

# INTERNATIONAL BUSINESS OPERATIONS

## Course Brief Description

Number of credits: 3 ECTS

Course period: 1 semester / 2 classes per week in the first half of the semester and 1 class (1 seminar) per week in the second half of the semester

Language of Instruction: English

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### **Course description:**

The material moves deliberately between strategic issues and organizational and managerial issues (how should you get it done?), though the focus of the course is more on examples of process and implementation. The course design is grounded in the belief that it is particularly dangerous to separate strategy from implementation (the "why" from the "how") when innovation is the issue because having a great idea is worth little or nothing if a firm cannot figure out how to commercialize or monetize that idea.

Innovation management can include a variety of topics; here are three clarifications about the approach we will take in this course: First, we will approach innovation issues from the entrepreneur and manager's perspective. While most firms have specialized R&D, other functions must all interface with R&D. Indeed, building an organization that can continuously generate and commercialize innovations is one of the core concerns of top management. Thus any leader should be conversant with the leading thinking on innovation and should not leave this challenge to the R&D function alone. Second, this course will approach the management of innovation from a strategic perspective. As such, we will consider the relationship between processes and structures for innovation in firms, the strategies for exploitation and the environment in which these must be designed e.g., competition, rate of technological change, sources of innovation.

Readings, assignments, and cases will be used to highlight issues and problems that face leaders as they create and implement processes, structures and strategies to strategically manage their technological innovation. In this class we will explore the implications of sourcing overseas, both for individual firms, and for the economies that host them. We will explore the global race for lower factor costs overseas, competing in high cost countries, and the strategic imperatives of large scale global supply networks.

**Lectures and reading materials.** All lectures in the course are supplemented by detailed PPT. Students questions and discussions are appreciated. Small tasks in teams are supposed during the lectures for better understanding of the course and stimulating students' in-depth learning of main issues. This is a case-based course. The primary reading material for most sessions is a case study. Often there will be additional readings associated with a session. These readings provide some conceptual frameworks that may help you in your case analysis. These readings come from a number of different sources (including academic research articles, short articles from both popular and business presses, and case studies) and have been carefully chosen to reflect a variety of perspectives and stimulate your thinking. Not all class materials will be discussed to the same extent.

**Seminars.** Each theory topic is followed by the seminar where students have an opportunity to train their practical skills in the field of international transactions. The method of problem based learning is widely applied at the seminars of the course. Students can work individually or in small teams.

**Assignments.**

Final grade will be calculated as follows.

Participation in class discussion + attendance:	20%.
Reader Response Papers (3)	30%
Final examination (testing):	50%.

Reader Response Papers: Each student is responsible for preparing three original reader response papers, of a length approximately 5 pages (double spaced, Times New Roman, size 12). These papers should be analytical and explain your understanding of an assigned reading. The papers cannot be derivative or summary, meaning they cannot restate the central premise of a reading. Rather, students are asked to engage with readings critically, and present their understanding of the limitations of a particular selection, or to compare/contrast a set of readings to uncover an overarching principle or set of principles.

**Grading:**

ECTS Grade	Points	Russian grade
A	100-91 points	“excellent”: 100–80 points
B	90-81	
C	80-71	“good”: 79– 60 points
D	70-61	
F: failed	less than 60 points: failed	“satisfactory”: 59–40 points
		“unsatisfactorily”: failed, less than 40 points

**Structure of the course**

**Classification and characteristics of foreign operations**

- Foreign operations
- Barter transactions
- Trading and brokerage operations
- Operations of competitive type
- International rental business
- Trading operations of know-how and services
- Financial services in foreign economic activities

**Preparation and conclusion of international trade transactions**

- Main stages of preparation and conclusion of international trade transactions
- The concept and structure of a foreign trade contract

- Basis of estimation of efficiency of foreign economic operations

## **Globalization, Outsourcing and Other Critical Issues in Operations Strategy**

### **Exploring innovations: experimentation and iteration**

#### **Core learning materials**

- Folsom R., Gordon M., Spanogle J., Alstine M.V. (Author) International Business Transactions in a Nutshell, West Publishing, 11th Edition, 2015
- International Business Transactions: Problems, Cases, and Materials Documents Supplement 3rd edition by Daniel C.K. Chow, Thomas J. Schoenbaum, 2015
- Внешнеэкономическая деятельность: Учебник, под ред. Е.Ф. Прокушева.(Foreign economic activity: Textbook) – 8-е изд., перераб. и доп. – М.: Юрайт, 2012.- 527 с.
- Мировая экономика: учеб. для бакалавров (World economy: textbook for bachelors) / под ред. Б. М. Смитиенко. – 2-е изд., перераб. и доп. – М.: Юрайт, 2013. – 590 с.
- Основы государственного регулирования внешнеэкономической деятельности в России: учебник (Government regulations of foreign economic activity in Russia: textbook) / А.П. Джабаев. – М.: Экономика, 2012. – 479 с.

#### **Additional readings**

- Agustamov E.A. Внешнеэкономическая деятельность: учебник (Foreign economic activity: textbook) / Э. А. Арустамов, Р. С. Андреева. - М.: КНОРУС, 2011. - 168 с.
- Barkhatov A.P. Бухгалтерский учет внешнеэкономической деятельности: Учебное пособие, 7-е изд., испр. и доп. (Accounting in foreign economic activity) — М.: ИТК «Дашков и К°», 2011 г. — 308 с.
- Vologdin A.A. Правовое регулирование внешнеэкономической деятельности: учеб. пособие для магистров (Legal environment of foreign economic activity) / А. А. Вологдин. – 3-е изд., испр. и доп. – М.: Юрайт, 2012. – 445 с.
- Wolcott, Robert, and Michael J. Lippitz. "The Four Models of Corporate Entrepreneurship." MIT Sloan Management Review 49, no. 1 (2007): 75-82.