

## 國際企業管理 International Business

Department of International Business  
College of Management, NDHU  
Fall 2008

Time-	2-5pm, every Tuesday	Classroom- B206 College of HSS
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 (L- ext.3051; l- ext. 3059)	

*“Good science is good conversation”*

### 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 3 persons<sup>2</sup>, and one of the groups will be assigned to present the readings of that session in about 30 minutes. 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***, 6<sup>th</sup> edition, 2007, 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
-  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, in addition to the comprehensive exam, learning activities are based groups. Taking

<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.

loading of assignment and cost of intra-group coordination into account, a group is composed of no more 3 persons. Please complete the grouping list before the first assignment is due.

 **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. In addition to CASE write-up, each group should also hand in the WEEKLY write-up related to the contents of assigned chapters by the class. The write-up should be 2-paged<sup>3</sup>, double-spaced, and well-typed write-ups, 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**".

 **Term Project-** This is also termed "International Strategic Plan", and will be completed by two groups, that is, 5-6 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 audio/visual equipment, please inform me one week in advance.

 **Comprehensive Exam-** This is to aim to testing 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



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

know), do not worry too much if you fully participate the class.

### Grading Policy

Comprehensive Exam	40%
Case & Weekly Write-ups and Assignments	30%
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 <sup>a</sup>


### Session I- Introduction

W1 9/23 (L) Introduction: Globalization


 Hill (Ch.1)

### Session II- International Environment and Trade


W2 9/30 (L) Cross-border Difference- Political Economy

 Hill (Ch. 2)

W3 10/7 (L) Cultural Difference and Ethics


 Hill (Ch. 3.4)

W4 10/14 (L) International Trade Theory and Political Economy of Int'l Trade

 Hill (Ch. 5.6)

 Case I

W5 10/21 (L) FDI (Foreign Direct Investment) and Political Economy of FDI

 Hill (Ch. 7.8)

W6 10/28 (L) Regional Economic Integration

 Hill (Ch. 9)

 Case II

W7 11/4<sup>4</sup> (L) Guest Speeches- Topics: TBC


W8 11/11<sup>5</sup> (L) Corporate Visit- Topic: International Trade Procedures

<sup>4</sup> The speeches may be scheduled on Nov.1<sup>st</sup>.

<sup>5</sup> The visit may be scheduled on Nov. 15<sup>th</sup>.


## Tentative Schedule (Cont'd) <sup>a</sup>

W9 11/18 (l) Global Monetary System


 Hill (Ch. 10.11)


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

W10 11/25 (l) IB Strategy


 Hill (Ch. 12)

W11 12/2<sup>6</sup> (l) IB Organization Structure


 Hill (Ch. 13)

 Case III- P&G

W12 12/9<sup>7</sup> (l) Entry Strategy I (TCE Introduction)

 Hill (Ch. 14)

W13 12/16 (l) Entry Strategy II- Entry Modes

 Hill (Ch. 15)

 Case IV- NTT DoCoMo's Marketing Strategy


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

W14 12/23 (l) **Comprehensive Exam**

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

W15 12/30 (l) Theme-based Film Case Studies

W16 '09/01/06 (l) Global Operation Strategy

 Hill (Ch. 16.17.18.19.20)

W17 01/13 (l) Term Project Presentation; Course Wrap-up and Review

<sup>a</sup> W1-W8 are scheduled to Prof. Lin's (L), followed by W9-W17 to Luan's (l)

<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.