

## 國際企業管理 International Business

Department of International Business  
College of Management, NDHU  
Fall 2009

Time-	2-5pm, every Tuesday	Classroom- B206, College of HMNT
Instructors-	Prof. Lin (The 1 <sup>st</sup> Half);	Prof. Luan (The 2 <sup>nd</sup> Half)
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Office Hours-	by appointment ( <i>L</i> - ext.3051; <i>l</i> - ext. 3059)	

### Nature and Scope of the Course








This course, International Business, was designed to introduce MBA students to the numerous challenges associated with managing multinational corporations (MNCs). In the course, we will emphasize the international dimensions of trades, investment, strategies and organizations, and will provide a framework that can be applied to managing in a multinational corporation.

Key elements, concepts, and tools of the course will be introduced during this semester, including MNCs motivations and mentalities; environmental challenges associated with the increasingly global nature of the world economy, strategic and competitive challenges, strategic collaboration and alliances between MNCs, organizational challenges for MNCs, challenges associated with the need to create worldwide learning organizations in order to compete effectively, challenges associated with individual managers, and future challenges for MNCs.


The first half of the semester will be lectured by Prof. Lin, and provides the basics for understanding cross-cultural difference and competitiveness in international business at the level of the nations. International business theories and strategic decision consideration on investment across borders are included in this half part as well. Taking advantages of those opportunities faces enormous managerial challenges, and the second half of the semester, lectured by Prof. Luan, focuses on international business strategies, for instance, licensing, joint ventures, and assorted possible entry modes modern enterprises have adopted. The goal of this course is to provide the foundations for taking effective actions in the multi-faceted world of international business.

This course uses a combination of lectures, case studies<sup>1</sup>, presentation and class discussion in order to expose students to the challenges facing multinational corporations and their managers. Before a class, students should be ready about the required readings or chapters for further discussion in the class. Students will be grouped by no more 4 persons<sup>2</sup>, and, if necessary, two of the groups will be assigned to present the readings of that very session in English, within about 30 minutes each. After that presentation, lecturing and discussion will follow, and any supplementary materials, for instance, studied cases, will be released if any. Also, lecturers will have the rights to adjust the processes if necessary.

### Textbook and Teaching Materials

-  Textbook- Hill, C. L., ***International Business: Competing in the Global Marketplace***, 7<sup>th</sup> edition, 2008, McGraw-Hill.
-  Cases- Selected cases related to IB issues; Harvard Business School Cases (if necessary), students should pay copyrights (about US\$3) for each case; cases from other sources may be applied as well
-  Lecture notes, if any, will be offered in each class, and other teaching materials will be also provided if necessary.
-  Reference-
  -  Bartlett, Ghoshal, and Beamish, ***Transnational Management: Text, Cases & Readings in Cross-Border Management***, 5th edition, 2008, McGraw-Hill.
  -  Doz, Y., Santos, J., and Williamson, P., ***From Global to Metanational: How Companies Win in the Knowledge Economy*** (Harvard Business School Press, 2002)
-  Recommended- WSJ (Wall Street Journal); HBR (Harvard Business Review)


### Course Requirements

-  Meaningful Participation- Sufficient mutual communication is the key to effective learning, so being present is the essential commitment. Moreover, aggressive participation also includes preparation before the class, expressing opinions when discussion and exchanging ideas during the class. To enforce the mutual learning process, learning activities are based on groups. Taking loading of assignment and cost of intra-group coordination into account, a group is composed of no more 4 persons.


<sup>1</sup> The case package will be confirmed and delivered soon.

<sup>2</sup> The number of a group will depend upon total students joining the class.

Please complete the grouping list at the very first session.

 **Case & Write-ups-** Case studies are to goal to train students' abilities to analyze issues, think logically, propose alternative and make strategic decisions, under the real case and contingent information, based on the knowledge in the class. Each group must hand in a WEEKLY write-up related to the contents of assigned chapters by the class, and CASE write-ups if any. The write-up should be 2-paged<sup>3</sup>, double-spaced, and well-typed, including each member's signature on the cover page, about assigned readings or chapters in that very session. For fair evaluation, no late submissions will be allowed. And the most important of all, remember "**Analyze, not report**".

Moreover, after being grouped, students have to schedule the presentations- TWO groups for each session, and students can choose the topics of the session with their interests. That is, TWO of the groups will handle the presentation of the assigned chapters for each session, which means students must conduct a well-prepared presentation and handle a Q&A session as a host in the class. And, as we can see some groups may handle additional presentation. This is a bonus for your grades, and the bonus mechanism will be discussed during the class.


 **Term Project-** This is also termed "International Strategic Plan", and will be completed by two groups, that is, 6-8 students. The team, consisting of two groups, will conduct an international strategic plan for an MNC and then may submit to that very MNC. The plan is to be about 20 pages in length, excluding appendix, tables, and figures. Since the plan may be submitted to corporate executives at the respective organizations, it is expected that the strategic plan should be written and presented in a professional manner. Remember, these reports carry your name and reputation.

More details will be discussed during the class. Furthermore, as to the presentation, you will have approximately 15 minutes to present the international strategic plan, followed by 7 minutes of Q&A. The presentations are expected to be formal, as if you were presenting the plan to executives from your company. As such, all students are expected to dress in formal business attire. Should you require

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

<sup>3</sup> Appendix is not included in the 2-paged write-up.

audio/visual equipment, please inform me one week in advance.

 **Comprehensive Exam-** This is to aim to test students' comprehensiveness on concepts, structures, and critical issues related to international business in order to evaluate individual difference. Because the exam is to test what you should know in the course (rather than what you do not know), do not worry too much if you fully participate the class.

 **Grading Policy**

Comprehensive Exam	35%
Case & Weekly Write-ups and Assignments	35%
Term Project	25%
Class Participation	10% (including 5% bonus)

-  Feel free to let us know if you have any questions about the course.
-  Wish you a great journey of the course- International Business.

## Tentative Schedule

### Session I- Introduction

W1 9/15 (L) Introduction: Globalization


 Hill (Ch.1)

### Session II- International Environment and Trade


W2 9/22 (L) Cross-border Difference- Political Economy


 Hill (Ch. 2)

W3 9/29 (L) Cultural Difference and Ethics

 Hill (Ch. 3.4)

W4 10/6 (L) International Trade Theory and Political Economy of Int'l Trade


 Hill (Ch. 5.6)


 Case I- TBC

W5 10/13 (L) Foreign Direct Investment

 Hill (Ch. 7)

W6 10/20 (L) Global Monetary System


 Hill (Ch. 9.10.11)


 Case II- TBC

W7 10/27<sup>4</sup> (L) Corporate Visit- Topic: International Roaming Comm (TBC)

W8 11/3<sup>5</sup> (L) Guest Speech- Topics: TBC

W9 11/10 (L) Regional Economic Integration

 Hill (Ch. 8)

 Case III- TBC

<sup>4</sup> The visit will be scheduled on Oct. 31<sup>st</sup>.


<sup>5</sup> The invited speech may be scheduled on Dec. 12<sup>th</sup>.

## Tentative Schedule (Cont'd)


### Session III- International Business (IB) Strategy and Org. Structure


W10 11/17 **Class Cancelled- The School Athletic Sports**

W11 11/24 (l) IB Strategy


 Hill (Ch. 12)

W12 12/1<sup>6</sup> (l) IB Organization Structure


 Hill (Ch. 13)


 Case IV- TBC

W13 12/8<sup>7</sup> (l) Entry Strategy I (TCE Introduction)

 Hill (Ch. 14)

W14 12/15 (l) Entry Strategy II- Entry Modes

 Hill (Ch. 15)

 Case V- TBC


### Session IV- International Business (IB) Operational Strategy

W15 12/22 (l) **Comprehensive Exam**

**Merry Xmas and Happy New Year!!**

W16 12/29<sup>8</sup> (l) Joint Case Study w EMBA's

W17 10/01/05 (l) Global Operation Strategy

 Hill (Ch. 16.17.18.19.20)

W18 01/12 (l) Term Project Presentation; Course Wrap-up and Review

<sup>6</sup> After this lecture, please preview the requirement of Session IV for your international strategic plans.

<sup>7</sup> Some supplementary readings will be delivered before this lecture.

<sup>8</sup> The joint case study will be tuned to Dec. 26<sup>th</sup>.