



Required/ Elective (credits): Required (3)
Day/ Session: Tuesday 09:10-12:00
This is an English-taught course.

Lecturer: Dr Mia H.-W. Ho 何筱文
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Learning platform for this course: <https://shorturl.at/dAMQ2> (Google classroom code: dzu512a)

➤ 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 (IB) 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 IB. The new industrial resolution as a result of technology advancements, shifted foreign trade and investment policies towards more economic nationalism, and sustainability trends in IB are all leading to shorter value chains, higher concentration of value-added and declining investment in physical productive assets. IB 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 IB 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 IB management, in which you are expected to:

- ⊕ Understand the theoretical concepts, tools and frameworks that can be used to execute strategic analyses on IB;
- ⊕ 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 IB management.

➤ Textbook

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

➤ Course Outline

Date	Week	Lecture theme & course activity*	Textbook chapter (TC)
Feb 23	1	Introduction to the course & IB concepts	TC 1
Mar 1	2	IB concepts – continued	TC 1
Mar 8	3	Organizational resources, capabilities and cultures in IB *Team allocation for international expansion project (IEP)	TC 11
Mar 15	4	The role of culture in IB	TC3
Mar 22	5	Government intervention and regional economic integration	TC 6-7
Mar 29 Reading week & Apr 5 Spring break (no lecture)			
Apr 12	8	*Role-plays in IB negotiation	

Apr 19	9		
Apr 26	10	Global market opportunity assessment	TC 12-15
May 3	11		
May 10	12	*Debate competition on IB issues	
May 17	13		
May 24	14	Emerging market issues	TC 8
May 31	15	*International expansion project oral presentation	

Jun 7 End-term exam week (no exam, no lecture)

➤ Assessment Details

Criterion	%
Class participation	20
Role-plays in IB negotiation	25
Debate competition on IB issues	15
International expansion project	40

1. Class participation (20%)

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 deduced 5%, maximum 20% in total.

2. Role-plays in IB negotiation (25%)

You will be given an IB 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 (5%).

On the day of the role-play, the paired teams will meet and negotiate in a face-to-face situation for up to 30 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%).

Individual report guidelines

- **Format:** A4 one-side, maximum 3 pages including tables, figures, appendices, and references.
- **Submission:** Electronic file uploaded onto Google Classroom by April 19.
- **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?

3. Debate competition on IB issues (15%)

You will be randomly assigned to participate in one out of two IB debate topics (see below). You are required to submit a **hard copy** of individual one-page report (5%) stating your grounds and justifying your standpoints on the assigned topic to the lecturer on the day of the debate competition. On the day of the debate competition, you will be randomly organized into proposition and opposition sides. The evaluation will include the individual participation in the debate competition (5%) and the act as the judge in determining the winning teams and the best debaters (5%).

IB debate topics	
(1)	What do you think about globalization and what is the interplay between globalization and businesses?
(2)	Advancing technologies and multinational enterprises (MNEs): have we exaggerated their roles in MNEs' competitiveness?

4. International expansion project (40%)

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. Team progress reports (4% each, 8% in total) *Google survey links provided in Google Classroom, one submission per team	Apr 19 & May 3
2. Team in-class oral presentation (15%)	May 31
3. Team final written report (15%)	Jun 7
4. Peer evaluation survey (2%) *Google survey links provided in Google Classroom, individual submission	Jun 7

In-class oral presentation guidelines
<ul style="list-style-type: none">• Submission: Electronic file uploaded onto Google Classroom, one submission per team.• Length: Up to 15 minutes, plus Q&A from the class/ lecturer. English presentation is required.• Contents shall include:<ul style="list-style-type: none">(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
<ul style="list-style-type: none">• 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
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