

FONDAZIONE IRI

Managing Global Business

IV Summer School 2007 in Management Studies

International School For Advanced Education, SIAF

Volterra (Pisa), Italy

June 17-22, 2007

Introduction to the 4th Edition

The Fondazione IRI (www.fondazioneiri.it) is pleased to announce the organization of its fourth Summer School in Management Studies for doctoral students and young researchers. The title of this year's edition is: ***Managing Global Business***. The Summer Schools is one of the initiatives of the Fondazione Iri to promote high quality, international standing business studies in Italy.

Over the past three years, the Fondazione has made the Summer School a regular appointment to promote cutting edge international research on management studies involving scholars in Business Schools and related Departments, researchers, managers, business analysts, post-docs and PhD students from leading international academic institutions.

The Summer School combines lectures and research seminars by prominent international scholars, presentations of papers by students or young scholars, as well as interventions by top managers, policy-makers and other experts, whose work is centered on a specific theme. The topic of this year's edition will be introduced in the course of two days dedicated to a research seminar and a roundtable discussion with top managers of leading multinationals, which will provide a contribution to guide the debate and presentations of three intense teaching days.

One of the scope of the Fondazione IRI is to contribute to the progress of management studies in Italy, also through the creation of an international network of scholars around specific topics of interest, which are consistent with the long and rich history of IRI.¹

The Summer School is part of a broader program of the Fondazione, which includes post doctoral research scholarships and PhD fellowships awarded to talented Italian students, who are admitted to prestigious PhD programs in international Business Schools and similar Departments.

Instructors

The coordinator of this year's edition is Professor **Gianni Lorenzoni** (Università di Bologna) with the assistance of Dr. **Alberto Di Minin** (Scuola Superiore Sant'Anna and University of California, Berkeley).

The following lecturers have confirmed their participation:

- **Juan Alcacer** (New York University and Harvard Business School)

Juan Alcacer is Assistant Professor of strategy and international business at the Stern School of Business, New York University. Juan received his PhD from the University of Michigan in 2001. His research focuses on geographic strategies that firms follow to enhance their competitive position in global industries. Specifically, he is interested in how multinational firms choose locations to acquire new technologies, how global firms compete across geographic markets, and how the value chain in global industries is distributed and managed across countries His work has been published in Management Science and the Review of Economics and Statistics. He received the best dissertation award from the International Management division of the Academy of Management in 2002 and Stern's best teacher award in 2003. In fall 2007, Juan will join the strategy department at Harvard Business School as Associate Professor.

¹ Fondazione IRI promotes the following activities:

- historical research about IRI and its corporations, as a meaningful experience in the Italian and European economic history;
- initiatives in the field of a high managerial training: programme of scholarships and research grants, Summer School on research topics in management;
- economic research studies on the relation between the State and the market (at present: privatisations in Europe; problems related to regulation in public utilities, etc.).

- **Erkko Autio** (Tanaka Business School, Imperial College in London)

Professor Erkko Autio is the QinetiQ-EPSC Chair Professor in Technology Transfer and Entrepreneurship at the Tanaka Business School of Imperial College, London. At Tanaka, he is responsible for research on technological innovation and technology-based venturing and entrepreneurship in physical sciences. He has researched and taught in technology strategy, technology-based venturing, high-growth entrepreneurship, and internationalization. A particular research interest is the internationalization of technology-based new ventures and the effect of internationalization on firm dynamic capability. He is responsible for producing the annual Global Entrepreneurship Monitor (GEM) report on High-Expectation Entrepreneurship. He is also Chairman of Europe Innova's "Gazelles" Panel, and he has advised both the Government of Finland as well as the EU Commissioner for Innovation and Entrepreneurship in high-growth entrepreneurship policy.

Previously, Professor Autio has held academic positions at HEC Lausanne; Helsinki University of Technology; London Business School; University of Sussex (SPRU); CERN (European Center for Nuclear Research); and the Asian Institute of Technology. He has served in the Boards of Directors in several start-up companies, notably in the wireless internet area.

- **Chris Brewster** (Henley Management College)

Chris Brewster is Professor of International Human Resource Management at Henley Management College and at Reading University, both in the UK. He had substantial experience as a practitioner and gained his doctorate from the LSE before becoming an academic. He researches in the field of international and comparative HRM; and has published over twenty books and more than a hundred articles. In 2005, a University of Chicago survey found he was one of the most published authors in the international business journals. In 2006 Chris was awarded an Honorary Doctorate by the University of Vaasa, Finland.

- **John Cantwell** (Rutgers Business School, in New Jersey)

John Cantwell is Professor of International Business at Rutgers University in the US. He was previously Professor of International Economics at the University of Reading in the UK. He has also been a Visiting Professor of Economics at the University of Rome "La Sapienza", the University of the Social Sciences, Toulouse, and the University of Economics and

Business Administration, Vienna. His main research areas are the analysis of corporate technological change and international business. He is the author of *Technological Innovation and Multinational Corporations* (Basil Blackwell, 1989), which book helped to launch a new literature on multinational companies and technology creation, beyond merely international technology transfer, and which alone has a cumulative social science journal citation count of well over 150. Altogether, John Cantwell has published ten books, over 50 articles in refereed academic journals, and over 60 chapters in edited collections. He has especially worked on international aspects of technological change. Professor Cantwell is a former President of the European International Business Academy (EIBA), one of four EIBA Founding Fellows, and is also an elected Fellow of the Academy of International Business (AIB). He is an Associate Editor of the *Journal of Economic Behavior and Organization*, a member of six other editorial review boards, and has guest edited special issues of a further three journals.

- **Philip Cooke** (Cardiff University)

Philip Cooke is University Research Professor in Regional Development and founding Director (1993) of the Centre for Advanced Studies, University of Wales, Cardiff. He has an Honorary Doctorate from Lund University and is Adjunct Professor in Spatial Policy at the University of Aalborg, Denmark. His research interests lie in studies of Economics of Biotechnology, Regional Innovation Systems, Knowledge Economies, and Policy Actions for Business Clusters and Networks. He has authored many books, more recently 'Knowledge Economies: Clusters, Learning and Cooperative Advantage' published by Routledge in 2002. In 2004 he co-edited 'Regional Economies as Knowledge Laboratories' (Edward Elgar). In 2006 he co-edited 'Clusters & Regional Development' (Routledge) and 'Regional Development in the Knowledge Economy' (Routledge). He advises EU, OECD, UNIDO and various governments on innovation policies.

- **Mats Forsgren** (Department of Business Studies, Uppsala University)

Professor in International Business, Department of Business Studies, Uppsala University. Mats Forsgren has published a great number of books and articles in leading journals concerning the internationalization process of firms and management of the multinational firm.

- **Martin Haemmig** (Leiden University and UniBW-Munich, CeTIM – Center for Technology & Innovation Management)

Adj. Prof. Dr. Martin Haemmig specializes as international researcher, lecturer and consultant in "The Globalization of Venture Capital". His research and/or teaching are in conjunction with Stanford, University of California , UniBW in Munich , and the Swiss Federal Institute of Technology ETH Zurich . In Asia, he lectures at China's Tsinghua, Renmin, Peking, Fudan, CEIBS and JiaoTong University , as well as at the Indian Institute of Technology (IIT) in New Delhi and Mumbai, the Indian Institute of Management (IIM) and the Indian Institute of Science (IISc) in Bangalore. Martin Haemmig is co-chairman for Research & Statistics at the Swiss PE/VC Association (SECA) and co-chairs the Swiss National PhD Coaching Program for dissertations on Venture Capital for all Swiss universities, and was trainer at America 's NVCA on "Globalizing Venture Capital". He is also founding professor of the world's first PhD program in venture capital at Renmin University in Beijing , as well as an advisor to the Thunderbird University Private Equity Center and the China Research Center (CRC) of the University of California Berkeley .

The Venue

The venue of the 2007 Summer School is the *International School For Advanced Education* (SIAF) <http://www.siafvolterra.it/en/index.php> located in Volterra, an historic town in the heart of Tuscany, rich in Etruscan archaeological treasures. Volterra is approximately one hour drive from the international airports of Pisa and Florence. The School will help the invited lecturers and panelists organize transportation to and from the airport.

The Program

The 2007 Summer School will begin on Sunday, 17 June with a welcome dinner and will finish on the afternoon of Friday, 22 June.

This year's lecturers include prominent scholars in the area of international business, MNC strategy and industrial dynamics.

Sunday the 17th

EVENING (8.30 p.m.)

Welcome Dinner, Ristorante Da Badò

Monday the 18th

MORNING (9.30 a.m. - 12.30 p.m.)

We will begin our teaching activities on Monday the 18th with a seminar on *the Identity of Multinational Corporations*. Professor **John Cantwell** (Rutgers Business School in New Jersey) and Professor **Mats Forsgren** will introduce the main research trends on MNCs. Scholars and participants will discuss together on what are the main open questions that are currently object of analysis. Not only we will identify future directions for academic research on managing global business, but we will also suggest key topics to bring to the attention of practitioners invited to take part to the second day of the School.

Scholars from various Italian universities are invited to take part to this seminar, and contribute to the debate.

Lunch break 12.45 p.m. - 2.00 p.m.

AFTERNOON (2.00 p.m. - 5.00 p.m.)

In the afternoon participants will be divided in working group and will prepare research questions and keynotes for the day with the managers. Executive summaries of their research will be prepared and provocative ideas to brainstorm with the managers invited to the roundtable will be designed, in order to make this a very interactive event. Alberto Di Minin and the three tutors: *Francesco Ciabuschi* (Uppsala University), *Vincenzo Pisano* (University of Catania), and *Lucia Piscitello* (Polytechnic of Milan) will coordinate this session.

EVENING

8 p.m. - Dinner with tasting of local food and wines organized by the *Volterra Cooperative of Local Producers*

A social gathering will follow with music and refreshments.

Tuesday the 19th

LATE MORNING/EARLY AFTERNOON (from 11 a.m. - 3 p.m.)

A selected group of top managers from leading Italian multinationals and foreign companies investing in Italy will discuss the *Italian way to globalization*. The strengths and weaknesses of the country hosting the Summer School represent a unique case study. We will consider both the attractiveness for foreign investors and the attitude of Italian firms to leverage their competitive advantage abroad. Managers will be asked to discuss about the characteristics of the “Made in Italy” advantage, as well as the challenges that Italian firms of different dimensions and characteristics face when investing abroad. Also, foreign companies will describe opportunities and problems for investing in Italy. This roundtable will allow participants to discuss their research ideas with practitioners of international management, and will provide an example to refer to during the following days.

1:30 p.m. - Lunch Buffet

AFTERNOON (3.30 p.m. - 4.30 p.m.) Two student presentations:

- Shahpar ABDOLLAHI. *The Effect of Network Content and Tie-Strength on New Product Development Process*’;
- Silvia IACUZZI. *Human Resources and Globalisation – How IKEA has promoted its worklife balance culture across countries and continents*

EVENING

8 p.m. - Dinner at the SIAF Campus

Wednesday the 20th : International Business (part 1). MNC as Network of Global Excellence: Technology

In the first part of the program dedicated to *International Business*, Professors **Juan Alcacer** (New York University and Harvard Business School) will discuss about sourcing and international management of “soft” resources.

MORNING & EARLY AFTERNOON (9.30 a.m. - 3.00 p.m.)

Professor **Juan Alcacer** will consider the technology and knowledge dimensions of MNC as a global network. His lectured will cover the following topics:

- Technology, innovation, and MNEs: where do we stand?
- Methodological issues: identifying the geographic footprint of technological activity by MNEs (Directories of MNEs and Patent data)
 - Using patent data in international research (Patent to measure innovation, Technological classes, Citations as measure of knowledge flows, International patents, Using patent data for international research)
 - Identifying clusters (Administrative units, Clustering techniques, Agglomeration vs. endowment driven clusters)
- Research opportunities in innovation, technology and MNEs

Lunch break 12.45 p.m. - 2.00 p.m.

AFTERNOON (3.30 p.m. - 4.30 p.m.) Two student presentations will conclude the day:

- Alfredo D'ANGELO. *Networking: Non-Sequential Path towards Internationalisation. Case Studies from Different Cultural Settings*
- Ning SU. *Global IT Multisourcing Strategy: Understanding Supplier Structure, Decision Process and Evolutionary Dynamics*

LATE AFTERNOON / EVENING

5 p.m. - Guided tour of Volterra

8.30 p.m. - Pizza at *Don Beta* (Downtown Volterra)

Thursday the 21th

MORNING (9.30 a.m. - 12.30 p.m.)

Strategy. Building and Leveraging Global Advantage

Professor **Erkko Autio** (Tanaka Business School, Imperial College in London) will discuss the relationship between internationalization and competitive advantage in different internationalization theories.

Professor Autio will use and discuss his own research, to focus on how new ventures can use internationalization to build, rather than exploit, competitive advantage. The hope is to have a highly interactive session during which students would explore the relationship between internationalization and competitive advantage in depth.

Lunch break 12.45 p.m. - 2.00 p.m.

AFTERNOON (2 p.m. - 5 p.m.)

International Business (part 2). MNC as Network of Global Excellence. MNC as Network of Global Excellence: Technology and Human Resources

In the second part of the program dedicated to *International Business*, Professors **Chris Brewster** (Henley Management College) will cover some of the theoretical and practical issues concerned with undertaking comparative and international Human Resources Management (HRM) research. he will explore:

- Theoretical dilemmas
- Issues in Comparative and International HRM: examples and findings
 - Convergence in national patterns of HRM?
 - Geographical aspects of the link between HRM and firm performance
 - Analyzing expatriation

Two student presentations will be scheduled in the late afternoon (5.30 p.m. - 6.30 p.m.):

- Francesco BALDI. *Valuation of Intangibles*
- Marco RABERTO. *Learning Oligopolistic Competition in Electricity Auctions*

EVENING

8.30 p.m. Fondazione IRI Dinner at *Pieve de Pitti*

Friday the 22nd : Industrial Dynamics. MNC, Global Competition and Local Development

Foreign direct investment is the objective of many industrial policies, and scholars are focusing their research on the socio-economic consequences of internationalization. The Summer School will close with a look at the *Regional and Industrial Dynamics of Globalization*. Professors **Philip Cooke** (Cardiff University) will discuss the implications of internationalization for high tech and low tech industries, both in leading and emerging regions. In the afternoon Professor **Martin Haemmig** (Leiden University and UniBW-Munich, CeTIM – Center for Technology & Innovation Management) will discuss about the globalization of the venture capital industry.

MORNING (9.30 a.m. - 12.30 p.m.)

Professor **Phil Cooke** will feature two presentations.

The Global Bioeconomy & Its Bioregions

This presentation analyses the evolution of pharmaceutical bioscience to world status, including the rise in profile of developing countries and in a wide platform of related industries from agr-food and biofuels to environmental technologies. Emphasis is placed on the numerous tensions in this process - between public and private research, large and small firms, universities and industry, to name a few. The economic geography of these outcomes and the network configuration of interactions are explored.

The Challenges of Different 'Worlds of Production'

This presentation utilises a knowledge economy and 'worlds of production' (after Salais & Storper, 1997) framework to analyse the demise of vertical, sector-focused, absorptive capacity thinking and the rise of a new 'lateral absorptive capacity' perspective which rests on the evolutionary concept of 'related variety' as the model by which contemporary industrial innovation is increasingly performed. Arising originally from evolutionary economic geography this lateral, spatially proximate combined with distantly networked practices poses interesting problems and opportunities for policy in which the concept of 'policy platform' invites elaboration and synthesis. Examples of this new approach are discussed.

Lunch break 12.45 p.m. - 2.00 p.m.

AFTERNOON (2 p.m. - 5 p.m.)

Martin Haemmig will discuss about several issues on the globalization of the Venture Capital industry, such as the entire value chain of Global Investors (LPs), International/Global VC Firms, Global Corporate Venture Investors in hi-tech, and their global Startups. Very recent data on investments into startups and also their global exit strategies/options will support comparisons of the U.S. vs. Europe, vs. Israel, vs. China, vs. India. This session will provide students with new ideas and sources of information for research on the global VC industry.

Two student presentations will close the day (5.30 p.m. - 6.30 p.m.):

- Ruifang WANG. *Post-WTO Accession and Telecommunications Services in China: Barriers for Foreign Investment*
- Federica ANGELI. *Discussion note on Offshoring Phenomenon with empirical analysis based on the Bangalore software cluster*

EVENING

8 p.m. Dinner at the SIAF Campus

10 p.m. Wine Tasting at *La Vena di Vino*