

Syllabus of Global Business Management

全球企業管理 教學大綱



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GENERAL INFORMATION

Date: 99/6/19~ 99/9/25

Time: Every other Saturday, A 班: 9:00-12:40 B 班: 13:40-17:20

Venue: A 班 管理學院一號館玉山廳

B 班 管理學院一號館冠德講堂

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NATURE AND SCOPE

本課程為針對 EMBA 同學之需要，專注在探討國際企業之管理問題，並且為全球企業未來之進階課程【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 GB 之基礎入門與總合課程。具體而言，本課程預期達成下列目標：

- 熟悉 GB 領域之範圍，本領域之重要名詞，以及 GB 之進入模式、組織及策略等議題。
- 分析 GB 在跨國營運以及跨文化管理所面臨的議題。
- 發展經理人決策力與執行力 (Plan-Do-Check-Action)，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。

全球企業管理的課程設計，乃是針對影響國際企業經營績效的策略性決策與環境因素，運用適切的理論架構，以協助國際企業經理人分析有效的營運策略。

LEARNING MATERIALS

Textbook

- 1.C. Bartlett, S. Ghoshal, and P. Beamish, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, fifth edition, 2008, Irwin.
2. Assorted readings and cases.

Cases

吳老師 (Session 1-6)



- Session 4 (A/B: 7/3)** Case 2-2: Global Wine Wars: New World Challenges Old
- Session 5 (A/B: 7/17)** Case 1-1: Cameron Auto Parts (A)
- Session 6 (A/B: 7/17)** Case 2-3: HSBC Holdings

趙老師 (Session 7-10)

- Session 7 (A/B: 7/31)** McDonald's In Moscow
- Session 8 (A/B: 7/31)** Case 3-1: TCL Multimedia
- Session 10(A/B: 8/14)** Case 6-2: Renault/Nissan: the Making of a Global Alliance

莊老師 (Session 11-16)

- Session 12(A/B: 8/28)** Case: Corning Glasswork International (A)
- Session 14(A/B: 9/11)** Case 7-3: Silvio Napoli at Schindler India
- Session 15(A/B: 9/25)** Acer America: Development of Aspire
- Session 16(A/B: 9/25)** Case 8-1: IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor

GRADING POLICY

項目	吳老師 (Session1-6)	趙老師 (Session7-10)	莊老師 Session(11-16)
Participation (個人分數)	10%	10%	10%
Individual Write-up (每人交簡 要報告各 1 份，個人分數)	10%	10%	10%
Group Case Write-up Report (每組交討論報告各 1 份， 組別分數為個人分數)	10%	10%	10%
Group Term-Paper (每組交期末報告一份， 組別分數為個人分數)	10%		

- Each student's PARTICIPATION grade will be based on both the frequency and quality of participation in class.
- Each student will submit 3 case write-ups (one for each professor) to TA on or before class. The focus should be on the write-up assignment, and it is limited to a maximum of two pages. The case selected should not be the same as the group case report describe below.
- There will be 3 GROUP CASE REPORTS (one for each professor) altogether in this semester. Each student group consists of five to six students, and each will have a discussion leader to organize the weekly discussion and submit the group case report (no more than 5 pages) to TA on or before class.
- Through the semester, each group will engage in research on an international business topic and write a GROUP TERM-PAPER concerning the relevant international business



issues using the frameworks, concepts and theories as discussed during the sessions. The term-paper should not exceed fifteen pages and should e-mail to TA two weeks after the final session.

TIME/ SCHEDULE

Module I : IB and its Globalizing Environment

Session 1 (6/19) Introduction to International Business Strategy

Reading

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

Session 2 (6/19) Foreign Direct Investment: Patterns and Determinants

Readings

- (1) World Investment Report, various years, UNCTAD <http://www.unctad.org/>
- (2) Ian Bremmer, Managing Risk in an Unstable World, Harvard Business Review, June 2005.

Session 3 (7/3) 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)
- (3) Going Global: Lessons from Late Movers (Text: Reading 1-3)

Session 4 (7/3) Country Analysis and Competitive Advantage of Nations

Readings

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

Case: Global Wine Wars: New World Challenges Old (Text: Case 2-2)

Case Questions

- (1) How did the French become the dominant competitors in the increasingly global wine industry for centuries?



- (2) In the face of the French history of dominance, how were the New World producers (particularly the Australians) able to expand their market share so rapidly in the 1990s?
- (3) What steps should the French (pick any constituent – French Ministry of Agriculture, French Wine Industry Association or the owner of a mid-size Bordeaux vineyard) take to respond to the New World threat?

Video 1: Mondovino

Module II : International Entry Modes and Determinants

Session 5 (7/17) International Entry Strategy: Export and Licensing

Reading

- (1) Beyond offshoring: Assess Your Company's Global Potential, (Text: Reading 2-3)

Case: Cameron Auto Parts (A) (Text: Case 1-1)

Case Questions

- (1) Based on the globalization drivers, how important is it that Cameron internationalize? Why?
- (2) Is the U.K. a reasonable market for Cameron to enter? Why or why not?
- (3) Should Cameron have licensed McTaggart or continued to export?
- (4) Was McTaggart a good choice for a licensee?
- (5) Was the royalty rate reasonable? How would you make this decision based on numbers from the case?
- (6) What items from the licensing checklist (see Note on International Licensing) are not resolved? Do you think any of these unresolved items are critical to the success of the deal?
- (7) How might Cameron's management be better prepared to negotiate with McTaggart?

Session 6 (7/17) International Entry Strategy: Mergers & Acquisitions

Case: HSBC Holdings (Text: Case 2-3)

Case Questions

- (1) Should Sir John Bond have bought Household Financial?



- (2) What can HSBC bring to a leading North American consumer finance company such as Household?
- (3) Is HSBC organizationally ready to take on consumer finance?
- (4) Whom should Bond select to run HSBC North America (including Household): Youssef Nasr or William Aldinger?

Session 7 (7/31) Developing Transnational Strategies: Building Layers of Competitive Advantage

Readings

- (1) Chapter 3: Developing Transnational Strategies: Building Layers of Competitive Advantage
- (2) The Forgotten Strategy, (Text: Reading 3-1)

Case: ppt: McDonald's In Moscow (企業國際化個案)

Discussion questions: Video: A Taste of the West (課堂上播放)

- (1) According to ppt, what types of motivations do you consider as McD's major objectives of entering Russian market?
- (2) What are the unique functions, activities, or values that McD's brought to Russia?
- (3) Why would McD manage the differences in light of its Global strategy?

Session 8 (7/31) Developing Transnational Strategies: Building Layers of Competitive Advantage

Reading

- (1) Global Strategy ... in a World of Nations? (Text: Reading 3-2)

Case: TCL Multimedia (Text: Case 3-1)

Case Questions

- (1) Why was TCL successful in China?
- (2) What was the logic for the joint venture with Thomson? Is it well-executed?
- (3) Do you think it was a good idea for TCL Multimedia to have gone international, or should they have focused in China?
- (4) What challenges does Li Dongheng (李東生) face in the execution of his global strategy in spring of 2005?



Session 9 (8/14) Engaging in Cross-border Collaboration: Managing across Corporate Boundaries

Readings

- (1) Chapter 6: Engaging in Cross-Border
- (2) The Design and Management of International Joint Ventures, (Text: Reading 6-1)

Discussion questions any case related:

- (1) What are the sources of international competitiveness for MNCs? And what are the critical competitive advantages that these MNCs shall be built onto themselves?
- (2) For all 7 types of strategic alliances, what are the core competencies that one firm seeks from its partners?
- (3) How do they secure these alliances for a longer period of time or passing through turbulent era? What might be the obstacles to stay in the alliance? What would you suggest to overcome these obstacles?

Session 10 (8/14) Engaging in Cross-border Collaboration: Managing across Corporate Boundaries

Reading

- (1) Collaborate with Your Competitors – and Win, (Text: Reading 6-2)

Case: Renault/Nissan: the Making of a Global Alliance (Role Play) (Text: Case 6-2)

Case Questions

(All questions refer to the time prior to the signing of the agreement in March 1999)

Renault side

- (1) Why is Renault seeking a strategic partner?
- (2) Who is suitable partner for Renault?
- (3) What are Renault's strengths and weaknesses in seeking a partner?
- (4) How dangerous is Daimler/Chrysler's challenge?
- (5) Why does Renault "win" the battle for Nissan?

Nissan side

- (1) What are Nissan's principal challenges?
- (2) Does Nissan need an outsider to change? Why?
- (3) Who is making the decisions at Nissan?
- (4) Comment on President Hanawa's direction of the alliance process.



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

Session 11 (8/28) Organizational Challenges to Globalization (I)

Readings

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

Session 12 (8/28) Organizational Challenges to Globalization (II)

Case: Corning Glasswork International (A)

Case Questions

- (1) What are the problems facing Forrest Behm and Corning International? How serious are they? Why are they emerging now?
- (2) What do you think of the organizational changes Behm made in response to these problems? Why have they failed?
- (3) Discuss your specific recommendation for the organizational changes especially with respect to structure, process, and socialization. (Each group will have to present the chart for the new organization that your group propose)

Session 13 (9/11) Management Globalization Challenges (I): What is a Global Manager?

Reading

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

Role Play: BRL Hardy: Globalizing an Australian Wine Company (Text: Case 7-2)

- (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 (9/11) Management Globalization Challenges (II): Roles of Country Manager

Reading

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

Case: Silvio Napoli at Schindler India (Text: Case 7-3)

Case Questions

- (1) How would you evaluate Silvio's first seven months as general manager of the Indian company? What are his achievements? What concerns do you have?
- (2) Was Silvio the right choice for general manager of Schindler's India operations?
- (3) What advice would you give to Silvio regarding his decision on the nonstandard glass wall elevator that has been ordered?
- (4) How should he deal with the challenges he is facing over transfer prices and limited technical cooperation from the European plants?
- (5) Should he change the strategy for Schindler India that he developed when he was in the company's headquarters?

Session 15 (9/25) Management Globalization Challenges (III): Exploiting Cross-Border Knowledge Management

Reading

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

Case: Acer America: Development of Aspire

Case Questions

- (1) Why is the Acer Aspire in such trouble just two and a half years after its launch? What are the sources of the problems in the U.S.? Worldwide?
- (2) How effective has management been in responding to these problems? What is your evaluation of the changes they have made to the product, the marketing strategy, the organization structure and the management roles and responsibilities?
- (3) In 1998, how should Stan Shih respond to broader issues raised by the Aspire problems? Should he continue to support the goal of building Acer as a global brand? What changes would you recommend he make in Acer's global strategy, organizational structure and management philosophy to ensure that it can



continue to operate successfully worldwide? How should he implement your recommendations?

Session 16 (9/25) Evolving Role of MNE's in Global Society

Reading

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

Case: 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?