

# MULTINATIONAL CORPORATIONS AND COMPETITIVE STRATEGIES

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Strategic Leadership and Global Management  
Winter Semester 2023/24

Prof. Dr Dodo zu Knyphausen-Aufseß  
Prof. Dr Ulrich Pidun

# MULTINATIONAL CORPORATIONS AND COMPETITIVE STRATEGIES

## 1 PART

### MNC: THEORIES AND PRACTICE

PROF. DR  
DODO ZU KNYPHAUSEN-AUFSEß

Weekly Sessions  
18 October to 15 December 2023

Wednesday | 10 am – 12 noon | H 1012  
Friday | 10 am – 12 noon | H 2053

## 2 PART

### CS: COMPETITIVE STRATEGIES

PROF. DR  
ULRICH PIDUN

Block Sessions  
12, 26 January, and 2 February 2024  
Friday | 9 am sharp – 4 pm | H 2036

19 January 2024  
Friday | 9 am sharp – 4 pm | EW 201



Lectures and  
student presentations



Additional papers and  
further readings provided



Guest speakers and discussions  
about various topics





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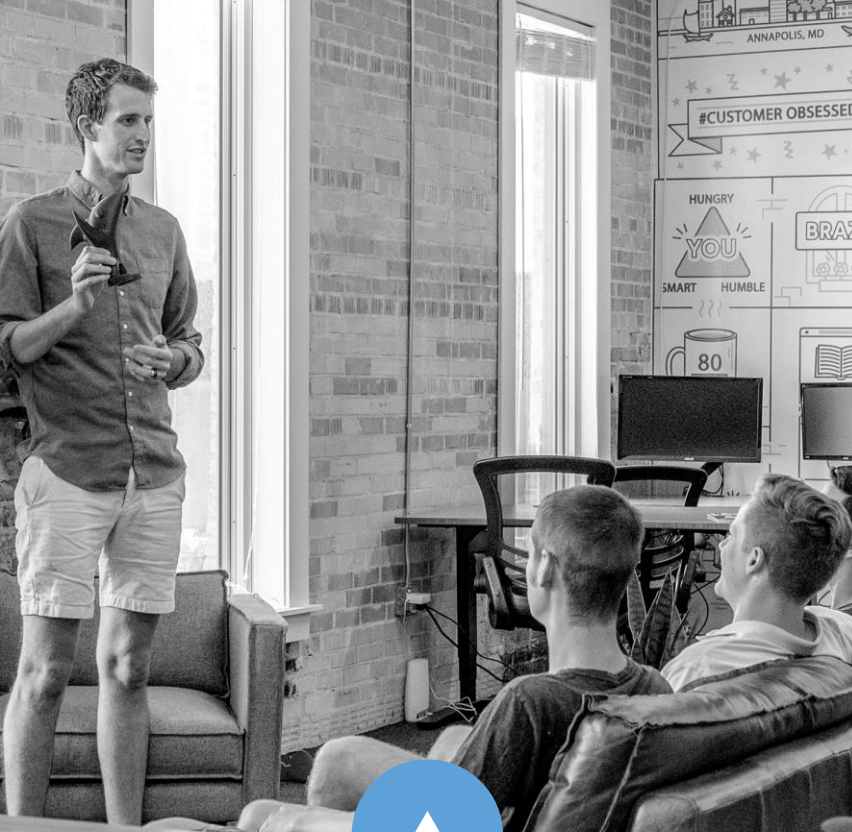
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**MODULE ENROLMENT  
AND EXAM ISSUES**

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## PRESENTATION

20 min presentation

15 min discussion

In-person | group performance

40%

## WRITTEN TEST

60 min | in-person test

Individual performance

60%



## PORTFOLIO EXAM

The portfolio exam consist of the two partial examinations:

- student presentation
- written test

You earn **6 credit points (ECTS)** for successfully completing this module.

You pass the module by achieving at least **50%** regardless of what you have reached in each partial exam.




If you fail the module, the presentation points can be credited.

**Subject to change!**  
For exact information check ISIS!

# MODULE SCHEDULE

## PART 1: MULTINATIONAL CORPORATIONS: THEORIES AND PRACTICE

Professor Dr Dodo zu Knyphausen-Aufseß

| Day    | Session, topic, H 1012 and H 2053, 10 am to 12 pm |  | Guest speaker  |
|--------|---|--|--|
| 18 Oct |   | Introduction to the course and the case of Cahora Bassa  |  |
| 25 Oct | 1   | Our topic of interest: MNC—An academic overview  |  |
| 1 Nov  | 2   | MNCs: Construct definitions and basic empirical data   |  |
| 3 Nov  | 3   | Dynamic capability and the institutional view of the MNC   |  |
| 8 Nov  | 4A  | MNCs and society I: Imperialism theory   |  |
| 10 Nov | 4B  | MNCs and society II: The Bottom of the pyramid approach  |  |
| 15 Nov | 5   | A view on Africa                                      | Victoria Peter (Senegal),<br>Daniel v. Ritter (Rwanda) |
| 17 Nov |   | Interim summary and Discussion of “food for thought”  |  |
| 22 Nov | 6   | Modes of market entry: Cross-border M&A  |  |
| 24 Nov |   | Cross-border M&A: Expert conversation  | Manuel Wiedemann<br>(Roland Berger)                    |
| 29 Nov | 7   | Culture and the role of distances  |  |
| 1 Dec  | 8   | The role of the CHQ and foreign subsidiaries   |  |
| 6 Dec  |   | Doing business in China: Expert conversation        | Holger Prochazka (VW China)                            |
| 8 Dec  | 9   | Emerging market MNCs: The China challenge  |  |
| 13 Dec |   | Chinese MNCs in Germany: Practitioner conversation   | Carsten Senz (Huawei)                                  |
| 15 Dec | 10  | MNCs in the digital age  |  |

## PART 2:

## COMPETITIVE STRATEGIES

Professor Dr Ulrich Pidun





| Day    | Session | Topic, H 2036 and EW 201, 9 am to 4 pm          |
|--------|---------|---|
| 12 Jan | 1       | Theories of oligopolistic competition (H 2036)  |
|        | 2       | Typology of strategies in commodity oligopolies |
| 19 Jan | 3       | Introduction to game theory (EW 201)            |
|        | 4       | The emergence of cooperation                    |
| 26 Jan |         | Commopoly Game (H 2036, 8 am to 12 noon)        |
| 2 Feb  | 5       | Coopetition (H 2036)                            |
|        | 6       | Business ecosystems                             |



# WORK SCHEDULE (SYLLABUS EXTRACT)

## 8 DETAILED MODULE AND WORK SCHEDULE

### PART 1: MULTINATIONAL CORPORATIONS: THEORIES AND PRACTICE

 In-person lecture  Q&A sessions  Guest speaker  Online Zoom session

WED, 18 OCT  
10 am – 12 noon  
H 1012



#### INTRODUCTION TO THE COURSE

- Learning objectives, overview of lectures, and to
- Student presentation selection procedure

#### THE PRACTICE OF THE MNC: THE CASE OF CA

To provide you an intuition for what “animal” we motivate you, then we proceed with an interesting of globalisation: the Cahora Bassa Dam project in Mozambique executed by the colonial Portuguese regime in the lenses of the Siemens corporation: Should the help to stabilise a political regime that was a democracy? The discussion of these questions multinational corporations in a globalised world session 4: MNCs and society.

WED, 25 OCT  
10 am – 12 noon  
H 1012



#### LECTURE 1: OUR TOPIC OF INTEREST: ACADEMIC OVERVIEW

This session is dedicated to a more academic multinational corporation (MNC). How can we have to understand its role in our modern MNC phenomenon, how can we “theorise”

WED, 15 NOV  
10 am – 12 noon



#### LECTURE 5: A VIEW ON AFRICA

When we talk about foreign direct investment, we often think of the BRIC countries – Brazil, Russia, India and China – and probably especially the latter two: India and China (Russia poses a special problem as a result of the Ukraine war; Brazil has lost its attractiveness as an investment location in the last decade, and outward direct investment shows strong annual fluctuations and is stagnant at best). In later sessions, we will look at China in more detail. But what about Africa? The continent is experiencing rapid population growth, which is also generating strong pressure on immigration in European countries. Economically, Africa seems to be a “forgotten continent”; after all, our exception, leaving room mainly for resource-extracting companies such as Shell (discussed in lecture 4A). Only China – here we go again – seems to be heavily involved in Africa as well, with its Belt and Road Initiative (e.g., cobalt-mining in Congo). What are the opportunities in Africa, what is driving economic development, what are the findings on this in IB research? I will give a brief introduction to these questions before we move on to what I hope will be a productive conversation with our two guests. Victoria Peter is a young (social) entrepreneur involved in Senegal; Daniel v. Ritter works for GIZ in Rwanda. What works, what doesn't work in Africa?

FRI, 17 NOV  
10 am – 12 noon



#### INTERIM SUMMARY AND DISCUSSION ON “FOOD FOR THOUGHT”

Whew! That was certainly quite a lot of material in the first sessions! In this session we want to repeat something and I would like to give you the opportunity for questions and discussion. So please review the previous lecture notes and prepare for the session!

WED, 22 NOV  
10 am – 12 noon  
H 1012



#### LECTURE 6: MODES OF MARKET ENTRY: WHAT ARE AND WHAT DO WE KNOW ABOUT CROSS-BORDER MERGERS AND ACQUISITIONS?

How do companies approach their foreign markets, what are the market entry strategies? We already know from lecture 2 that there are mainly two alternatives of direct investments: Greenfield Investments and Mergers & Acquisitions. In our course, we focus on the latter variant; acquisitions are usually the more spectacular variant (but cf. e.g. the greenfield investment of Tesla in Brandenburg and the engagements of semiconductor companies in East Germany). In this session we want to get an overview of such M&A transactions and how they are structured. How do we know about them from external sources?

#### READING RECOMMENDATIONS

Kamoche, K., Wood, G. (2023) International business and Africa: Theoretical and applied challenges, and future directions. *Journal of International Business Studies* 54, 956–967. <https://doi.org/10.1057/s41267-022-00589-5>

Nachum, L., Stevens, C.E., Newenham-Kahindi, A. et al. Africa rising: Opportunities for advancing theory on people, institutions, and the nation state in international business. *Journal of International Business Studies* 54, 938–955. <https://doi.org/10.1057/s41267-022-00581-z>

#### MANDATORY READING

Wiedemann, M. and zu Knyphausen-Aufseß, D. (2023): What do we know and what should we know about cross-border mergers and acquisitions? *Working Paper*

Subject to change!  
For exact information check ISIS!

# STUDENT PRESENTATION SCHEDULE

## CASE STUDIES

- |        |   |
|--------|---|
| 12 Jan | 1 European airline industry (Ryanair)<br>2 Container shipping (Maersk)    |
| 19 Jan | 3 Cola wars (Coca Cola)<br>4 Competition regulation (Google)              |
| 2 Feb  | 5 M&A in oligopolies (Bayer-Monsanto)<br>6 Ride-sharing (Grab vs. Go-Jek) |



[ISIS database](#)  
[Student presentation topics](#)



[Student presentation selection](#)

# YOUR ENROLMENT STEPS

