Doctoral Seminar on

International Management Theory and Research - Business 9703a

September to December 2023

Professor Paul Beamish
Monday: 9:00 a.m. – 12:00 p.m.
Room 2316

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 – Fall 2023

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mon. Sep. 11</td>
<td>Institutional Context of the Course</td>
</tr>
<tr>
<td>2</td>
<td>Mon. Sep. 18</td>
<td>Historical Context and Definitions</td>
</tr>
<tr>
<td>3</td>
<td>Mon. Sep. 25</td>
<td>Coming to Grips with What is International Business</td>
</tr>
<tr>
<td>4</td>
<td>Mon. Oct. 2</td>
<td>Economic Theories: Their Assumptions and Limitations</td>
</tr>
<tr>
<td>5</td>
<td>Mon. Oct. 16</td>
<td>Behavioural Theories: Their Assumptions and Limitations</td>
</tr>
<tr>
<td>6</td>
<td>Mon. Oct. 23</td>
<td>Political Theories: Their Assumptions and Limitations</td>
</tr>
<tr>
<td>7</td>
<td>Mon. Oct. 30</td>
<td>Networks, Joint Ventures and Alliances</td>
</tr>
<tr>
<td>8</td>
<td>Mon. Nov. 6</td>
<td>Internationalization, Multinationality, Geographic Diversification</td>
</tr>
</tbody>
</table>

### METHODOLOGY ISSUES

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Mon. Nov. 13</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>Thurs. Nov. 20</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>Thurs. Nov. 27</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>Thurs. Dec. 4</td>
<td>Functional Area Perspectives and Presentations on International Heritage</td>
</tr>
</tbody>
</table>
EVALUATION (each for 33.3% of grade)

(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), or (C).

   **(A) Develop a course outline for a full international elective (20 sessions) or ‘mini’ elective (10 sessions) in your functional area which is not already being offered at Ivey.**

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

   **(C) Develop a list of the 10 most appropriate already published Ivey cases for use in an I.B. or other course within any emerging market. If you select a country within the 39 Countries Initiative, your final list will be posted on the 39 Countries Initiative website. Provide a rationale for the cases selected.**
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. Review the description/abstracts of those international cases from your area of interest. This database is on-line at https://www.iveycases.com


– 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/.
ASSIGNMENT FOR CLASS #2: MONDAY, SEPTEMBER 18, 2023

HISTORICAL CONTEXT AND DEFINITIONS

Reading


Question
These papers comprehensively discuss the evolution of the IB field. Is IB history solely a context, or does it actually matter?

Reading


Questions
Is IB different from other disciplines, such as organizational behaviour, strategic management, and entrepreneurship? Is it uniquely complex?

“Is academic thought and teaching again lagging reality?”

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

Reading
PART I: COMING TO GRIPS WITH WHAT IS INTERNATIONAL BUSINESS

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.

Readings


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?

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
Readings


Questions
How have Coase’s observations held up? What are the implications for any theory of the multinational firm?

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?
ASSIGNMENT FOR CLASS #4: MONDAY, OCTOBER 2, 2023

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: LATER DEVELOPMENTS (DUNNING)

Readings


Question
(4) From your functional perspective, how useful is each perspective?

ASSIGNMENT FOR CLASS #5: MONDAY, OCTOBER 16, 2023
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”?

ASSIGNMENT FOR CLASS #6: MONDAY, OCTOBER 23, 2023
POLITICAL THEORIES: THEIR ASSUMPTIONS AND LIMITATIONS

Readings


Questions
How does Political Geography inform I.B.?
Which political strategy is most likely to be used by MNE subsidiaries?
Is de-globalization a temporary stage, or the new reality?
Is DFA a useful methodology for I.B. scholars?

Reading

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

Supplementary Readings
See Journal of International Business Policy for additional articles.
ASSIGNMENT FOR CLASS #7: MONDAY, OCTOBER 30, 2023

NETWORKS

Reading

Question
Identify the strengths and weaknesses of networks.

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
ASSIGNMENT FOR CLASS #8: MONDAY, NOVEMBER 6, 2023

INTERNATIONALIZATION, MULTINATIONALITY, GEOGRAPHIC DIVERSIFICATION

Readings


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

How important are supranational regional institutions in explaining firm internationalization?

Readings


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

Reading

Questions
“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?

ASSIGNMENT FOR CLASS #9: MONDAY, NOVEMBER 13, 2023
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?

**Readings**


**Question**

Which of these three articles do you find most useful? Why?

**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? Are these problems still relevant 35 years after they were identified?

**Reading**

International Alliances-Related Doctoral Dissertations at Ivey. Summary will be distributed.
I. CROSS NATIONAL RESEARCH TEAMS/INTERNATIONAL INTERDISCIPLINARY RESEARCH

Readings


Questions
What do these articles imply for the future of international interdisciplinary research? What challenges likely existed in organizing the data collection for Porter’s “Competitive Advantage of Nations”? Is there a preferred career stage when a faculty member should engage in international interdisciplinary research?

II. CONDUCTING LARGE SAMPLE INTERNATIONAL RESEARCH

Reading

-Posted in Learn

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.

<table>
<thead>
<tr>
<th>Large Sample International Data Bases</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Proprietary Data Collection</td>
</tr>
<tr>
<td>One Time Data Collection</td>
</tr>
<tr>
<td>On-Going Data Collection</td>
</tr>
</tbody>
</table>
III. FUTURE RESEARCH PROSPECTS

Reading

Question
Which opportunities exist for research on Outliers?

Readings

Question
What are the future prospects for International Business research? Which principles from the readings do you find most useful?
ASSIGNMENT FOR CLASS #11: MONDAY, NOVEMBER 27, 2023

(1) THE JOURNAL REVIEW PROCESS

Presentations will be forwarded to you 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 perspectives 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.

(3) PRE-SUBMISSION CHECKLISTS

Several lists of writing tips will be provided

(4) PUBLISHING FOR PRACTITIONER IMPACT

Reading
ASSIGNMENT FOR CLASS #12: MONDAY, DECEMBER 4, 2023

FUNCTIONAL AREA PERSPECTIVES AND PRESENTATIONS ON INTERNATIONAL HERITAGE