

ADVANCED TOPICS IN INTERNATIONAL MANAGEMENT

Course code	GRAV028
Course title	<i>Advanced Topics in International Management</i>
Type of course	<i>Compulsory</i>
Level of course	<i>Graduate</i>
Year of study	<i>1st</i>
Semester	<i>2nd</i>
Number of credits	<i>6 ECTS; 36 hours of class work, 120 hours of self-study, 3 hours of consultations</i>
Lecturer	Assoc. Prof. Dr. Caroline S.L. Tan, caroline.tan.gf@u.tsukuba.ac.jp
Course prerequisites	<i>Programme requirements (Pre-reading)</i>
Form of studies	<i>Consecutive (evening)</i>
Teaching language	<i>English</i>

COURSE ANNOTATION

This course explores critical and contemporary issues in international management, equipping students with advanced analytical tools and strategic frameworks necessary for navigating the complexities of global business. Students will engage in comprehensive situation analysis to assess both internal and external factors influencing organizational performance across diverse markets. The course emphasizes the application of macro-environmental factors, using the PESTEL/ STEEPLE framework to identify opportunities and risks in international contexts. Students will deepen their strategic thinking by mastering SWOT and TOWS matrices to evaluate organizational strengths, weaknesses, opportunities, and threats, and formulate effective strategies for global competitiveness.

Key to this course is the integration of Corporate Social Responsibility (CSR) and Creating Shared Value (CSV), where students will develop strategies to align business objectives with societal impact, addressing environmental and social challenges in international settings. The course also explores stakeholder analysis and the role of customer co-creation in fostering innovation and sustainable business practices. Through case studies, strategic exercises, and real-world applications, students will acquire the skills to formulate responsible, innovative, and competitive strategies for global businesses in an increasingly interconnected world.

COURSE LEARNING OUTCOMES

At the end of the course the students will be able to:

Course learning outcomes (CLO)	Study methods	Assessment methods
CLO1. To equip with the skills to perform comprehensive analysis, to assess opportunities and challenges in international business.	Lectures, Group discussions	Mid-course presentation, Individual project,
CLO2. To provide a deep understanding of international management challenges, offering both theoretical frameworks and practical tools to address complex global issues.	Lectures, Group discussions	Individual project, practical assignments
CLO3. To develop the ability to analyse macro-environmental factors to identify global trends and their impact on business strategy and formulate strategies that mitigate risks and capitalize on opportunities in international markets.	Lectures, Group discussions	Individual project, practical assignments, exam
CLO4. To understand the concepts of CSR and CSV and develop strategies that shaping ethical business practices and global reputation, as well as create mutual benefits for both business success and societal advancement, focusing on sustainable growth and long-term value creation in international markets.	Lectures, Group discussions	Individual project, practical assignments
CLO5. To develop comprehensive, actionable strategies that address complex global business challenges and position the organization for long-term success in diverse international markets.	Lectures, Group discussions	Individual project

LEARNING METHODS

The course is taught entirely in English and is designed to achieve its aims through a combination of lectures, group discussions and presentations, as well as group presentation and individual project. The lectures and discussions are designed to foster active participation, promote interactive communication, stimulate critical thinking, and encourage effective teamwork

QUALITY ASSURANCE MEASURES

This course will be taught through a blend of lectures and group discussions. Case studies will be the primary focus in class, complemented by assigned readings and recommended materials.

ETHICAL CONDUCT AND CHEATING ISSUES

The academic ethics regulations at ISM University of Management and Economics, which include policies on cheating and plagiarism, will be strictly enforced throughout the course. Any form of unethical behavior will not be tolerated under any circumstances (please refer to the ISM University regulations for more details)..

COURSE CONTENT

No.	Date	Topic	Readings [R] Reading; [C] Case
1.	Nov. 12 th 2024	Situation analysis	[R] Article: Marketing Analysis Toolkit: Situation Analysis
2.	Nov. 13 th 2024	Macro-environment factors	[R] Web links
3.	Nov. 15 th 2024	SWOT and TOWS matrices	[R] Article: Are Your Company's Strengths Really Weaknesses?; [R] Web link
4.	Nov. 16 th 2024	Corporate Social Responsibility and Creating Shared Value	[R] Article: Punishing the good? How to minimize unfair CSR-washing Label; Article: Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility; Article: Creating Shared Value; Article: Creating Shared Value Through an Inclusive Development Lens: A Case Study of a CSV Strategy in Ghana's Cocoa Sector; Article: Sharing economy platforms: creating shared value at a business ecosystem level; Article: Beyond the "Win-Win": Creating Shared Value Requires Ethical Frameworks.
5.	Nov. 19 th 2024	Mid-course presentations	N/A
6.	Nov. 20 th 2024	Stakeholder analysis and Customer co-creation	[R] Article: Stakeholder Analysis Toolkit; Article: If You Can't Beat Them, Let Them Join; [C] Case: The UEFA Academy: Enhancing The Beautiful Game Through Co-Creation
7.	Nov. 21 st 2024	Application in contemporary topics case 1	[R] Web links
8.	Nov. 22 nd 2024	Application in contemporary topics case 2: Course wrap up	[R] Web links

CLASS PARTICIPATION

Class participation is vital, and active engagement in thoughtful, in-depth discussions is strongly encouraged. Participation involves both the substance of your contributions and the process of the discussion, with an emphasis on the quality and diversity of perspectives, as well as maintaining a respectful and open-minded approach. Since there are no right or wrong answers, your grade will not be determined by whether you agree or disagree with the majority. Unless there are extenuating circumstances, missed participation or absences cannot be compensated with make-up assignments.

COURSE ASSESSMENT

Method	Description	Evaluation
Mid-course presentation	In-class group presentation	40% of the final grade
Final assignment	Individual assignment to be submitted via Turnitin	60% of the final grade

The course overall assessment comprises of two components, as follows:

1. **Mid-course presentation:** This accounts for **40%** of the final mark. Students will work in groups of 4. Students need to select a company from the Bottom Ten list (page 13) of Global Top 100 Companies with largest decrease in market capitalisation (<https://www.pwc.co.uk/audit/assets/pdf/global-100/global-top-100-companies-2024.pdf>) and present their analysis of the company of their choice based on the theories and concepts learned in class. The presentation should comprise of two parts: (1) the analysis of the existing situation of the company (2) a proposal of what can be done to improve the market capitalisation. Each group will get 20 mins for their presentation. Each group must submit their slides on Turnitin on the before the start of class on Nov. 19th.
2. **A final assignment:** This accounts for the **60%** of the final mark. Students will have to upload a finished project report for evaluation before a specified deadline. The individual assignment is a 3,000-word (max 5,000 word) report. The word count includes references, tables, figures, appendices) and should answer the following question:
 - What are the key challenges and opportunities related to the United Nations Sustainable Development Goals (SDGs) that your organization (or one you are familiar with) faces, and what strategic recommendations would you provide to senior management to address these challenges in a responsible and sustainable manner?

COURSE READINGS

There is no textbook requirement for this course.

Readings will be in the form of articles and weblinks that will be uploaded on the ISM e-learning system.