

*Seminar*

**Week 8**

The cultural and cross-cultural aspects and challenges of international business.

*Seminar*

**Week 9**

Corporate social responsibility. Problems of leadership.

*Lecture*

**Week 10**

International corporations and the future of world economy.

*Lecture*

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9. **Grading System**

***The grading*** (in 10-scale).

Grading consists of three elements:

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

The course amounts to 4 ECTS credits.

**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.

1. **Scope of Research (25 000-40 000 symbols)**

The scope and consistency of research could be discussed with a teacher in order to balance interest, 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 trasnationality 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?
90. **Grading System**

***The grading*** (in 10-scale).

Grading consists of three elements:

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

The course amounts to 4 ECTS credits.

1. **Guidelines for Knowledge Assessment**

To be determined.

1. **Special Equipment and Software Support**

Standard technical equipment (PC+CPr) and requirements, including Wi-Fi access.

1. **About the Lecturer**

Natalia S. Karpova, Ph.D.,

[**http://www.hse.ru/lingua/en/org/hse/ibiz/staff**](http://www.hse.ru/lingua/en/org/hse/ibiz/staff)**,** [**http://www.hse.ru/org/persons/69809/**](http://www.hse.ru/org/persons/69809/)