

**Peking University
HSBC Business School**

INTERNATIONAL MANAGEMENT

Instructor: Kevin Chastagner	Session: Module 3: Feb 17 th -Apr 18 th
Office: 727	Times: M+Thu 13:30-15:20
Email: kchastagner@phbs.pku.edu.cn	Location:

Course overview/ Description:

The process of globalization induces managers – even of smaller firms – to expand their strategic horizons beyond national borders. This course on International Business provides students with an understanding of the operations of multinational enterprises (MNEs) and the interaction of their activities with national and international contexts. It focuses on the nature and structure of international operations of MNEs, the impact that the complexity of the international business environment has on MNE strategy and operations. At the end of the course, students should be able to analyze and explain the strategies, structures and impact of multinational firms from a managerial perspective.

This course will blend the theoretical and research groundings necessary for academia and a Masters of Management along with providing practical knowledge and background for application. The key for this course is integration.

Teaching Methods:

This course will utilize multiple styles of teaching. Class will meet twice a week for two hours and will consist of lecture, discussion, and case analysis. This class will be both academically challenging and practical as we work to discuss “real-world” issues. In the first session we will cover the importance of case analyses and what it means for this course.

Discussion is the most important aspect of this class and each student will need to come prepared to discuss the materials for that day. This requires each student to be fully prepared for each course. All of the materials of this class will need to be integrated together in order to gain the most from the class.

Required Texts:

Morschett, Schramm-Klein, and Zentes (2010) Strategic International Management. Text and Cases. 2nd Ed. Gabler.

Harvard Business Cases – These may be purchased from Harvard Business School Publishing

Articles – These can all be found online through various resources. Ones not through the library or scholar.google.com have the link provided.

The background text is intended to provide basic information. The cases and articles should be studied carefully, particularly in terms of their practical relevance. Understanding the substance of the arguments and contribution, assumptions and limitations is more important than the methodological aspects of rigorous academic analysis for this course (i.e., students will not be

tested on the statistical techniques used in the articles). However, for the purpose of your thesis you may want to pay attention to where the authors get their data and the ways they analyze it.

Coursework/Grading:

Typed work only will be accepted.

Cases: There are two work requirements for the cases in this course.

First, for every case, except the case you present, you will need to submit a two-page case brief. The analysis should be no longer than two pages, single space, in length and should simply address the questions associated with the case. Questions are provided in each session where there is a case. These case reports will be graded as ‘high pass’, ‘pass’, ‘low pass’, and ‘fail’. They will be graded based on how well the questions are answered and the level of thought shown through this. All cases are due at the session that the case is discussed and are an individual assignment.

Second, you will be assigned to a team in the second week of class. As a team you will need to prep a case that will be assigned to you for presentation. Your group will need to prepare a presentation for your peers that provides them with an overview, analysis, recommendation, and implementation for the case. You will have 30 minutes to present with 15 minutes of Q&A. Your overview should cover the main issues of the case. First, you should highlight what issues are faced by the organization. This is the easiest section to do but needs to be the smallest section of the presentation. In your analysis you should provide an evaluation of the internal and external factors that may influence the situation. This should be an integration of the information provided in the case. Your recommendations should extend from your analysis and provide a clear “fix” to the issue you mean to fix. Finally, your implementation should give some ideas to the recommendation that can be made actionable to the organization. Both the instructor and the students will evaluate the presentation. Peer evaluations will be conducted at the end of the module.

Strategy Assignment: As a part of your team you will be expected to analyze the international strategy of a corporation and provide a write up of their strategy. The final write up will be turned in at the end of the course. An assignment sheet will be provided when teams are formed.

Articles: For each class you will be asked to turn in a maximum of one page in response to the questions listed for the article set for that day. These will be graded as “pass/fail” and are an individual assignment. This does not mean that if you do it you will get a passing credit for it. Passing grades will be given to students who thoughtfully integrate concepts from class and the other readings to answer the questions provided. Keep in mind the goal of these is discussion and that a passing grade would show enough thoughtfulness to provide the class with a meaningful discussion.

Participation: As discussion is a central part of this course you must participate in order to do well in the class. The amount and quality of your contributions will be tracked in the course and will factor into your participation grade. The instructor will evaluate your willingness to participate, your listening and feedback, the thoughtfulness of your comments, and your peer interaction.

Grade Breakdown:

Final Exam 25%

Team Case Assignment 20%

Team Strategy Assignment 25%

Case Briefs 10%

Participation 20%

Late Work: Late work will not be accepted as it is used as a preparation for the in class discussion.

Cheating: Cheating, plagiarizing, and any other forms of dishonesty will not be tolerated in this class. Materials and ideas that you use which belong to others must be cited. Cheating will be dealt with by the instructor in the harshest way possible and will be referred to the school for punishment in line with the student handbook.

Course Schedule:

This is a general guide as the schedule may change at any time. Notification will be given of any changes. If you miss a class it is your responsibility to talk to your classmates about any assignments or schedule changes.

CLASS 1 – Introduction to the Course 1/1

CLASS 2 – Multinational Corporations and Internationalization 1/4

CLASS 3 – Multinational Corporations and Internationalization 2/4

CLASS 4 – Multinational Corporations and Internationalization 3/4

CLASS 5 – Multinational Corporations and Internationalization 4/4

CLASS 6 – The External environment 1/3

CLASS 7 – The External environment 2/3

CLASS 8 – The External environment 3/3

CLASS 9 – Coordination Mechanisms and Organizational Structure 1/2

CLASS 10 – Coordination Mechanisms and Organizational Structure 2/2

CLASS 11 – Operation Modes 1/2

CLASS 12 – Operation Modes 2/2

CLASS 13 – Alliances and Investment 1/2

CLASS 14 – Alliances and Investment 2/2

CLASS 15 – Value Chain and Internationalization 1/3

CLASS 16 – Value Chain and Internationalization 2/3

CLASS 17 – Value Chain and Internationalization 3/3

CLASS 18 – Summary and Conclusion 1/1

FINAL EXAM