RUTGERS UNIVERSITY
RUTGERS BUSINESS SCHOOL Ph.D. PROGRAM
AND
GRADUATE DIVISION OF GLOBAL AFFAIRS

GRADUATE COURSE IN THEORY OF INTERNATIONAL BUSINESS
RBS Course Code 26:553:601:01
DGA Course Code 26:478:597:01

COURSE CONVENOR: PROFESSOR J.A. CANTWELL

(1 Washington Park, Room 1093, office hour Tuesday, 2-3pm
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Fall Semester 2020

Class Program and Reading List
An outline description of the course in the Theory of International Business:

This course provides a critical overview of the major theoretical approaches in the international business literature. These strands of analysis can be grouped under the five headings of the market power, internalization, eclectic paradigm, competitive international industry and macroeconomic approaches. We examine both the differences and the scope for complementarities between these alternative means of thinking about international business. Drawing upon this analytical background, the course then reviews the key areas of recent research focus. These crucial new research issues include the role of location in international business, the strategy and organization of multinational corporations, subsidiary level development, cross-border alliances and international mergers and acquisitions. The course concludes with an assessment of the role of methodological design and prospective new directions in international business research.

Requirements of students on the course:

1. To attend all weekly classes, and any other additional lectures as may be advised from time to time. The weekly classes are to be held on Tuesdays from 10.00am to 12.50pm, and the full schedule is set out below.

2. To complete a term paper by the end of the Fall semester, to be submitted in week 15 (by Wednesday, December 9th). Term papers should not normally exceed 2,500 words of text (the bibliography is not part of this word count). The title for the term paper must be chosen from the titles given below, each associated with a particular class topic (from topics 2-11; it is not possible to write on topic 1, which is a background introduction). The term paper must demonstrate an understanding of the issues raised in the relevant lecture, and make reference to the readings set for that topic. The term paper must answer the question set, with reference to the key themes of the course articulated in the lectures and readings. It is not to be treated as an independent research paper. All students should read the chapters and articles indicated in the lists below, whether or not they are writing their term paper on that topic. The course has been designed as an integrated treatment of the subject with underlying connections between topics. The term paper should therefore also demonstrate an appreciation of how the answer to a specific question on a given topic fits into the broader context of the course. The course must not be regarded as a set of 11 separate topics that can be treated in isolation from one another. Thus, while students are welcome if they wish to undertake additional reading on the topic of their term paper, this must be related to or used to critique the central themes of the course in the term paper. Any such extra readings should not be used in the term paper merely to provide some other alternative essentially unrelated approaches to the topic, and in
particular additional readings on a specific topic must not be regarded as a potential substitute for undertaking (and where they are relevant, referring to) the readings for other topics that are also part of the course. To reiterate: a term paper should answer the question set so as to (i) incorporate understandings derived from all the readings for the relevant topic and from the lecture on that topic, (ii) incorporate reference to other selected readings required in the course, and to general themes that recurred at various stages during the classes, and (iii) should only incorporate other references not included in the readings for the course to the extent that these help build upon and consolidate (but not detract from) the key themes and content of the course.

3. For Ph.D. students, and selected M.S. students, to give a presentation on their chosen topic to the class towards the end of the semester, prior to the submission of the paper itself at the end of the semester. Presentations can last for a maximum of 15 minutes when given by just one student, and for a maximum of 20 minutes when a joint presentation is given by two or more students (the allotted time then being divided equally between them). Presentations are to be prepared in PowerPoint, and to ensure that the necessary time limits are observed they must be contained in a maximum of 12 slides per student for a lone presenter or 8 slides per student in the case of joint presentations (excluding a title slide, if there is one), and all the text of each slide must be in at least a minimum font size of 24. Any presentation that does not conform to these guidelines may be stopped before it is completed. A hard copy of the slides to be used is to be given to the course convenor prior to the oral presentation. Topics will be allocated in week 1 (September 1st), and presentations will be scheduled for specific slots during the classes in weeks 13 or 14 (November 24th or December 1st). Where students give presentations, assessment will be 25% for the presentation, and 75% for the paper.

4. Those students that will give presentations are expected to consult the class materials for their topic ahead of the session to be held on that topic, and to prepare some comments on the readings for the week, and questions on the lecture to be presented at appropriate intervals in order to help begin class discussions during the class.

Learning goals and objectives

This course is designed to help graduate students to acquire advanced knowledge in the area of specialization of International Business. Students who complete this course will demonstrate mastery of some fundamental concepts used in research in the International Business field.

Students develop this knowledge through the following course activities and assignments:
(i) Lectures, that deliver basic concepts, arguments and methods used in research in the field, and explain how they are related, to provide an integrated perspective on the subject area. Some common themes are shown to apply in more than one context, and so the lecture materials ensure that the course is more than just the sum of its parts.

(ii) A term paper, in which each student is required to individually complete a paper which answers a specific question on a topic covered in the course. In doing so, the student is expected to demonstrate their understanding of some selected key research themes that have been highlighted during the course.

(iii) Doctoral students on the International Business major in the Ph.D. Program in Management need to successfully pass a qualifying exam, following the completion of their coursework.

Academic integrity

I do not tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy, see:


I will strongly enforce this Policy and pursue all violations. On all assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through SafeAssign on Blackboard, a plagiarism detection service that compares the work against a large database of past work. Do not let cheating destroy your hard-earned opportunity to learn. See <business.rutgers.edu/ai> for more details.

Support services

If you need accommodation for a disability, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. https://ods.rutgers.edu If you are a military veteran or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of mental health services, please use:
Rutgers University-Newark Counseling Center: http://counseling.newark.rutgers.edu/

If you are in need of physical health services, please use:
Rutgers Health Services – Newark: http://health.newark.rutgers.edu/

If you are in need of legal services, please use: http://rusls.rutgers.edu/

If you are in need of additional academic assistance, please use:
Rutgers University-Newark Learning Center: http://www.ncas.rutgers.edu/rlc
Rutgers University-Newark Writing Center: http://www.ncas.rutgers.edu/writingcenter
Class topics

1. The main strands of analysis in the international business literature.
2. The market power approach.
3. The internalization approach.
4. The eclectic paradigm.
5. Competitive international industry, competence-based evolutionary and strategic approaches.
7. Distinguishing types of foreign direct investment and locational issues.
10. Strategic alliances and international mergers and acquisitions.
11. New directions in international business research, and how theories have evolved or emerged.
Key texts

In various parts of the course, reference will be made to readings from the following books, citations to which below will rely on the abbreviations shown here:


Detailed topic schedule, outlines and reading lists

Week 1, September 1st

1. The main strands of analysis in the international business literature.

   (An introduction pertinent to each of the remaining topics; students should treat this as essential background material, but there is no term paper corresponding to this topic.)

Cantwell, J.A. (2000), "A survey of theories of international production", chapter 2 in NTF.


Dunning, J.H. and Lundan, S.M. (2008), "Theories of foreign direct investment", chapter 4 in MEGE.


Week 2, September 15th

2. The market power approach.

**Paper Title:** Describe and comment on Hymer's explanation of international direct investment as a means of establishing and exploiting positions of market power.


Ghauri, P.N. and Buckley, P.J. (2002), "Globalisation and the end of competition: a critical review of rent-seeking multinationals", chapter 1 in CPI.

Forsgren, M. (2008), "The dominating multinational: a tale of market power", chapter 2 in TMF.

Ietto-Gillies, G. (2012), "Hymer's seminal work", chapter 4, and "Transnational monopoly capitalism", chapter 13 in TCIP.

Week 3, September 22nd

3. The internalization approach.

**Paper Title:** Assess the strengths and weaknesses of the internalization explanation of the existence of the multinational corporation.

Hennart, J.-F. (2008), "Theories of the multinational enterprise", chapter 5 in OHIB.

Ietto-Gillies, G. (2019), "Internalization and the transnational corporation", chapter 9 in TCIP.


Week 4, September 29th

4. The eclectic paradigm.

Paper Title: Examine the usefulness of the eclectic paradigm as a framework for combining and relating alternative theories of international business, and in coping with changes over time in the practice of international business.


Ietto-Gillies, G. (2019), "Dunning's eclectic framework", chapter 10 in TCIP.
Week 5, October 6th

5. Competitive international industry, competence-based evolutionary and strategic approaches.

**Paper Title:** Examine the merits of analysing the multinational firm as an evolutionary and learning entity, which progresses in interaction with other firms and institutions.

Cantwell, J.A. (2008), "Innovation and information technology in the multinational enterprise", chapter 16 in OHIB.

Ietto-Gillies, G. (2019), "Evolutionary theories of the TNC", chapter 12 in TCIP.


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Week 6, October 13th


**Paper Title:** Compare and contrast the role of long term developmental and short term financial management influences on patterns of foreign direct investment.


Cantwell, J.A., Dunning, J.H. and Lundan, S.M. (2010), "An evolutionary approach to understanding international business activity: the co-evolution of MNEs and the

Ietto-Gillies, G. (2019), "Currency areas and internationalization", chapter 8 in TCIP.

Bowe, M. (2008), "International financial management and multinational enterprises", chapter 20 in OHIB.

Week 7, October 20th

7. Distinguishing types of foreign direct investment and locational issues.

Paper Title: Assess the reasons why location has again become a critical issue in the theory of international business.

Rugman, A.M. and Verbeke, A. (2008), "Location, competitiveness, and the multinational enterprise", chapter 6 in OHIB.


Week 8, October 27th


Paper Title: Examine how research in international business strategy has supported views of the theory of the multinational corporation as following a dynamic or evolutionary process.


Tallman, S.B. and Yip, G.S. (2008), "Strategy and the multinational enterprise", chapter 12 in OHIB.


Week 9, November 3rd


   **Paper Title:** Discuss whether, and if so how, multinational firms can overcome the tension between the need for subsidiaries to be embedded in their own local environment, and the need for subsidiaries to be integrated in their multinational corporate group.


Week 10, November 10th
10. Strategic alliances and international mergers and acquisitions.

   Paper Title: Examine the extent to which inter-firm alliances and international mergers and acquisitions may arise for reasons other than increasing market power or reducing transaction costs. Have these other factors become more important in recent years, and if so, how and why?

   Inkpen, A.C. (2008), "Strategic alliances", chapter 15 in OHIB.


Week 11, November 17th

11. New directions in international business research, and how theories have evolved or emerged.

   Paper Title: Evaluate what is new in recent international business research, and how much that is sometimes claimed to be new may be simply 'old wine in new bottles'. Assess how and why theories of international business have been adapted or developed as global business has evolved through to the present day.


   Cantwell, J.A. (1992), "Innovation and technological competitiveness", in P.J. Buckley


Week 12, November 24th
Discussion of first set of student presentations.

Week 13, December 1st
Discussion of second set of student presentations.

Week 14, December 8th
No class; completion of term papers; submission of term papers is due by Wednesday, December 9th, via the Blackboard course site (under the tab "Assignment", you'll find an assignment named "Term paper", click "View/Complete", upload your paper there, and submit).