

台灣大學國際企業研究所碩士班
國際企業管理課程大綱
—(Fall Semester, 2009)—

授課教師：吳青松 **教室：**管理學院一館 102 室
研究室及電話：管理學院貳館 1016 室 33664963
Email : cswu@management.ntu.edu.tw
授課時間：星期三 9：10—12：10

課程目的：

本課程為探討國際企業之管理問題，並且為國際企業之進階課程【國際行銷管理、國際財務管理、國際企業經營策略】建立基礎。易言之，此門課為 IB 之總合課程。具體而言，本課程預期達成下列目標：

- a. 熟悉 IB 領域之範圍，本領域之重要名詞、以及 IB 之進入模式和策略、管理、人資等運作。
- b. 分析 IB 在跨國營運以及跨文化管理所面臨的議題。
- c. 發展經理人決策力與執行力，從著名的國際企業個案與實例中，強化自己的分析力、判斷力和貫徹力。

Required Text

1. C. Bartlett, S. Ghoshal, and P. Beamish (2008), Transnational Management : Text, Cases, and Readings in Cross-Border Management, 5th edition, Boston : McGraw Hill.

Reference Books:

1. C. Bartlett and S. Ghoshal, 1998, Managing Across Borders, 2nd ed., Irwin. (中譯本-無國界管理, 遠流出版社)。
2. Friedman, Thomas The World is Flat; a Brief History of the 21st Century

Grading Schemes:

Case Discussion	40%
Class Discussion	20%

Term Project:

At the beginning of the semester, students will form groups-- consisting of four 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 be improved upon. 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 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?

Each group can also choose a real, public traded company in Asia as a sample corporate entity. The team will engage in a term project drafting a proposal to engage an international entry strategy (acquire or merge or ally with other public traded companies of their choosing) when expanding into a specific host country/region.

The paper shall contain relevant and concrete information on strategic rationale of the proposed strategy. The term project will be presented during the two final sessions in the course. The paper will provide students the opportunity to gain an in-depth and hand-on knowledge of the topics that have been discussed in the class.

Class Schedule

Session 1 9/16

國際企業概論

Reading :

- (1) Perlmutter, The Tortuous Evolution of the MNC (Text: Reading 1-1)

Session 2 9/23

No Class

Session 3 9/30

海外直接投資

Reading

- (1) Ping Zeng (2009), “A Comparison of FDI Determinants in China and India”, *Thunderbird International Business Review*, Vol.51(3), pp.263–279.
- (2) World Invest report 2008, UNCTAD

Session 4 10/7

多國籍企業

CASE #1: “HSBC Holdings”

Session 5 10/14

區域與國家分析

Reading

- (1) Pankaj Ghemawat, (2007), “Managing Differences: The Central Challenge of Global Strategy”, *Harvard Business Review* 85(3), 58-68.

CASE #2: “Vietnam : Market Entry Decision”

Session 6 10/21

國際市場進入策略總論

國際連鎖加盟, 技術授權

Reading

- (1) Nielsen. C (2005), “The Global Chess Game . . .Or Is It Go? Market-Entry Strategies for Emerging Markets”, *Thunderbird International Business Review*, Vol.47(4), pp.397–427.
- (2) XiaoHua Yang, Yong-taek Lim, Yuka Sakurai, and Sun-yea Seo, “Internationalization of Chinese and Korean firms”, *Thunderbird International Business review*, Vol. 51(1), pp.37-51.

CASE #3: “Cameron Auto Parts (A)-Revised”

Session 7 10/28

國際合資與策略聯盟

Case #4: “Nora Sakari: A Proposed JV in Malaysia”

Session 8 11/4

國際合資與策略聯盟

Case #5: “Renault/Nissan: The Making of a Global Alliance”

Session 9 11/11

Mid-term Exam

Session 10 11/18

國際併購

Reading

- (1) Agyenim Boateng, Wang Qian, and Yang Tianle, (2009), “Cross-border M&A by Chinese firms: Analysis of Strategic Motives and Performances”, *Thunderbird International Business Review*, Vol 51 (4), pp. 259-270.

CASE #6: “The Globalization of CEMEX”

Session 11 11/25

國際經營策略

Case #7: “Global Wine Wars: New World Challenge Old (A)”

Session 12 12/2

國際企業組織設計與控制

Case #8: “McKinsey & Company: Managing Knowledge & Learning”

Session 13 12/9

國際企業組織設計與控制

Case #9: “Rudi Gassner and the Executive Committee of BMG International (A)”

Session 14 12/16

國際行銷管理

Case #10: “The Global Branding of Stella Artois”

Session 15 12/23

國際行銷管理

Case #11: "P&G in Japan: The SK-II Globalization Project"

Session 16 12/30

國際運籌策略

Case #12: "IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (A)"

Session 17 1/6

Team Project Presentation/Submission

Session 18 1/13

Team Project Presentation/Submission