



國際企業管理 授課計畫

Syllabus for IB2010 Multinational Business Management

Required/ Elective (credits): Required (3)
 Semester/ Year: 1 semester
 Day/ Session: Tuesday 14:20-17:20
 Prerequisite(s): None

Lecturer: Dr Mia H.-W. Ho 何筱文
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This course uses Google Classroom as the main learning platform: shorturl.at/wxyP5 (class code: nyub5iz)

◆ Course Aims and Expected Learning Outcomes

While the global economy has been recovering from the severe crisis caused by the COVID-19 pandemic, the immediate impact on international business is dramatic, with lasting consequences of a push for supply chain resilience and increased autonomy in production capacity. Yet COVID-19 is not the only game changer for international business. The new industrial revolution as a result of technology advancements, shifted foreign trade and investment policies towards more economic nationalism, and sustainability trends in international business are all leading to shorter value chains, higher concentration of value-added and declining investment in physical productive assets. International business has thereby become an evolving yet fundamental subject.

Witnessing these remarkable changes in cross-border flows of investment, goods, capital, knowledge and talents, this course Multinational Business Management is designed to introduce the international business concepts, contexts, and strategies in terms of motivating and preparing future managers to embrace the new realities in the modern world. Through innovative teaching approaches, such as interactive videos, case study discussion, international expansion project, and role-play activity, this course provides students with the extant knowledge about international business management, in which you are expected to:

- ⊕ Understand the theoretical concepts, tools and frameworks that can be used to execute strategic analyses on international businesses;
- ⊕ Comprehend how different cultures, institutional frameworks, economic developments, and competitive environments influence foreign entry mode choices and international operations; and
- ⊕ Be inspired by independent, critical thinking and asking theoretically grounded and/ or practically useful questions on the reflections and new phenomenon of international business management.

◆ Assessment Details

Criterion	%
Class participation	18
International expansion project	
Phase I: Crowdsourcing the global database	30
Phase II: Developing an internationalization plan	30
Role-plays in international business negotiation	22

1. Class participation (18%)

You are encouraged to actively participate in class discussion and raise good questions to achieve learning outcomes. This course takes seriously on attendance and you are evaluated by the extent of participation in classes. Skipping a class without an advanced notice by emailing to the lecturer and/or TA will be deducted 3%, maximum 18% in total.

2. International expansion project (60%)

The objectives of this project are to enrich your practical knowledge about cultural, economic and institutional differences across world regions (Phase I) and the implementation of internationalization strategies by acting as management consultant for the client organization (Phase II).

Phase I: Crowdsourcing the global database (30%)

To produce a shared global database of 80 countries across 8 world regions (see below) for the whole class, you are required to work in teams, joining force in selecting 10 countries in the assigned world region;

collecting and analysing data of 6 indicators (1% each, 6% in total); and sharing your findings via 3 in-class oral presentations in line with the lecture themes (8% for each, 24% in total).

8 world regions

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Eastern and Southern Europe 2. Northern and Western Europe 3. Caribbean and Central America 4. South America | <ol style="list-style-type: none"> 5. Central and South Asia 6. East, Southeast and Pacific Asia 7. Middle-east and North Africa 8. Africa (excluding North Africa) |
|--|---|

Presentation Date	Lecture theme coverage	Indicators in the database
Mar. 21	Country- and Industry-level environments	⊕ Economic factors ⊕ Business environments
Apr. 11	Cultural distance	⊕ Cultural factors ⊕ Social factors
Apr. 25	Institutional distance	⊕ Institutions ⊕ Infrastructure and technology

In-class oral presentation specifications & deliverables

- **Submission:** Electronic files uploaded onto Google Classroom before each presentation date, one submission per team. All presentation files shall include a section stating your in-group work allocation.
- **Length:** Up to 8 minutes, plus Q&A from the class/ lecturer. English presentations are required.
- **Contents shall include:**
 1. A snapshot of the indicators' data
 2. Highlights of the data, such as common or abnormal trends; and if possible, state the reason why.
 3. Managerial implications of the findings for foreign investors:
 - (1) Which country in your assigned world region has the most investment prospect and why?
 - (2) What are the investment opportunities in that country?
 - (3) What are the investment risks/ challenges in that country and how does your team suggest to tackle with them?

Phase II: Developing an internationalization plan (30%)

The end product of this project is an international expansion proposal for the client organization (either profit or non-profit organization). This comprehensive proposal is a road map for the client organization to expand its business into a new market. The proposal recommends the best foreign market for expansion, the most effective entry mode to that market, and the tangible objectives for the first 3 years in the target market.

Deliverables & Grading	Dates & deadlines
1. Progress video 1: Client organization introduction (3%)	May 21
2. Progress video 2: New market analysis and selection (3%)	May 28
3. Progress video 3: Entry mode and strategy (3%)	June 4
4. In-class oral presentation (10%)	June 6
5. Final written report (10%)	June 11
6. Peer evaluation survey (*individual submission 1%)	June 11

Progress video guidelines

- **Submission:** YouTube video link shared in Google Classroom, one submission per team. Video title shall include your team number.
- **Length and language:** Up to 3 minutes per video. English speaking is strongly advised in the videos.

In-class oral presentation guidelines

- **Submission:** Electronic file uploaded onto Google Classroom before each presentation date, one submission per team.
- **Length:** Up to 10 minutes, plus Q&A from the class/ lecturer. English presentation is required.
- **Contents shall include:**
 - (1) Client organization introduction;
 - (2) Shortlisted counties and the selection criteria;
 - (3) Target market and its justifications;
 - (4) Recommended foreign entry mode and operational strategy;
 - (5) 3-year expansion plan with objectives in the target market; and
 - (6) Lessons learned from this project

Final written report guidelines

- **Format:** Table of content is required; A4 one-side, all margins 2.5cm; 12-point Times New Roman; double-spaced all body text; maximum 35 pages including tables, figures, appendices, and reference (APA reference style); English writing in the main text.
- **Submission:** Electronic file uploaded onto Google Classroom, one submission per team.
- **Contents shall include:**
 - (1) Client organization introduction
 - ◆ Organization description, background and a brief history
 - ◆ International presence
 - ◆ Main products/ services
 - ◆ Performance now and in the past (profitability, sales, revenues, market shares, etc.)
 - ◆ SWOT analysis
 - ◆ Key competitors and their positioning (products/ services, prices, market shares, etc.)
 - (2) New market analysis and selection
 - ◆ Criteria for evaluating the attractiveness of foreign markets
 - ◆ Potential target countries (at least 10 countries)
 - ◆ Potential target countries shortlist (3 countries)
 - ◆ Target market selection and its justifications
 - (3) Entry mode and operational strategy
 - ◆ Entry mode choice: comparing and evaluating entry modes and recommending the best one
 - ◆ Operational strategy implementation: comparing and evaluating operational strategies and recommending the best one
 - (4) 3-year expansion plan with concrete objectives in the target market

3. Role-plays in international business negotiation (22%)

You will be given an international business negotiation scenario that requires you to role play by 2-team format. Once the paired-teams have been assigned, team discussion is needed on (a) the role allocation within your team and (b) the proposed issues that your team wants to achieve in the negotiation process. For the purpose of effective learning in this activity, you are required to submit an individual report (2%).

Individual report guidelines

- **Format:** A4 one-side, maximum 2 pages including tables, figures, appendices, and references.
- **Submission:** Electronic file uploaded onto Google Classroom by May 1 & 8, respectively.
- **Content shall answer the following questions:**
 - (1) Which role do you play in the negotiation? Please utilize your imagination and write up a personal profile of the chosen role, e.g., his/her personal characteristics, cultural backgrounds, academic and work experience, and the relative power position in the team.
 - (2) What is your negotiation strategy? How will such planned strategy contribute to successful negotiation for your team?

On the day of the role-play, the paired teams will meet and negotiate in a face-to-face situation for up to 40 minutes, followed by Q&A from the class/ lecturer. You will be evaluated by your individual performance during the role-play activity (15%) and the peer evaluation (5%).

◆ Course Outline

Date	Week	Lecture theme & course activity*	Associated textbook chapter (TC)
Feb 21	1	Introduction to the course & International business concepts	TC1
Feb 28 Public holiday (no lecture)			
Mar 7	3	International business concepts & firm-level analysis *Team allocation for international expansion project (IEP) and role-play activity	TC1 & 11
Mar 14	4	Macro-environments & competitive landscapes	
Mar 21	5	IEP phase I oral presentation (1): Economic factors and business environments	
Mar 28	6	The role of culture in international business	TC3
Apr 4 Public holiday (no lecture)			
Apr 11	8	IEP phase I oral presentation (2): Cultural and social factors	
Apr 18	9	Government intervention and regional economic integration	TC6-7
Apr 25	10	IEP phase I oral presentation (3): Institutions, infrastructure and technology	
May 2	11	Role-plays in international business negotiation	
May 9	12		
May 16	13	Internationalization strategies	TC 13-15
May 23	14	Global market opportunity assessment	TC 12
May 30	15	Understanding emerging markets	TC 8
Jun 6	16	IEP phase II oral presentation	

⊕ **Textbook (TC):** Cavusgil, S. T., Knight, G. and Riesenberger, J. R. (2020) International Business: The New Realities (5th edition), New Jersey, USA: Pearson, Prentice Hall. 華泰文化代理