Doctoral Seminar on

**International Management Theory and Research - Business 9703b**

January to April 2018

Professor Paul Beamish

**Wednesday: 1:00 p.m. – 4:00 p.m.**

Room 3102

**SYLLABUS**

**OBJECTIVES**

This course examines the theoretical evolution and scope of international management theory and research - both as a distinct field of inquiry and as an interdisciplinary resource. The course builds upon concepts first presented in the Seminar in Research Methodology and the Foundations of Management course, and supplements the various functional level Special Fields offerings.

The course is organized into two, overlapping areas. The first part of the course explores the various underlying theories used to understand international business - including their assumptions and limitations. The second part examines some of the unique research methodology issues present in international studies.

The course evaluation has been designed to accommodate, and benefit from, the different functional orientations of the doctoral candidates participating in the course. Both teaching and research related contributions are required.

As with most doctoral level seminars, the teaching approach used will be discussional, based in part on required reading of up to 100 pages per class.
PLAGIARISM / ACADEMIC INTEGRITY
Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf

All required papers may be subject to submission for textual similarity review to the commercial plagiarism-detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (http://www.turnitin.com).”

HEALTH AND WELLNESS
As part of a successful graduate student experience at Western, we encourage students to make their health and wellness a priority. Western provides several on campus health-related services to help you achieve optimum health and engage in healthy living while pursuing your graduate degree. For example, to support physical activity, all students, as part of their registration, receive membership in Western’s Campus Recreation Centre. Numerous cultural events are offered throughout the year. Please check out the Faculty of Music web page http://www.music.uwo.ca, and our own McIntosh Gallery http://www.mcintoshgallery.ca. Information regarding health- and wellness-related services available to students may be found at http://www.health.uwo.ca.

Students seeking help regarding mental health concerns are advised to speak to someone they feel comfortable confiding in, such as their faculty supervisor, their program director (graduate chair), or other relevant administrators in their unit. Campus mental health resources may be found at http://www.health.uwo.ca/mental_health/resources.html.

To help you learn more about mental health, Western has developed an interactive mental health learning module, found here: http://uwo.ca/health/mental_wellbeing/education/module.html. This module is 30 minutes in length and provides participants with a basic understanding of mental health issues and of available campus and community resources. Topics include stress, anxiety, depression, suicide and eating disorders. After successful completion of the module, participants receive a certificate confirming their participation.
### BUSINESS 9703a – COURSE SCHEDULE OVERVIEW – Winter 2018

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wed. Jan. 10</td>
<td>Institutional Context of the Course</td>
</tr>
<tr>
<td>2</td>
<td>Wed. Jan. 17</td>
<td>Historical Context and Definitions</td>
</tr>
<tr>
<td>3</td>
<td>Wed. Jan. 24</td>
<td>Coming to Grips With What is International Business</td>
</tr>
<tr>
<td>4</td>
<td>Wed. Jan. 31</td>
<td>Economic Theories: Their Assumptions and Limitations</td>
</tr>
<tr>
<td>5</td>
<td>Wed. Feb. 7</td>
<td>Behavioural Theories: Their Assumptions and Limitations</td>
</tr>
<tr>
<td>6</td>
<td>Wed. Feb. 14</td>
<td>Political Theories: Their Assumptions and Limitations</td>
</tr>
<tr>
<td></td>
<td>Wed. Feb. 21</td>
<td>No Class</td>
</tr>
<tr>
<td>7</td>
<td>Wed. Feb. 28</td>
<td>Networks, Joint Ventures and Alliances</td>
</tr>
<tr>
<td>8</td>
<td>Wed. March 7</td>
<td>Internationalization, Multinationality, Geographic Diversification</td>
</tr>
<tr>
<td>9</td>
<td>Wed. March 14</td>
<td>• Conducting International Field Research</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Analyzing Award Winning International Doctoral Dissertations</td>
</tr>
<tr>
<td>10</td>
<td>Wed. March 21</td>
<td>• Cross National Research Teams/International Interdisciplinary Research</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Conducting Large Sample International Research. (Those of you using the Toyo Keizai data set should be prepared to talk about your experience.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Future Research Prospects</td>
</tr>
<tr>
<td>11</td>
<td>Wed. March 28</td>
<td>• The Journal Review Process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Publishing Strategies for International Research</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Pre-Submission Checklists</td>
</tr>
<tr>
<td>12</td>
<td>Wed. April 4</td>
<td>Functional Area Perspectives and Presentations on International Heritage</td>
</tr>
</tbody>
</table>
(1) In-class participation. You are expected to contribute to our discussion on a regular basis.

(2) Write an international business oriented paper. Do A, or B.

(A) International Research: Empirical Contributions
Write a Research Note (maximum 18 double spaced pages), or Article (maximum 30 double spaced pages), suitable for submission to a conference using one of the databases we are making available to you. These databases deal with (A) Japanese Foreign Direct Investment (FDI) on a global basis (hereafter known as the Toyo Keizai TK data), (B) SDC Platinum JV and Alliance database (C) The Hassle Factor dataset. There are conditions of use attached to these datasets. Use of other international data sets is also quite acceptable, but please discuss with me first.

OR

(B) International Research: Replication
Take an existing research questionnaire (developed either by a current Ivey faculty member or past Ivey doctoral) and with their agreement (and perhaps assistance) arrange for it to be administered in another country. You may have to translate it. Draft a short paper (under 20 pages double spaced) which highlights how the preliminary results compare with the findings in the original study, and why differences were observed.

All papers are due by the start of our second last class. (While we expect that some of these papers will be eventually publishable, they should not be submitted anywhere until after you have received feedback.)

(3) The Internationalization of the MBA/HBA program Do either (A),(B),(C) or (D) below. This portion of your overall grade will be determined in consultation with the relevant discipline area faculty.

A) Ivey Publishing has on their website (https://www.iveycases.com) a system called Case Mate whereby for certain textbooks they tell you which Ivey cases might be suitable for use with the chapters in that book. For any business textbook of your choosing but preferably from within your functional area (which was not published in Canada and for which a Case Mate does not already exist), select at least one (for books with over 20 chapters) or two Ivey cases per chapter which would be a suitable fit. In the past Ivey Publishing has had a stock of books requiring case mates. It can be reached at cases@ivey.uwo.ca.

(B) Each student is required to provide a teaching package (lecture and/or case material) to his/her area group for internationalizing at least two classes in an MBA/HBA elective or required course of your choosing. This package must identify the class sessions to be replaced, the new material to be used, the theory-based rationale for the new sessions and the fit with overall course design. You are not expected to write a case or personally develop a new lecture for this! Before finalizing case selection you
should verify with Ivey Publishing, that said case(s) are not already being used elsewhere in the same program.

(C) Develop a course outline for a full international elective (20 sessions) or ‘mini’ elective (10 sessions) in your functional area.

(D) Develop a strategy for the introduction of an Ivey case course to a non-English language, industrialized market.

(E) Write a teaching note for any “international” case registered in the current collection at Ivey from 2014 or earlier which does not already have one.

**Note:** Most students select 2A and 3A.
ASSIGNMENT FOR CLASS #1: WEDNESDAY, JANUARY 10, 2018

INSTITUTIONAL CONTEXT OF THE COURSE

Readings (for background on some of Ivey’s international activities).

Go to https://www.ivey.uwo.ca/internationalbusiness/ and review the various elements of the International Business Institute website.

Ivey Teaching Materials Directory. Skim. You should review carefully however the description/abstracts of those international cases from your area of interest. This database is on-line at https://www.iveycases.com

– Inspection copy available at http://www.elsevier.com/wps/find/journaldescription.cws_home/133/description


– Posted in Learn

2-page table: Papers Re Characteristics and Performance of JVs and JFDI
– Posted in Learn

Selecting the Appropriate Institutional Internationalization Initiatives
– Posted in Learn

Questions

Based on the above readings, how international is Ivey relative to other leading business schools in terms of student body, faculty composition and writings. How does reality compare with reputation?

In which direction(s) should Ivey be proceeding with respect to internationalization? How much focus on internationalization is appropriate?
Optional Assignment

Using Google Scholar (http://scholar.google.ca/), do an analysis of the number of publications for several faculty members of your choice, the number of citations of their work, and the proportion of their articles and citations which are international in nature. As noted earlier, a list of all faculty refereed articles is available at https://www.ivey.uwo.ca/research/publications/, then click on Refereed Abstract Search. In addition, most faculty CV's are on reserve in the library and biographical information is currently available through the web at: http://www.ivey.uwo.ca/faculty/.
HISTORICAL CONTEXT AND DEFINITIONS

Reading

Questions
Has ‘the fracturing of the nation state’ (p.16) occurred?

Has the original form of multinational enterprise (p.17) exited? Is the trading company the MNE of the future?

“Is academic thought and teaching again lagging reality?”

Reading

Questions
How important is a unifying paradigm to international business as an academic discipline?

How important is it to achieve a role in influencing government policymaking?

Reading

Question
What is your assessment of the future of I.B. education?

Reading

Question
The author does “not find a continuum between the firm and market” (p.92). If not a continuum, what?

Reading

Question
Why have the two literatures developed separately?
Reading

Reading
Bartlett, C.A. and Paul W. Beamish, 2014, PowerPoint slides to accompany *Transnational Management: Text, Cases, and Readings in Cross-Border Management, 7/E*  
– Posted in Learn.
ASSIGNMENT FOR CLASS #3: WEDNESDAY, JANUARY 24, 2018

PART I: COMING TO GRIPS WITH WHAT IS INTERNATIONAL BUSINESS

Reading

Questions
Which countries best reflect the ideologies of liberalism, nationalism and Marxism?

Prices for many basic goods were increased 5-fold in January 1992 in the former USSR. This new market-oriented liberal perspective had been advocated by American economists serving as advisors. What are the implications for the people of the ex-USSR of such a fundamental ideological shift?

Assignment
Bring to class a brief (one- two page) statement of what you consider would be a “workable” and “acceptable” framework for conceptualizing the field of international business. (This should include: (1) the domain of international business, and (2) the phenomena and relationships to be investigated.) We will use these frameworks to attempt to define the overarching domain of international business inquiry (scope), its sub-parts (topics), its legitimacy, and its central and secondary perspectives. This review and the conclusions we reach are tentative. They will change as we develop our theme during the remainder of the semester. A possible reading to consider as you prepare this is: Toyne, B. 1989. International Exchange: A Foundation for Theory Building in International Business, JIBS, Spring: 1-17.

Reading

Question
Which attribute dimensions will have the greatest impact on MNE operations?

Reading

Question
What could you say in a 5-minute critique of this view?

Reading
Ghemawat, Pankaj, 2007, “Why the World Isn’t Flat”, Foreign Policy, March/April, pg. 54-60.

Question
So who is right: Friedman or Ghemawat?
PART II: THE DOMINATION OF ECONOMIC LIBERALISM: THE START

Reading

Question
How have Coase’s observations held up after 79 years? What are the implications for any theory of the multinational firm?

Reading

Questions
At what point does the corporation become so large that its internal dealings begin to resemble those within the open market it replaced?

Why have large corporations consciously moved towards an international perspective much faster than governments? (p.44)

The worst potential abuses of domestic seller concentration have been reduced over the past few decades by permitting international competition. What solution will be required in the future?

How have Hymer’s thesis observations stood the test of time?
ASSIGNMENT FOR CLASS #4: WEDNESDAY, JANUARY 31, 2018

ECONOMIC THEORIES: THEIR ASSUMPTIONS AND LIMITATIONS

PART I: THE DOMINATION OF ECONOMIC LIBERALISM: THE MIDDLE GROUND (VERNON)

Reading

Questions
(1) “…the innovations of firms headquartered in some given market tend to reflect the characteristics of that market” (p. 256). Does this statement apply to Canada?

(2) What, if anything, does Vernon’s Product Cycle hypothesis have to say about the migration of jobs from north to south within North America? and then to China? and then to …?

Reading

Question
(3) What are the essential similarities and differences between the “product cycle hypothesis” and the Uppsala “internationalization process model”?

PART II: THE DOMINATION OF ECONOMIC LIBERALISM: MORE RECENT DEVELOPMENTS (DUNNING)

Reading


FYI, for details regarding a special journal issue re OLI, see http://www.emeraldinsight.com/journals.htm?issn=1525-383X&volume=18&issue=2&PHPSESSID=1slclv39hrur9a6igmccr9djq4

Question
(4) From your functional perspective, how useful is the eclectic paradigm?
Supplementary Readings (OPTIONAL)


For a good summary of the foundational IB theories to help you gain a better grounding for the empirical studies you may undertake, see:


- one page summary posted in Learn
ASSIGNMENT FOR CLASS #5: WEDNESDAY, FEBRUARY 7, 2018

BEHAVIORAL THEORIES: THEIR ASSUMPTIONS AND LIMITATIONS

PART I

Reading


Question
What happened to the manager in International Business research?

PART II

Reading

Questions
How much progress has been observed in moving away from ethnocentric management theories?

Do national cultures change over time?

Which, if any, of Hofstede's conclusions or interpretations would you challenge?

Reading

Question
What are the relative costs of conducting cross-cultural research for each of the six approaches outlined?

Reading

Question
What is the difference between “country effects” and “cultural effects”?
Supplementary Readings (OPTIONAL)

ASSIGNMENT FOR CLASS #6: WEDNESDAY, FEBRUARY 14, 2018

POLITICAL THEORIES: THEIR ASSUMPTIONS AND LIMITATIONS

Reading

Questions
Why is this paper misidentified?

Various authors, including Boddewyn, have suggested that the dominant economic models of the MNE are incomplete. Is a comprehensive model of the MNE -- one which incorporates culture (Adler), “political” behaviour, etc., - possible?

Reading

Question
“I.B. theory needs to re-focus its analysis on the relationships between international firms and Governments”, (p.120). Comment.

Reading

Question
How effective have the governments of developed countries (p.262) been at “manipulating corporations for their own particular interests”?

Reading

Question
What are the implications of dependencia (p.15) and the “obsolescing bargain” for any theory of the multinational enterprise?

Reading

Question
Will the government -- MNE relationship continue to be one which “stagers on”? (p.154)
Supplementary Readings


ASSIGNMENT FOR CLASS #7: WEDNESDAY, FEBRUARY 28, 2018

NETWORKS

Reading

Question
Identify the strengths and weaknesses of the proposed network theory of the multinational enterprise?

JOINT VENTURES AND ALLIANCES

Reading

Question
Compare and contrast Buckley and Casson’s concept of cooperation with the network approach.

Reading

OR


Questions
The first paper received the 1997 *JIBS* Decade Award. Why?
The second paper is among the most cited articles from *AMR* in 1997. Why?

Presentation
Programmatic Doctoral Research: The Ivey Alliance Stream

Reading
- posted in Learn

Optional
INTERNATIONALIZATION, MULTINATIONALITY, GEOGRAPHIC DIVERSIFICATION

Reading

Question
What is the difference between internationalization, multinationality and geographic diversification?

Readings


Question
What are the major differences between international SMEs and the diversified MNCs which Doz and Prahalad focus on?

Reading

Question
“The study of international competition is, in large part, the study of comparative management and societal institutions among countries”, (p.44).

In contrast to this statement, in The Competitive Advantage of Nations, Porter argues that it is the existence of intense levels of competition which ultimately determines a country’s prosperity. (See the five Figures from his book.)

Figure 3-5 The Complete System
Figure 4-1 Influences on Factor Creation
Figure 4-2 Influences on Home Demand Conditions
Figure 4-3 Influences on the Development of Related and Supporting Industries
Figure 4-4 Influences on Domestic Rivalry
-Posted in Learn

What do each of these views suggest to (Canadian) public policy makers in order to ensure economic prosperity?
Reading

Question
Assess the methodology and conclusions of this paper. Are the findings generalizable to all international alliances?

Supplementary Readings (OPTIONAL)
ASSIGNMENT FOR CLASS #9: WEDNESDAY, MARCH 14, 2018

During this session we are going to examine the research methodologies adopted by some of the many Ivey finalists and winners in the Academy of International Business Doctoral Dissertation Competitions and Academy of Management Dissertation Award in International Management. As well, we will examine how to conduct international field research.

Reading
Thesis abstracts for Inkpen, Delios, Dhanaraj, Chung, Kistruck, Sartor and Hasse.

Questions
What are the strengths and weaknesses of the methodologies used by each?

What change, if any, would have most improved the confidence we could place in their findings?

Reading

Question
The author has suggested we should be proud (p.71) about our progress in cross-cultural research. Do you agree?

Reading

Question
Which of the eight problems associated with international field research presents the greatest difficulty? Are there other problems which should have also been discussed in this article?

Reading

Question
Does this reviewer provide a fair assessment of the book author’s methodology?

Reading
International Alliances-Related Doctoral Dissertations at Ivey.

Supplementary Reading
ASSIGNMENT FOR CLASS #10: WEDNESDAY, MARCH 21, 2018

I. CROSS NATIONAL RESEARCH TEAMS/INTERNATIONAL INTERDISCIPLINARY RESEARCH

Reading

Question
What does this article imply for the future of international interdisciplinary research? What challenges likely existed in organizing the data collection for Porter’s “Competitive Advantage of Nations”?

Reading

Question
Should multicultural projects be a required part of this course?

Reading

II. CONDUCTING LARGE SAMPLE INTERNATIONAL RESEARCH

Reading

For this section of class we will discuss the pros and cons of conducting large sample international research, using both proprietary and publicly available data, that is collected on both a one-time and on-going basis.
### Large Sample International Data Bases

<table>
<thead>
<tr>
<th>From Proprietary Data Collection</th>
<th>From Publicly Available Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Time Data Collection</td>
<td>i.e. see Stopford, Dunning and Haberich, <em>The World Directory of Multinational Enterprises</em> (in library)</td>
</tr>
<tr>
<td>i.e. see Hofstede article (previously assigned)</td>
<td>i.e. see Toyo Keizai (see JFDI publications list)</td>
</tr>
<tr>
<td>On-Going Data Collection</td>
<td>i.e. Harvard Multinational Enterprise Project (see attached reading)</td>
</tr>
</tbody>
</table>

### III. FUTURE RESEARCH PROSPECTS

**Readings**


**Question**

What are the future prospects for International Business research?
(1) THE JOURNAL REVIEW PROCESS

Presentations on the Journal review process (JIBS) and Reducing Your Rejection Rate.

-Posted in Learn

(2) PUBLISHING INTERNATIONAL RESEARCH

For this section of class, we will look at strategies for publishing international research from both personal and Promotion and Tenure Committee perspectives. We will discuss this subject in terms of outlets, volume, orientation, focus, co-authors and timing. Please familiarize yourself with the publications noted in my CV which was distributed at the beginning of term. We will review the strengths and weaknesses of the publishing strategy contained therein.

Reading

Reading
Reviewer Guidelines for the International Management Division, January 2004.

(5) PRE-SUBMISSION CHECKLISTS

Several lists of writing tips will be provided
ASSIGNMENT FOR CLASS #12: WEDNESDAY, APRIL 4, 2018

FUNCTIONAL AREA PERSPECTIVES AND PRESENTATIONS ON INTERNATIONAL HERITAGE