

F83219 Multinational firm in historical perspective

Final paper guidelines

PRACTICAL INFORMATION (please, read VERY carefully!!!)

Deadline

The paper is due by 13 June 2011, 6 p.m. (GMT+1). Delay will be considered as not-submitted and result in the automatic failure of the whole course (even in presence of other positive grades in the other individual and group assessments).

Length

Between 800 and 1.500 words (around 1,5-3 pages, font Times New Roman, size 12 pt, line-spacing 1,5).

File format

The paper must be submitted as **PDF file**.

If you aren't able to convert a MS Word file into PDF in your computer, you can use a free online converter, such as: <http://www.freepdfconvert.com/> (it takes longer time but no need to give your email) or <http://www.pdfonline.com/convert-pdf/>

Submission

Send the file both to dpozzi@liuc.it and to iflagiello@liuc.it (as Cc:).

Use the option "Confirmation of receipt" to be sure that the mail was successfully delivered by 24 hours from the submission (print and keep the receipt!).

The first line of the paper must contain your Name, Surname, Student ID and the word count.

ASSIGNEMENT

Daniele Pozzi, *Entrepreneurship and Capabilities in a "Beginner" Oil Multinational: The Case of ENI*, Business History Review 84 (Summer 2010): 253–274: <http://www.hbs.edu/bhr/pdf/pozzi.pdf>

Read the article, focusing on the transformation of the company in a multinational enterprise.

In your paper, explain:

- When, how and why the Italian oil company became a MNE
- What were its stronger assets on internationalisation
- What were its weaker points (which problems the company had to face)

Try to take into account the theoretical framework provided by G.B. Navaretti and A.J. Venables (2004).

You can base your work on the following list of guiding questions. Remember that the final outcome must be a short paper and not a list of short answers without any logical connection among them.

Guiding questions

- Which benefits ENI was seeking becoming a MNE? (market access or factor costs?) Some examples
- Why did the company not reach/aim to international integration before the creation of ENI?
- Do you think that ENI's activity could be easily vertically split among subsidiaries abroad (e.g. the company created with NIOC)? AGIP's one? (before 1953)
- Why ENI did not simply buy crude from international majors or by company started by producing countries (except than in USSR's case)?
- What was AGIP's core business before WWII? And after the war?
- Which unique competences the company developed in this business?
- Do you think that AGIP's post-war core business presented more firm-scale economies or plant-scale economies? Some examples.
- AGIP firm-specific advantages in domestic business could be easily transfer to ENI's international business? Why?
- What advantages have main international competitors against ENI?
- Which competences ENI had to develop to compete effectively in international business? Which ones refer to economies of scale (firm) and which ones to economies of integration?
- Consequences of MNE on employment: recognize some effects of ENI's internationalisation on the skills of its personnel.

Assessment

The paper accounts for 0/16 points on the final grade.

Pertinence	0 / not attributable	2 It answers only to some of the requirements, with significant not pertinent elements or not pertinent form	4 It answers to the majority of the requirements, with minor not pertinent elements	6 Completely fulfil the requirements, some hierarchy of the argumentations	8 As 3 + clear hierarchy of the argumentations, with elements of originality
Knowledge	0 / not attributable	2 Correct knowledge of some of the main topics, with relevant mistakes	4 Correct knowledge of the majority of the main topics, no or minor mistakes	6 Good knowledge of all the main topics and of some in-depth examinations	8 As 6 + personal elaboration and personal insight

Departure from length requirement leads to a penalty of -2 (550-800 or 1.500-1.750 words) or -4 (less than 550, more than 1.750 words).