

**國立台灣大學**  
**國際企業學研究所管理碩士班**  
**國際企業管理教學大綱**  
**—(Fall Semester, 2010)—**

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授課時間：星期三 9:10-12:10

教室：管壹 102

**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, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, Sixth edition, 2010, Irwin.

**Grading Schemes:**

Case Discussion	40%
Class Discussion	20%
Term Project	40%

**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**

### **Module I : IB and its Globalizing Environment**

#### **Session 1**      9/15

##### 1. Introduction to International Business Strategy

###### Reading

- (1) Chapter 1: Expanding Abroad: Motivations, Means and Mentalities

##### 2. Foreign Direct Investment: Patterns and Determinants

###### Readings

- (1) World Investment Report, various years, UNCTAD  
<http://www.unctad.org/>

#### **Session 2**      9/22

Mid-Autumn Festival (中秋節)

#### **Session 3**      9/29

##### Country Analysis and Competitive Advantage of Nations

###### Readings

- (1) Chapter 2: Understanding the International Context: Responding to Conflicting Environmental Forces
- (2) Cluster and the New Economics of Competition, (Text: Reading 2-2)

**Video:** (A) Mondovino(葡萄酒世界)

#### **Session 4**      10/6

###### Readings

- (1) Culture and Organization, (Text: Reading 2-1)

**Video:** (B) Bottle Shock(戀戀酒鄉)

**Case 2-1:** Global Wine Wars 2009: New World Challenges Old

#### **Session 5**      10/13

##### Theories of Multinational Corporations

###### Readings

- (1) The Tortuous Evolution of the MNC, (Text: Reading 1-1)
- (2) Distance Still Matters: The Hard Reality of Global Expansion, (Text: Reading 1-2)

**Case 1-3: Acer, Inc.: Taiwan's Rampaging Dragon**  
**Module II : International Entry Modes and Determinants**

**Session 6**      10/20

International Entry Strategy: Export and Licensing

Reading:

- (1) When You Shouldn't Go Global (Text: Reading 1-3)

**Case 1-2 Jollibee Foods Corporation (A): International Expansion**

Case Questions:

- (1) How do you evaluate Tony Kitchner's three years as head of Jollibee's international operations?
- (2) If you were Noli Tingzon, how do you assess your situation taking over the International Division?
- (3) Which of the three investment options should you support? Why?

**Session 7**      10/27

International Entry Strategy: Mergers & Acquisitions

**Case 2-2: The Globalization of CEMEX**

**Session 8**      11/3

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

Readings

- (1) Chapter 3: Developing Transnational Strategies: Building Layers of Competitive Advantage
- (2) Managing Differences: The Central Challenge of Global Strategy, (Text: Reading 3-1)

**Case 3-3: GE's Imagination Breakthrough: The Evo Project**

**Session 9**      11/10

Developing Transnational Strategies: Building Layers of Competitive Advantage

Reading

- (1) How Local Companies Keep Multinationals at Bay, (Text: Reading 3-2)

- (2) Regional Strategies for Global Leadership, (Text: Reading 3-3)

**Case 4-1: Philips versus Matsushita: Competing Strategic and Organizational Choices**

**Session 10** 11/17

Engaging in Cross-border Collaboration: Managing across Corporate Boundaries

Readings

- (1) The Design and Management of International Joint Ventures, (Text: Reading 6-1)
- (2) Collaborate with Your Competitors – and Win, (Text: Reading 6-2)

**Case 6-1: Nora-Sakari: A Proposed JV in Malaysia (Revised)**

Case Questions:

- (1) Why have the negotiations so far failed to result in an agreement?
- (2) Is the formation of the joint venture between Nora and Sakari the best option for both companies to achieve their respective objectives?
- (3) As Zainal, what would you do to ensure that Nora fulfils the TMB contract?
- (4) If Zainal decides to renegotiate (and assuming Kuusisto agreed), how should he restructure the terms of the deal?

**Module III : Strategy, Organizing, and Management of MNE's**

**Session 11** 11/24

Organizational Challenges to Globalization (I)

Readings

- (1) Chapter 4: Developing a Transnational Organization: Managing Integration, Responsiveness, and Flexibility
- (2) Managing Multicultural Teams, (Text: Reading 4-1)
- (3) Matrix Management: Not a Structure, a Frame of Mind, (Text: Reading 4-3)

## **Case 4-2: ECCO A/S - Global Value Chain Management**

### **Session 12** 12/1

#### Organizational Challenges to Globalization (II)

##### **Case 7-1: ING Insurance in Asia/Pacific**

### **Session 13** 12/8

#### Management Globalization Challenges (I): What is a Global Manager?

##### Reading

- (1) Chapter 7: Implementing the Strategy: Building Multidimensional Capabilities

##### **Case 7-2: BRL Hardy: Globalizing an Australian Wine Company**

##### Case Questions

- (1) How do you account for BRL Hardy's remarkable post merger success?
- (2) What is the source of tension between Stephen Davies and Christopher Carson? How effectively has Steve Millar handled their differences?
- (3) Should Millar approve Carson's proposal to launch D'istinto? Why or why not?
- (4) What recommendation would you make to the organization concerning the conflicting proposals for Kelly's Revenge and Banrock Station? What would you decide to do as Carson? As Millar?

### **Session 14** 12/15

#### Management Globalization Challenges (II): Roles of Country Manager

##### Reading

- (1) Tap Your Subsidiaries for Global Reach, (Text: Reading 7-2)

##### **Case 6-2: Mahindra and Mahindra Ltd.--Farm Equipment Sector: Acquisition of Jiangling Tractor Company**

### **Session 15** 12/22

#### Management Globalization Challenges (III): Exploiting Cross-Border Knowledge Management

##### Reading

- (1) Chapter 5: Creating Worldwide Innovation and Learning: Exploiting Cross-Border Knowledge Management

**Case 5-2** P&G Japan: The SK-II Globalization Project

**Case 5-3** McKinsey & Company: Managing Knowledge and Learning

**Session 16** 12/29

Evolving Role of MNE's in Global Society

Reading

- (1) Chapter 8: The Future of the Transnational: An Evolving Global Role

**Case 8-2:** IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (Text: Case 8-1)

Case Questions

- (1) How Should Marianne Barner respond to the invitation for IKEA to have a representative appear on the upcoming broadcast if the German video program?
- (2) What actions should she take regarding the IKEA supply contract with Rangan Exports?
- (3) What long-term strategy would you suggest she take regarding IKEA's continued operation in India? Should the company stay or should it exit? (Be prepared to describe the impact of such a decision and how you would manage it.)
- (4) For Those recommending that IKEA continue to source carpets in India, would you suggest that she:
  - i 、 continue IKEA's own monitoring and control processes or sign-up to Rugmark?
  - ii 、 continue to focus only on eliminating the use of child labor in IKEA's supply chain or engage in broader action to address the root causes of child labor as Save the Children is urging?

**Case 8-3:** Killer Coke: Campaign Against Coca-Cola

**Session 17** 1/5

Team Project Presentation/Submission

**Session 18** 1/12

Team Project Presentation/Submission