

Doctoral Seminar on Special Topics in International Business III

NTU-GSM, Fall 2009

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Class: Room. 814, GSM Building 1

Time: Wed, 2:20-5:20

Teaching Goals:

This is the elective course in the International Business Ph.D. program, designed to introduce students to new key areas of research in International Business studies. The principal focus is on broader IB research issues such as Offshoring, Global R&D and Innovation, Knowledge Management within the Multinational Corporations, Cultural Implications on International Business, and Global M&As.

The course will follow a research seminar format, based on academic papers. A student project, based on analyzing the main themes outlined in the course lecture and reading lists is another major component. This exercise will aid Ph.D. students in learning about current paradigm and getting a feel on independent research in IB fields.

Course Objectives:

The objectives of this course are...

- To provide the students with a in-depth review of International Business research.
- To familiarize the students with the basic theoretical, conceptual, empirical, and methodological traditions in the field.
- To enable the students to develop the skills necessary to evaluate, critique, and contribute academic papers to the field.

Methods of Evaluation:

Each student will undertake or participate in the following tasks:

1. For each meeting, each student is assigned one reading to summarize in a two to three page report. Student shall submit 3 individual reports during the course, and make for

mal presentation and critique of the paper, and leading a 15-20 minute discussion on each paper in class. The content of the reports and the quality of the student presentations will be graded. (40 %)

2. Through the semester, students will individually research an International Business topic. A comprehensive research paper is required. You are asked to write a theory review and/or empirical research paper concerning an International Business issue treated in this course. Term papers should not exceed 25 pages. The title for the term paper must be chosen from the titles associated with a particular class topic. All students will give a presentation on their chosen topic to the class towards the end of the semester (1-2 weeks prior to the submission of the paper). Assessment will be 20% for the presentation, and 40% for the paper.

Course Schedule and Session Topics:

Topic 1: Offshoring

1. Arie Y Lewin, Silvia Massini and Carine Peeters, “Why are companies offshoring innovation? The emerging global race for talent”, *Journal of International Business Studies*, 40: 901-925.
2. Dante Di Gregorio, Martina Musteen and Douglas E Thomas, “Offshore outsourcing as a source of international competitiveness for SMEs”, *J Int Bus Stud* 40: 969-988.
3. Srilata Zaheer, Anna Lamin and Mani Subramani, “Cluster capabilities or ethnic ties? Location choice by foreign and domestic entrants in the services offshoring industry in India”, *J Int Bus Stud* 40: 944-968.
4. Doh, J. P. 2005. Offshore outsourcing: Implications for international business and strategic management theory and practice. *Journal of Management Studies*, 42(3): 695–704.
5. Henley, J. 2006. Outsourcing the provision of software and IT-enabled services to India: Emerging strategies. *International Studies of Management and Organization*, 36(4): 111–131.
6. Kshetri, N. 2007. Institutional factors affecting offshore business process and information technology outsourcing. *Journal of International Management*, 13(1): 38–56.
7. Kuldeep Kumar, Paul C van Fenema and Mary Ann von Glinow, “Offshoring and the global distribution of work: Implications for task interdependence theory and practice”, *J Int Bus Stud* 40: 642-667;

Topic 2: Global R&D and Innovation

1. Manning, S., Lewin, A. Y., & Massini, S. 2008. The globalization of innovation: A dynamic perspective on offshoring. *Academy of Management Perspectives*, 22(3): 35–54.
2. Ravi Madhavan, Akie Iriyama, “Understanding global flows of venture capital: Human networks as the “carrier wave” of globalization”, *Journal of International Business Studies* (16 April 2009).
3. Garry D Bruton, David Ahlstrom, Tomas Puky, “ [Institutional differences and the development of entrepreneurial ventures: A comparison of the venture capital industries in Latin America and Asia](#) “, *Journal of International Business Studies* 40, 762-778 (19 March 2009)
4. Anupama Phene, Paul Almeida, “**Innovation in multinational subsidiaries: The role of knowledge assimilation and subsidiary capabilities**”, *Journal of International Business Studies* 39, 901-919 (3 April 2008).
5. Jaeyong Song, Jongtae Shin, “[The paradox of technological capabilities: a study of knowledge sourcing from host countries of overseas R&D operations](#) “, *Journal of International Business Studies* 39, 291-303 (3 January 2008)

Topic 3: Knowledge Management within Multinational Corporations

1. Niels Noorderhaven and Anne-Wil Harzing, “Knowledge-sharing and social interaction within MNEs”, *J Int Bus Stud* 40: 719-741.
2. Adenfelt, M., & Lagerström, K. 2006. Knowledge development and sharing in multinational corporations: The case of a centre of excellence and a transnational team. *International Business Review*, 15(4): 381–400.
3. Adler, N., & Hashai, N. 2007. Knowledge flows and the modelling of the multinational enterprise. *Journal of International Business Studies*, 38(4): 639–657.
4. Ambos, T. C., Ambos, B., & Schlegelmilch, B. B. 2006. Learning from foreign subsidiaries: An empirical investigation of headquarters' benefit from reverse knowledge transfers. *International Business Review*, 15(3): 294–312.
5. Barner-Rasmussen, W., & Björkman, I. 2005. Surmounting inter-unit barriers: Factors associated with inter-unit communication intensity in the multinational corporation. *International Studies of Management & Organization*, 35(1): 28–46.

6. Björkman, I., Barner-Rasmussen, W., & Li, L. 2004. Managing knowledge transfer in MNCs: The impact of headquarters control mechanisms. *Journal of International Business Studies*, 35(5): 443–455.
7. Harzing, A. W. K., & Noorderhaven, N. G. 2006. Knowledge flows in MNCs: An empirical test and extension of Gupta & Govindarajan's typology of subsidiary roles. *International Business Review*, 15(3): 195–214.
8. Jonsson, A., & Kalling, T. 2007. Challenges to knowledge sharing across national and intra-organizational boundaries: Case studies of IKEA and SCA Packaging. *Knowledge Management Research & Practice*, 5(3): 161–172.
9. Monteiro, L. F., Arvidsson, N., & Birkinshaw, J. 2008. Knowledge flows within multinational corporations: Explaining subsidiary isolation and its performance implications. *Organization Science*, 19(1): 90–107.
10. B Elango, Chinmay Pattnaik, “[Building capabilities for international operations through networks: a study of Indian firms](#)“, *Journal of International Business Studies* 38, 541-555 (3 May 2007).

Topic 4: Culture and International Business

1. Smith, P. B. 2006. When elephants fight, the grass gets trampled: The GLOBE and Hofstede projects. *Journal of International Business Studies*, 37(6): 915–921.
2. Robbert Maseland and André van Hoorn , “Explaining the negative correlation between values and practices: A note on the Hofstede–GLOBE debate”, *J Int Bus Stud* 40: 527-532.
3. Earley, P. C. 2006. Leading cultural research in the future: A matter of paradigms and taste. *Journal of International Business Studies*, 37(6): 922–931.
4. Hofstede, G. 2006. What did GLOBE really measure? Researchers' minds versus respondents' minds. *Journal of International Business Studies*, 37(6): 882–896.
5. Javidan, M., House, R. J., Dorfman, P. W., Hanges, P. J., & Sully de Luque, M. 2006. Conceptualizing and measuring cultures and their consequences: A comparative review of GLOBE's and Hofstede's approaches. *Journal of International Business Studies*, 37(6): 897–914.
6. Stephen J Gould and Andreas F Grein, “Think glocally, act glocally: a culture-centric comment on Leung, Bhagat, Buchan, Erez and Gibson (2005)”, *J Int Bus Stud* 40: 237-254;

7. Fischer, R., Ferrara, M. C., Assmar, E. M. L., Redford, P., & Harb, C. 2005. Organizational behavior across cultures: Theoretical and methodological issues for developing multi-level frameworks involving culture. *International Journal of Cross Cultural Management*, 5(1): 27–47.
8. Leung, K., Bhagat, R. S., Buchan, N. R., Erez, M., & Gibson, C. B. 2005. Culture and international business: Recent advances and their implications for future research. *Journal of International Business Studies*, 36(4): 357–378.
9. Michael A Witt, Gordon Redding, “[Culture, meaning, and institutions: Executive rationale in Germany and Japan](#)“, *Journal of International Business Studies* 40, 859-885 (23 October 2008).

Topic 5: Global M&A Strategy

1. Erik Eschen, Rudi K F Bresser, 2005. Closing resource gaps: toward a resource-based theory of advantageous mergers and acquisitions, *European Management Review*, **23**(2): 167 – 178.
2. Ingmar Björkman, Günter K Stahl, Eero Vaara, 2007. Cultural differences and capability transfer in cross-border acquisitions: the mediating roles of capability complementarity, absorptive capacity, and social integration, *Journal of International Business Studies*, **38**(4): 658 – 672.
3. Anna Nadolska, Harry G Barkema, 2007. Learning to internationalise: the pace and success of foreign acquisitions, *Journal of International Business Studies*, **38**(7): 1170 – 1186.
4. Klaus Uhlenbruck, 2004. Developing acquired foreign subsidiaries: the experience of MNEs in transition economies, *Journal of International Business Studies*, **35**(2): 109 – 123.
5. Rajesh Chakrabarti, Swasti Gupta-Mukherjee and Narayanan Jayaraman, “Mars–Venus marriages: Culture and cross-border M&A”, *J Int Bus Stud* 40: 216-236.
6. Christine Benedichte Meyer, Ellen Altenborg, “[Incompatible strategies in international mergers: the failed merger between Telia and Telenor](#)“, *Journal of International Business Studies* 39, 508-525 (24 January 2008).