

**NATIONAL TAIWAN UNIVERSITY**  
**COLLEGE OF MANAGEMENT**  
**Department of International Business**  
**MBA Program**  
**Fall 2007**

**INTERNATIONAL BUSINESS MANAGEMENT**  
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**Course Goals**

The aim of the course is to provide students with a conceptual and practical understanding of the *strategic* and *organizational* challenges of multinational corporate management. The types of questions that we address are: Why do firms go abroad? What differentiates a "global" from a "Multi-domestic" industry? How does a multinational company play the global chess game? Why and when do/should companies engage in cross-border strategic alliances? Cross-border mergers and acquisitions? What are the associated risks and how to guard against them? What potential roles can foreign subsidiaries play in the MNC's global strategy? How do companies choose an optimal global structure? How do companies ensure coordination between the headquarters and its subsidiaries, and among subsidiaries? How do companies manage strategic change from one type of global strategy to another?

This course is intended for students interested in pursuing general management positions in any corporation. The course is well suited for students electing careers in management consulting, strategic planning, general management, and brand management in a global environment.

## Course Structure and Content

The course is organized in three modules:

- I. Understanding and dealing with the global context and why it is different from domestic competition
- II. Generic Global Strategies - Exploiting and balancing global economies of scale/scope vs. local tailoring
- III. Building a global presence

**Module I** introduces what makes global strategy different from domestic competitive strategy, focusing on the importance and impact of host governments and country-based advantages.

**Module II** surveys different generic global strategies, including global export, global value chain, multi-domestic, and transnational strategies. Each demonstrates a different emphasis on tailoring to local tastes, competitive conditions, and economic political risks versus seeking the benefits of economies of scale and global reach.

**Module III** deals with different aspects of going global from the first steps of internationalization, to building regional brands in house, to cross-border mergers, to global alliance networks.

In sum, the course addresses the four critical strategic choices that MNCs must make:

1. **Where to compete** with the world,
2. **Which products** to offer around the globe,
3. **Where to locate** the various activities of the firm, and
4. **How to organize** to effectively coordinate worldwide activities.

### Required Text

Bartlett/Ghoshal/Birkinshaw, Transnational Management: Text, Cases, and Readings in Cross-Border Management, 5E, 2008, McGraw-Hill/Irwin

## **Recommended Text**

Yip, George S., Total Global Strategy II, Prentice- Hall, Inc., NJ; 2003.

## **Grading Schemes**

Case/Reading Discussion	30%
Class participation	20%
Mid-term Exam.	10%
Term Project	40%

## **Term Project**

At the beginning of the semester, students will form groups--consisting of five to six students per group--to follow assigned cases and readings listed in the syllabus.

Over the course of the semester, each group should select an international business whose global competitive strategy can – in the view of the group – be improved upon. Though much of our case discussions relate to companies that appear to be succeeding in the international marketplace, and strategies that appear to be working, finding companies that are struggling as they enter into global competition should not prove difficult. Other places to search are less well-known businesses in developing countries, or small and medium-sized enterprises (SMEs) that are meeting international competition.

In light of the concepts covered in the course, the group should critically assess the global competitive strategy of the selected international business, after providing some background information on the business and the industry. Alternatively, one may also be able to identify: in what ways is the company vulnerable to international competition? How has the competitive landscape changed in recent years? How can the company better explore its potential strengths as it ventures into new markets, redefines its supply chain, attempts to form critical partnerships, and targets international customers? Can you think of any untapped sources of global value added? What can the company learn from the global strategies of leading competitors? How would you advise the company's top executives?

## **Class Schedule**

**Session 1 9/19**

**Introductory Discussion**

**Session 2 9/26**

**An Overview of Business Strategies**

**Chapter 1: Expanding Abroad: Motivations, Means, and Mentalities**

**Reading: (BGB 1-1, 1-2)**

**Session 3 10/3**

**Reading: (BGB 1-3) (W 14, 15)**

**Case #1: "HSBC Holdings" (BGB 2-3)**

**Session 4 10/10**

**National Holiday**

**Session 5 10/17**

**Chapter 2: Understanding the International Context: Responding to  
Conflicting Environmental Forces**

**Reading: (BGB 2-2, 2-3, 4-1, 8-2) (W 13, 16)**

**Case #2: "Global Wine Wars: New World Challenge Old (A)" (BGB 2-2)**

**Case #3: "BRL Hardy: Globalizing an Australian Wine Company" (BGB 7-2)**

**Session 6 10/24**

**Chapter 3: Developing Transnational Strategies: Building Layers of  
Competitive Advantage**

**Reading: (BGB 3-1, 3-2, 3-3) (W 11, 12)**

**Case #4: "The Globalization of CEMEX" (BGB 3-3)**

**Session 7 10/31**

**Chapter 4: Developing a Transnational Organization: Managing**

## **Integration, Responsiveness, and Flexibility**

**Reading: (BGB 4-2, 4-3) (W 9, 10)**

**Case #5: "General Electric Medical Systems 2002" (BGB 3-4)**

**Case #6: "Philips versus Matsushita: A New Century, a New Round " (BGB 4-1)**

**Session 8 11/7**

**Chapter 5: Creating Worldwide Innovation and Learning: Exploiting Cross Border Knowledge Management**

**Reading: (BGB 5-1, 5-3) (W 1, 8)**

**Case #7: "The Transformation of BP" (BGB 5-4)**

**Case #8: "P&G Japan: The SKII Globalization Project" (BGB 5-2)**

**Session 9 11/14**

**Mid-term Exam**

**Session 10 11/21**

**Chapter 6: Engaging in Cross Border Collaboration: Managing across Corporate Boundaries**

**Reading: (BGB 2-1, 6-1, 6-2)**

**Case #9: "Renault-Nissan: The Making of a Global Alliance" (BGB 6-2)**

**Session 11 11/28**

**Reading: (BGB 7-1, 8-1) (W 2, 4)**

**Case #10: "Eli Lilly in India: Rethinking the Joint Venture Strategy" (BGB 6-3)**

**Session 12 12/5**

**Reading: (W 5, 7)**

**Case #11: "Nora Sakari: A proposed JV in Malaysia" (BGB 6-1)**

**Session 13 12/12**

**Reading: (W 3, 6)**

**Case #12: "Bombardier Transportation and the Adtranz Acquisition " (BGB 4-3)**

**Session 14 12/19**

**Chapter 7: Implementing the Strategy: Building Multidimensional Capabilities**

**Reading: (BGB 5-2, 7-2)**

**Case #13: "Taming the Dragon: Cummins in China (Condensed)"  
(BGB 7-4)**

**Session 15 12/26**

**Chapter 8: The Future of the Transnational: An Evolving Global Role**

**Reading: (BGB 2-1, 8-2)**

**Case #14: " Genzyme's Gaucher Initiative: Global Risk and  
Responsibility " (BGB 8-2)**

**Session 16 1/2**

**Team Project Presentation/Submission (I)**

**Session 17 1/9**

**Team Project Presentation/Submission (II)**

## READINGS

1. Mikhail V. Grachev, Nikolai G. Rogovsky, Mariya A. Bobina , ” **3M: Role model for emerging markets**”, [Thunderbird International Business Review](#), Volume 48, Issue 6 , 2006, pp. 803-821.
2. Reijo Luostarinen, Mika Gabrielsson, “**Globalization and marketing strategies of Born Globals in SMOPECs**”, [Thunderbird International Business Review](#), Volume 48, Issue 6 , 2006, pp 773-801
3. Richard Lynch. “**International acquisition and other growth strategies: Some lessons from the food and drink industry**’, [Thunderbird International Business Review](#), Volume 48, Issue 5 , 2006, pp. 605-622.
4. Klaus E. Meyer, Yen Thi Thu Tran, Hung Vo Nguyen, “**Doing business in Vietnam**”, [Thunderbird International Business Review](#), Volume 48, Issue 2, 2006, pp. 263-290.
5. Kate Hutchings, David Weir, “**Guanxi and Wasta: A comparison**” , [Thunderbird International Business Review](#), Volume 48, Issue 1, 2006, pp. 141-156.
6. Andrew Kakabadse, Nada Kakabadse, “**Outsourcing: Current and future trends**”, [Thunderbird International Business Review](#), Volume 47, Issue 2, 2005 pp. 183-204.
7. Kenneth R. Gray, “**The ins and outs of doing business in Europe: Germany, France, Russia, and the emerging markets of Eastern Europe**”, [Thunderbird International Business Review](#), Volume 47, Issue 1, 2005, pp. 143-151.
8. Christine Nielsen, “**The Global Chess Game . . .Or Is It Go? Market-Entry Strategies for Emerging Markets**”, [Thunderbird International Business Review](#), Vol. 47(4), July–August 2005, pp. 397–427.

9. Colin Turner, “**The international strategies of Europe's incumbent telecommunications operators-toward a strategic typology**”, *European Business Review*; 2005; 17, 4; pp. 340-351.
10. Mike W. Peng, “**Perspectives—From China Strategy to Global Strategy**”, *Asia Pacific Journal of Management*, 22, 123–141, 2005,
11. Lei L, “**Is Regional Strategy More Effective than Global Strategy in the US Service Industries**”, *Management International Review*; 2005; 45, pp. 37-57.
12. Andrew Delios; Paul W Beamish, “**Regional and Global Strategies of Japanese Firms**”, *Management International Review*; 2005; 45, pp. 19-36.
13. Svante Andersson; Ingemar Wictor , “**Innovative Internationalisation in New firms: Born Globals-the Swedish Case**”, *Journal of International Entrepreneurship*; Sep 2003; 1, 3; pp. 249-276.
14. Alan M Rugman, “**Viewpoint: The myth of global strategy**”, *International Marketing Review*; 2001; 18, 6; pp. 583-588
15. Suhail Abboushi , “**International growth strategies: Purposes, motives and risks**”, *Advances in Competitiveness Research*; 2000; 8, 1;pp. 60-70.
16. C Samuel Craig; Susan P Douglas, “**Configural advantage in global markets**”, *Journal of International Marketing*; 2000; 8, 1; pp. 6-26.