

NATIONAL CHENGCHI UNIVERSITY
DEPARTMENT OF INTERNATIONAL BUSINESS
International Business Strategy and Management

Academic Year: 20010/11 Thursday 2-5 pm

Course Type: Compulsory Course

Course Title: International Business Strategy and Management

Course unit Code: 351028001

Course Credit: 3

Level: Postgraduate

1 Instructors

<i>Name</i>	<i>Email</i>
Dr. Ruey-Jer (Bryan) Jean 簡睿哲 Office: Research building R 608	Bryan@nccu.edu.tw

2 Course Objectives

As their operating environment becomes more multidimensional, complex and uncertain, managers around the world are realising that they need to recognise and respond to this complexity by developing a deeper contextual understanding of the social, cultural, political and technological forces influencing and transforming the competitive landscape of the global economy.

This course looks at international business opportunities and challenges driven by growing globalisation in the spheres of culture, economics, politics, technology and the natural environment. It poses important questions about modern life, work, and the management of human effort in a global context. Specifically this course aims to:

- Develop a comprehensive understanding of the strategic issues that businesses are confronted with when operating on an international scale
- Critically analyse the impact of environmental factors such as regional integration, technology and the internet on the global economy
- Expose students to the diversity of cultures in the international arena and the effect of this diversity on business practices.

3 Learning Outcomes

On successful completion of this course, you will be able to demonstrate:

- i. *Knowledge and understanding:* Understand how companies are managing in today's volatile environments, what type of analysis is needed to enter foreign markets and how companies manage their foreign operations.
- ii. *Discipline skills:* Apply knowledge of international trade, trends of globalisation and the role of international organizations to evaluate the appropriateness of company strategy. Develop entry strategies, export-related issues, multinational management goals and global marketing and research issues.

- iii. *Personal transferable skills*: Formulate international business strategy; work co-operatively in groups, share knowledge and experience and write effective and concise management reports.

4 Recommended Texts

- Required:
 - Cavusgil, Knight and Riesenberger (2005), *International Business: Strategy, Management and the New Realities*. 1st ed. Prentice Hall. (ISBN:9780131738607; 9780131354241)
- Additional / Supplemental Readings:
 - Bartlett, Christopher, Sumantra B. Ghoshal, and Paul W. Beamish (2008), *Transnational Management: Text, Cases, and Readings in Cross-Border Management* (5th ed.). Boston: McGraw-Hill (ISBN: 9780073101729). (Cases)
 - Reading pack including cases outlined in the schedule below

5 Assessment

5.1 Grade Composition

Assessment is by a number of coursework elements. There will be a mix of group presentations, reports and a research paper. The research paper accounts for 40% of the final grade.

Mid Term Exam	25 %
Final Exam	25 %
Group Case/Assignment Presentation	10 %
Group Case Reports	15 %
Individual Assignment (relationship between internationalization and performance)	15 %
Participation	10 %
<i>Total</i>		100 %

5.2 The Formats of Exams and Assignment/ Presentation

Exams

The two non-comprehensive examinations will cover all of the lectures, cases, and discussions. These examinations may consist of multiple choice, true/false, and short-answer questions. Students are expected to take both exams as scheduled.

Class participation and case presentation

Students are expected to be on time for every class. Participation in classroom discussion is encouraged and will be rewarded.

The class will be divided into several groups at the beginning of the semester. Each group will be assigned randomly to a case or literature. The case or literature assigned to each team will be announced at the second week of this semester.

Group case report

A report will be written and presented by a group of 4-5 people. Reports must be a maximum of 1500 words, excluding summary, tables, figures, bibliography, and other supporting information. The paper should include a REFERENCES section.

All members are expected to participate equally in the group project, and will receive the same grade for all parts of the project, except in such instances as there is overwhelming evidence from the team that a certain individual or individuals have not contributed equally to the project. The instructor cannot arbitrate disputes within a team.

Individual Assignment

A literature review and summary focus on the issue of the relationship between internationalization and performance. Reports must be a maximum of 1200 words, excluding summary, tables, figures, bibliography, and other supporting information. The paper should include a REFERENCES section.

5.3 Coursework Deadline

- Group case report (1500 words maximum) must be handed in on **30th November 2010**.
- Individual literature report (1200 words maximum) must be handed in on **15th January 2011**.

6 Schedule

<i>Session</i>	<i>Topics / Readings / Assignments</i>
1 16-09-10	Course Overview and Administration
2 23-09-10	Topics: <ul style="list-style-type: none"> • Introduction to International Business • Globalisation and Critical Perspectives Readings: <ul style="list-style-type: none"> • CKR, Chapter 1,2,3
3 30-09-10	Topics: <ul style="list-style-type: none"> • Cultural Environment • Political and Legal System in National Environments Readings: <ul style="list-style-type: none"> • CKR, Chapter 5,6
4 07-10-10	Topics: <ul style="list-style-type: none"> • Regional Economic Integration • Emerging Markets Readings: <ul style="list-style-type: none"> • CKR, Chapter 8,9
5 14-10-10	Topics: <ul style="list-style-type: none"> • Strategic Issues: Multinational Firm, Global Integration, Local Responsiveness, and Worldwide Learning • Global Strategic Issues Readings: <ul style="list-style-type: none"> • CKR, Chapter 11 Further Readings: <ul style="list-style-type: none"> • Hazing (2000) Case Study Presentations: <ul style="list-style-type: none"> • Acer (B&G. 40-46)
6 21-10-10	Topics: <ul style="list-style-type: none"> • Exporting and FDI • Collaborative Strategies in IB Readings:

	<ul style="list-style-type: none"> • CKR, Chapter 13,15,16 <p>Case Study Presentations:</p> <ul style="list-style-type: none"> • Eli Lilly in India: Rethinking the Joint Venture Strategy (B&G pp. 612-626)
7 28-10-10	<p>Topics:</p> <ul style="list-style-type: none"> • Collaborative Strategies in IB <p>Readings:</p> <ul style="list-style-type: none"> • CKR, Chapter 15,16 <p>Case Study Presentations:</p> <ul style="list-style-type: none"> • Philips vs. Matsushita (B&G. 350-365) • McKinsey & Company: Managing Knowledge and Learning (B&G pp. 499-514)
8 4-11-10	<p>Topics:</p> <ul style="list-style-type: none"> • Managing across Boundaries: The Collaborative Challenge • The Issue of Inter-organizational Relationships, the Paradox of Competition and Cooperation <p>Case Study Presentations:</p> <ul style="list-style-type: none"> • Hitting the Wall: Nike and International Labour Practices (B&G pp. 101-118) <p>Readings:</p> <ul style="list-style-type: none"> • CKR, Chapter 15,16 <p>Further Readings:</p> <ul style="list-style-type: none"> • Dyer and Singh (1998) • Myer and Cheung (2008) • Anderson and Jap (2005)
9 11-11-10	Exam I
10 25-11-10	<p>Topics:</p> <ul style="list-style-type: none"> • Marketing Issues in International Business <p>Readings:</p> <ul style="list-style-type: none"> • CKR, Chapter 17 <p>Further Readings:</p> <ul style="list-style-type: none"> • Zou and Cavusgil (2002)
11 04-12-10	<p>Topics:</p> <ul style="list-style-type: none"> • Information Technology in International Business and Marketing <p>Readings:</p> <ul style="list-style-type: none"> • CKR, Chapter 1,17 <p>Further Readings:</p> <ul style="list-style-type: none"> • Quelch and Klein (1996) • Sambharya et al. (2005)
12 2-12-10	<p>Topics:</p> <ul style="list-style-type: none"> • Human Resource Management in International Business • Course Debrief, Discussion on the assignment. Discussions on the research paper <p>Readings:</p> <ul style="list-style-type: none"> • CKR, Chapter 18
13 09-12-10	<p>Topics:</p> <ul style="list-style-type: none"> • International Supply Chain Management <p>Readings:</p> <p>CKR, Chapter 19</p>
14 16-12-10	<p>Topics:</p> <ul style="list-style-type: none"> • International Entrepreneurship

15 23-12-10	Guest speaker
16 30-12-10	<ul style="list-style-type: none"> • International Entrepreneurship
17 06-01-11	Course review and wrap-up
18 13-01-11	Exam II

7 References

- Anderson, Erin and Sandy D. Jap (2005), "The Dark Side of Close Relationships," *MIT Sloan Management Review*, 46 (3), 75-82.
- Dyer, Jeffrey H and Harbir Singh (1998), "The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage," *Academy of Management Review*, 23 (4), 660-679.
- Harzing, A. W. (2000), "An Empirical Analysis and Extension of the Bartlett and Ghoshal Typology of Multinational Companies," *Journal of International Business Studies*, 31, 101-120.
- Quelch, John A. and Lisa R. Klein (1996), "The Internet and International Marketing," *Sloan Management Review*, 37 (3), 60-75.
- Sambharya, Rakesh B., Arun Kumaraswamy, and Snehamay Banerjee (2005), "Information Technologies and the Future of the Multinational Enterprise," *Journal of International Management*, 11 (2), 143-161.
- Zou, Shaoming and S. Tamer Cavusgil (2002), "The GMS: A Broad Conceptualization of Global Marketing Strategy and Its Effect on Firm Performance," *Journal of Marketing*, 66 (4), 40-56.