

國際企業經營策略

Strategic Management of Multinational Corporations

Department of International Business
College of Management, NTU
Fall 2007

“Good science is good conversation.”

Time: 0910-1220, every Monday
Classroom: Second Conference Room, Building I

Instructor: Professor **Ming-Je Tang**
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Office Hours: by appointment ☎: 3366-9797

🌐 Nature and Scope of the Course

The purpose of this required course is to provide a strategy framework for multinational corporations to successfully compete and grow in the changing global environment. More specifically, this course emphasizes on three themes that are central to the general management of a multinational corporation: (1) **How to successfully build, transfer and sustain a company's competitive advantages within a global context**, (2) **How to manage inter-organizational linkages for building and leveraging competencies**, and (3) **How to manage effective organizational architecture and achieve corporate coherence and growth**.

To tackle these issues, we will address both *strategic* and *organizational* principles that underlie the formation of firm-specific competitive advantages in the context of global management. Pedagogically, this course heavily relies upon case-based learning and conscious reading efforts. As a managerial course, your active participation and meaningful contribution to sustaining a good conversation are a must. Overall, this course is to develop your competencies in strategic thinking and managerial problem-solving within the context of multinational management.

🌐 Required Learning Materials

➡ **Cases:** We will go through a dozen of cases as the core element of intellectual learning, majority of which are selected from Harvard Business School case inventory and some are from our own case writing. Therefore, in addition to printing fees, you are required to pay approximately @2.8 USD to HBS as reprint permit fee for legally using these learning materials.

➡ **Supplementary Readings:** TA will make them available to you before the class.

➡ Required Textbooks:

Grant, Robert. M. (2008) *Contemporary Strategy Analysis: Concepts, Techniques, Applications*, 8th ed., Blackwell Business. (華泰圖書公司)

🌐 Course Requirements

1. Active and Meaningful Participation

Active participation, both in the class and in the group, is an essential element of learning experience. Meaningful participation means making a contribution to the intellectual conversation. Our interest is not “right” or “wrong”, it is whether you have made a contribution to the development of the issues under study by the class (group), and whether you have moved the class (group) forward. Failure to participate penalizes you and the class in several ways: you deprive all of us from your insights into the class, you lose the chance to learn from others, and eventually you will lose incentive to learn from the course. To prevent this scenario from occurring, you should actively follow the course schedule, read text before the class, and make group works efficiently and effectively. In addition, it is your duty to clarify any point of confusion, either those coming from the process or from our communication.

Your participation score will share **10%** of your final score. In order to provide an unbiased judgment on your participation performance, we will first provide a visible name card for you before the second meeting and measure the effectiveness of your participation based on the following five criteria:

- ✓ *Active Listening*: Is the participant a good listener?
- ✓ *Relevant Discussion*: Are the points made relevant to the discussion? Are they linked to the comments of others and to the themes that the class is exploring together?
- ✓ *Value-adding Inquiry*: Do the comments add to our understanding of the situation? Do they cut to the core of the problem? Is there a willingness to test new ideas?
- ✓ *Constructive Questioning*: Is there a willingness to challenge the ideas that being expressed in a constructive manner?
- ✓ *Integrative Conversation*: Does the participant show efforts of integrating cases, readings, or theoretical arguments learned from past classes?

2 Cases & Write-ups (CWs)

Case discussion is to provide an arena for bridging theoretical framework with reality. Cases also provide us valuable learning experience of exploring logic underlying critical managerial decisions. Along with the session subjects, this course selects 12 cases for discussion. The content of these cases reflects a balanced blending of types of industry, countries of origin, and stages of corporate development. Each case has its distinct strategic decision issues to be resolved, on which your case write-ups have to focus.

You are required to form a group of **FIVE** and turning in the team organization sheet by **5 pm. of 9/18**. Each group has to read the case, identify critical decision issues, and work out managerial solutions in a systematic manner. Each group is also required to submit a write-up for each case before the class. In other words, every group has to turn in **TWELVE** CWs in this semester. However, considering potential poor performance in the early stage due to inadequate adjustments, we will only count the best **ELEVEN** scores as the final grade.

CWs have to be **wordprocessed**, with reasonable line space and fonts, and **signed by team members** before turning in. Since report length will not necessarily reflect its quality, please limit your CWs within **TWO pages each**, excluding necessary appendices. You should take this as a goal to consolidate your thinking and present your arguments in an effective manner. Finally and the most importantly, all assignments are due by the date of case discussion. There will be **no credit provided for overdue CWs** and, for the sake of maintaining fairness for the class, no excuses.

3. Mid-term/Final Examinations

Although written test may not be a perfect device for evaluating the intellectual level of an individual, we need a test as a critical measure for evaluating the effectiveness of our class communication. With a fair test, we are able to further differentiate efforts made by each individual throughout the whole learning process. Hence, the philosophy of an examination is to test what you shall know, not what you may not know. Of course, it is your responsibility to make sure what you shall know from this course. We will have only one mid-term examination in this semester. The scope and format of the examination will be announced a couple weeks before the designated test date.

Course Grading

Your raw course grade is a composition of the above-mentioned elements with differential weights shown below. The final grade will be calculated by transforming the raw grade based on a normal distribution of college norm. Note that participation score will be evaluated based on criteria mentioned earlier, and the evaluation will be executed on a bilateral basis.

✓ Course Participation	10%
✓ Case Write-ups (count 11 best CWs)	50%
✓ Mid-term/Final Examinations	40%

Schedule and Course Content

S1 9/17 Course Orientation

Hand in team organization sheet to the instructor's office before 5 pm.

PART 1: Strategy and Global Competitive Advantages

S2 9/29 Analytical Framework of Strategy

➡ *Case 1: Baldwin Bike*

📖 Grant, Chapters 1 & 2.

S3 10/1 Industry Analysis and Co-opetition

➡ *Case 2: The Foundry Industry and TSMC*

➡ *Video: the semiconductor production process*

📖 Grant, Chapter 3 & 4.

S4 10/8 Building and Sustaining Competitive Advantages

➡ *Case 3: NTT DoCoMo: Marketing i-mode*

📖 Grant, Chapter 7 & 8.

S5 10/15 Strategic Innovation and Global Competitiveness

➡ *Case 4: Samsung Electronics*

📖 Grant, Chapter 9.

S6 10/22 Competitive Strategies

➡ *Case 5: Capital One*

S7 10/29 Global Configuration and Sustainability

➡ *Case 6: Disney: The Entertainment Kingdom.*

📖 Gupta and Govindarajan. (2001) Converting Global Presence into Global Competitive Advantages, *AME*.

📖 Grant, Chapter 10.

S8 11/5 Regional Entry Strategy: Competition and Location

➡ *Case 7: Citi Bank Asia Credit Card*

📖 Porter (1998) Competing Across Locations, *On Competition*.

📖 Grant, Chapter 11.

PART 2: Managing Global Linkages for Value Creation

S9 11/12 Vertical Scope and Strategy

➡ *Case 8: Zara*

📖 Grant, Chapter 13.

S10 11/19 Midterm Exam

S11 11/26 Managing Alliance for Value Creation

➡ *Case 9: Xerox and Fuji Xerox*

📖 Spekman and Isabella (2000) *Alliance Competence: Maximizing the Value of Your Partnerships*, Chapter 1.

S12 12/3 Global Alliance and Competence Development

➡ *Case 10-1: Nissan Motor, 2002*

➡ *Case 10-2: Yu-Long Motor and Nissan*

PART 3: Managing Global Organization for Value Delivery

S13 12/10 Global Responsiveness and Organizational Change

➡ *Case 11: SK II*

📖 Grant, Chapter 14

密雪露 “夢想的祕密鑰匙”(On Reserve)

S14 12/17 Managing HQ-Subsidiary Relations

➡ *Case 12: BRL Hardy: Globalizing an Australian Wine Company*

📖 Grant, Chapter 16

S15 12/24 M&A

S16 12/31 International M&A

➡ *Case 13: Crown Cork and Seal and CMB.*