




Teacher(s)	Malhotra Sunita ;Pouchain Frédéric ;
Language :	English
Place of the course	Louvain-la-Neuve
Prerequisites	Introductory course in European economics.
Main themes	The course is dedicated to multinational strategies and their implementation inside organizations.
Learning outcomes	<p><b>At the end of this learning unit, the student is able to :</b></p> <ul style="list-style-type: none"> <li>• review the macro- and micro-economic environment in which international business is taking place;</li> <li>• understand the reasons pushing companies to go abroad;</li> <li>• learn different ways to expand internationally, how to succeed and challenges to address;</li> <li>• be aware of new competition facing companies in globalization;</li> <li>• have a clear understanding of organizational and human resources aspects to address when internationalizing;</li> <li>• encourage students to build an international business "culture".</li> </ul>
Evaluation methods	<p>The course will be evaluated for:</p> <ul style="list-style-type: none"> <li>• 30% on the group case study to be presented in Part I and on class participation for Part II</li> <li>• 70% on the final paper (details will be given during the first lecture)</li> </ul> <p>Final paper will have to be handed over by January 16th 2023 in "pdf" format to f.pouchain@whitestone.eu. It is compulsory to attend classes and your active participation is expected. If you may not attend it, please inform us in advance.</p>
Teaching methods	<p>The teaching method will combine lecturing, case study, class debates, and presentations.</p> <ul style="list-style-type: none"> <li>• For Part I, guest speakers have been invited to share their personal experience in managing international businesses.</li> <li>• Preparation work will be required before each class being individual or in group</li> </ul> <p><b><u>COURSE ORGANIZATION</u></b> From November 14 to December 9, 2022.</p> <p><b><u>COURSE SCHEDULE AND ASSIGNMENTS</u></b> <b><i>Part 1 – taught by Frederic Pouchain in MORE 53:</i></b></p> <ul style="list-style-type: none"> <li>• Monday 14/11: 14.00 – 17.00</li> <li>• Thursday 17/11: 14.00 – 17.00 (with guest speaker)</li> <li>• Monday 21/11: 14.00 – 17.00 (with guest speaker)</li> <li>• Thursday 24/11: 14.00 – 17.00 (with guest speaker)</li> <li>• Monday 28/11: 14.00 – 17.00 (with guest speaker)</li> </ul> <p><b><i>Part 2 – taught by Sunita Malhotra in Salle VAES:</i></b></p> <ul style="list-style-type: none"> <li>• Monday 5/12: 14.00 – 17.45</li> <li>• Tuesday 6/12: 14.00 – 17.45</li> <li>• Thursday 8/12: 14.00 – 17.45</li> <li>• Friday 9/12: 9.30 – 13.30</li> </ul>
Content	<p><b><u>DESCRIPTION AND OBJECTIVES</u></b></p> <p>The course will tackle the strategic and organisational issues faced by local and global companies when they want/ need to expand beyond their domestic market. The "why, when, where, how, and who" of international business will be addressed.</p> <p>Since the beginning of the 21st century, there has been not only acceleration in globalization of the economy and companies, but competition has appeared from new players and from new directions. Going abroad is not anymore the playground and the battlefield reserved for US- and Europe-based companies. Foreign direct investments made by Chinese companies or sovereign-wealth funds are making the headlines almost every day.</p> <p>If moving goods and providing services around the world have today become very easy through supply chain, technology (r)evolution, and digitalization, going global also requires specific human resources and organizational models which are one of the key success factors of international business and probably the most difficult to get it right.</p>

	<p>The integration of many emerging economies into global trade, notably through participation in global value chains, boosted incomes and lifted millions of people out of poverty. At the same time, the benefits of globalisation have not been spread evenly, neither across nor within countries.</p> <p>Since the financial crisis in 2008, unconditional support for globalization has started to be questioned by some citizens, industries, and thus politicians in some developed economies.</p> <p>With the election of Donald Trump in 2016, globalization has taken a second hit as the tariffs announced by the US administration, mainly against China, represent the first step towards a “trade war”, potentially leading to a broader reversal of globalisation.</p> <p>In 2020-2021, the Covid 19 crisis has deeply perturbed supply chains across the world and has pushed some companies to rethink their strategy in terms of location of production, to have it closer to their customers, and inventories, to have more at disposal.</p> <p>Last but not least, global warming and environmental constraints and pressure from legislators as well as investors could push global trade backward. The end of a full-scale globalization of supply chains and the need of near-sourcing make the headlines more and more.</p> <p><b><u>Objectives of the course are to:</u></b></p> <ul style="list-style-type: none"> <li>• review the environment in which international business is taking place;</li> <li>• understand the reasons pushing companies to go abroad;</li> <li>• learn different ways to expand internationally, how to succeed and challenges to address;</li> <li>• be aware of new competition facing companies in globalization;</li> <li>• have a clear understanding of organizational and human resources aspects to address in general;</li> <li>• encourage students to build an international business “culture” by being aware of economic, political, social, legal, technological, and environmental factors influencing it.</li> </ul> <p><b><u>CONTENT</u></b></p> <p>The course will be divided in 2 parts, each taught by an adjunct professor:</p> <ul style="list-style-type: none"> <li>• Part I by Frédéric POUCHAIN: Companies going global: why, when, where, how, which ones.</li> <li>• Part II by Sunita MALHOTRA: Organizational strategy &amp; international human resources Management.</li> </ul>
<p>Inline resources</p>	<p>Slides deck and case studies will be available on Moodle.</p>
<p>Bibliography</p>	<p>Slides, cases, and articles will be available on Moodle. News will be posted on this online platform with the preparation for each lecture.</p>
<p>Other infos</p>	<p><b><u>CREDIT, LANGUAGE, PRE-REQUISITE</u></b></p> <ul style="list-style-type: none"> <li>• This course is credited 5 ECTS (30 hours). It will be taught in English.</li> <li>• A basic strategy course is recommended.</li> <li>• This course is only dedicated to CEMS students.</li> </ul> <p>Contacts have to be made by email as we have no office on the campus:</p> <ul style="list-style-type: none"> <li>• <a href="mailto:sunita@peopleinsights.eu">sunita@peopleinsights.eu</a></li> <li>• <a href="mailto:f.pouchain@whitestone.eu">f.pouchain@whitestone.eu</a></li> </ul> <p>General questions about the course will have to be addressed to Frédéric POUCHAIN.</p>
<p>Faculty or entity in charge</p>	<p>CLSM</p>

Programmes containing this learning unit (UE)				
Program title	Acronym	Credits	Prerequisite	Learning outcomes
Master [120] in Management [CEMS Programme]	GEST2M	5		
Master [120] in Management [CEMS Programme]	GESM2M	5		
Master [120] : Business Engineering [CEMS Programme]	INGE2M	5		
Master [120] : Business Engineering [CEMS Programme]	INGM2M	5		