

COURSE SYLLABUS (2020-2021) SEMESTER 2

INTERNATIONAL BUSINESS MANAGEMENT

MKT 2241 - BBA (Hons)

Course Title:	International Business Management
Course Code:	MKT 2241
No. Of Credits/Semester:	3
Mode of Tuition:	Sectional Approach
Teaching Hours:	3 Hours per week
Category in Major Prog.:	Marketing Stream Elective
Prerequisite:	Global Business Environment (BUS2108) or Global Business and management (GLA 1/2002) (Advisable, not required)

BRIEF COURSE DESCRIPTION

International Business Management is a 'second-level' international business course which focuses on the management of multi-national enterprises. Most of the students taking the course will have previously studied the 'foundation core' course 'Global Business Environment'. The International Business Management course builds on the students' existing knowledge base and assumes that students are familiar with the international environment of business. The course moves beyond the broad environment to the specific organisational context, examining how multinational enterprises organise and compete in the international arena. The course deals with structure and management of multinational corporations and the management of functional activities on an international basis. Further, from a strategic perspective, the course addresses the competitive challenges of doing business in differing geographic environments. The course builds on 'Global Business Environment' by examining how multinational firms respond to the international environments of business. It also ties in with the capstone course 'Strategic Management' focusing as it does on methods of international organisation and competition in different geographic locations.

There are a number of significant changes to the course for the 2020/21 semester to reflect both the nature of the teaching and learning environment and also (more importantly) the significant

changes to the practice of international business that has resulted from the Covid-19 pandemic.

These changes for this year's version of the course include:

- A focus on the impact of Covid and how this will change the nature of globalization and trade as a whole and how it will change business practice across the international functional activities of multinational companies. The course considers whether these changes are short-term and will end with a vaccine, and which changes are longer term that may not change back to their former state.
- Removal of the section of the course which deals with 'doing business in China'; this is as a result of the new laws in Hong Kong which make discussion of some China related issues difficult to discuss openly.
- A reduction in the scope of the group project given that we may not have resumed face to face teaching which makes it difficult to run the normal group activity.
- A change from a final examination to a final assessment exercise, to be completed at home and submitted through turnitin.

LEARNING OUTCOMES

On completion of this course students will be able to;

1. Demonstrate an understanding of the organisational options open to multinational organisations. (LO1)
2. Determine in what circumstances firms will choose to globally integrate international activities. Additionally, students will understand how firms can develop globally integrated strategies. (LO2)
3. Appreciate the issues involved in the organisation and conduct of functional strategies within multinational organisations. (LO3)
4. Understand the particular challenges of operating and competing in each of the 'triad' geographical regions, in China, and in the emerging economies. (LO4)
5. Be aware of major ethical issues facing multinational corporations, alongside major future developments in international business. (LO5)

In terms of developing students' career opportunities, the course should:

6. Enhance students' 'employability' by multinational corporations due to their increased understanding of how such organisations operate. (LO6)
7. Prepare students for a career in international business with an understanding of competitive challenges in a variety of international markets. (LO7)

MEASUREMENT OF LEARNING OUTCOMES

1. Continuous understanding of concepts is developed and tested through integrated learning exercises, held each week in the second scheduled class meeting. A high proportion of the final grade is dependent upon participation in these activities. At the conclusion of each weekly exercise, students are encouraged to discuss what they have learned from the activity and to ask follow-up questions. (L01-L07)
2. Understanding of the core concepts of multi-local and global strategies is tested through a relatively early mid-term test. Students need to demonstrate an understanding of that core concept and how it applies to the various functional strategies. (L01-L03)
3. The ethics case study is mandatory for students and they are instructed that failure to attend this class will result in a deduction of marks. The final examination invariably covers ethical issues in one form or another. (L05)
4. An individual essay is required in order to test students' ability to analyse a current international business issue in greater depth than the weekly activities allow for. Students need to demonstrate both research capability on their essay topic and the ability to present in written form a clear and concise explanation of their issue. (L01-L04 and L06-07)
5. Students work together in a group and assist in the 'teaching' of one of the classes in the second half of the course. To do this, students need to demonstrate an understanding of a particular business environment and the opportunities and challenges inherent in operating there. (L04-L07)

INDICATIVE COURSE CONTENT:

This course tackles two distinct aspects of International Business Management. Firstly, from a strategic viewpoint, the course covers management of the multinational organisation. Starting broadly, the course initially considers the strategic choices facing international firms regarding the extent to which they need to globally integrate their international operations. At a more specific level, the management of the various functional operations within multinational organisations is examined. The international management of human resources, marketing, finance, information systems, and production activities are all considered. How these activities can be integrated, the benefits of doing so, and the drawbacks associated with international integration are presented.

The second major theme of the course regards doing business in different geographic locations. Each of the 'triad' areas are examined in detail, with the focus on the challenges of conducting business in each area. Separate classes on doing business in emerging economies are included. The course is both 'micro' and 'macro' in nature; some attention is placed on the economic and business environments in these regions and students are also required to develop an understanding of how firms choose to operate and compete within these environments. This will be done through shared student-led classes and presentations supplemented with a number of in-class exercises and case studies.

The course concludes by considering ethical issues facing multinational enterprises and the future development of international business.

TEACHING METHOD / CLASS ACTIVITIES

The teaching method for this course will utilise a mix of the conventional 'lecturing' approach together with a wide range of in-class exercises and activities. The precise content of each class has been summarised in the attached 'class outlines'. Students are encouraged to make appropriate preparations for each class.

The attached class outlines indicate that in-class exercises and cases are generally scheduled for the second class within each week. Discussion questions for each case study are included in the class outlines. Students are required to have read each case *before* entering the class.

ASSESSMENT SCHEDULE

Mid-term test (20%)

The mid-term test will be held on **Wednesday February 24th from 8-9 p.m.** Coverage will include all chapters and materials presented on the course up to that date. The format of the test will be two short essay questions. You will complete the test at home and submit via turnitin

Individual Essay Write-up and Discussion (20 %)

A list of essay topics for individual preparation will be provided to students early in the course. Students will be free to pick any essay topic they wish. A written essay of approximately 2,000 words must be completed and submitted in the final week of the semester. This assignment must be completed on an individual basis; any signs of collusion in preparing reports will be severely dealt with. The anti-plagiarism software service 'turnitin' will be used to scan reports for any signs of plagiarism and assignments must be submitted through Moodle. The submission deadline for the essay is **Thursday April 8th** at 11:59 p.m,

Participation (5%)

Participation is important. In order to encourage more active participation 5% will be awarded on an individual basis. This semester obviously participation is different than normal. You will get additional marks if you keep your camera ON for the majority of the classes and if you participate in the chat function of the zoom classes.

Group Class Presentation (15 %)

The major group exercise for this course has been changed and refined this year as it is unlikely that we will have fully resumed face to face teaching by this point of the semester. Normally, students working in groups, prepare and present one of the classes, the complete one hour and fifteen minute session on the subject of doing business in a particular geographic area. However, I do not think that would work this semester so instead I have scaled back the project requirements and instead each group will be required to participate in a more limited manner.

You will still work in groups and you will make two 'mini-presentations' within the class;. These should cover;

- The economic and business environment of the geographic area. This should include information on the relative size and growth rates of the economy/ies; the structure of economic activity; size, growth and direction of trade etc; strengths and weaknesses of the area that impact its competitiveness. (this should take approximately ten - fifteen minutes)

- The major challenges (present three) and opportunities (present one) for multinational businesses operating in the region. Think of this from the perspective of those ‘foreign’ MNC’s operating within the geographic area. In particular what are the managerial challenges of operating within these areas? How can companies respond to challenges and opportunities within the area? Provide examples. (this should take twenty-twenty-five minutes)

In order to assist you with your class preparation you can use the following resources:

- The relevant textbook chapter (Collinson *et al.*)
- Additional class materials provided on Moodle
- Group meetings and consultation with the lecturer of the course
- Absolutely any other resource you consider useful

Final Assessment (40 %)

The final assessment will cover all topics included in the course. It will consist of both essay questions and a compulsory case study. Note that there are three numerous exercise and cases discussed throughout the year, variations of these may well be found on the final assessment paper. The final assessment exercise will be completed at home and submitted through Turnitin.

The suggested **texts** for this course are:

A *‘Global Business Today’* by Charles Hill and Tomas Hult (11/e) published by McGraw Hill (2019)

And

B *‘International Business’* (seventh edition) by Simon Collinson, Rajneesh Narula and Alan M. Rugman published by Pearson (2016).

Other very useful textbooks for this course are:

'Outside the box' by Marc Levinson published by Princeton University Press (2020)

'Global Strategic Management' by Philippe Lasserre (3/e) published by Macmillan (2012)

'International Business: A managerial perspective' by Ricky Griffin and Michael Pustay (8th/E) published by Pearson (2014)

'International Business: The Challenges of Globalizations' by John Wild and Kenneth Wild 8th/E) published by Pearson (2015)

'International Business: the new realities' by Cavusgil, Knight and Reisenberger (4/e) published by Pearson (2016)

The following text is provided as **'additional suggested reading'**. Many of the individual *suggested paper readings* can be located in this text.

'Transnational management: text, cases and readings in cross-border management' (seventh edition) by Christopher A. Bartlett and Paul Beamish published by McGraw Hill (2013).

For some subjects you may also wish to consider the following text, which provides a different view of some of the subjects. This book may be more appropriate for those HRM students taking the course.

'Multinational Management: a strategic approach' by John B. Cullen and K. Praveen Parboteeah (6/e) published by Cengage Learning (2013).

All of these books have been placed on short term reserve in the University library. You can purchase the main suggested text for this course at the following location:

http://www.elephants.com.hk/search/detail.aspx?product_id=26708662&category_id=1

Each week a number of readings are assigned. Please see the attached class outlines for details. The **'required reading'** *must* be completed *prior to* attending the first class of that particular week. It will be assumed that you are already familiar with the required reading material. Additional **'suggested readings'** are provided each week for those students who wish to examine a particular topic in more detail. Some of these papers are more 'important' than others, these will be highlighted for your particular attention as the course progresses.

Widespread reading of business magazines, journals and newspapers is encouraged. Suggested titles include;

International News and Business Magazines

The Economist
Fortune
Forbes International
International Business Week
International News and World Report
Time
Newsweek

Newspapers (International and Local)

South China Morning Post
Wall Street Journal (Asian Edition)
New York Times International
Financial Times

YOUR FEEDBACK

Two formal feedback activities take place within the course. At mid-term, you will be asked to complete a short online CTLE feedback form that gives me an indication of your thoughts on how the course is progressing. At the end of term you will complete the more formal Course Evaluation exercise.

However, I am interested in any and all feedback, in any form, at any time. My objective is to make the course as interesting and informative as possible. Any advice, suggestions that you can provide will be gratefully received. It does not matter whether the feedback is positive or negative, as long as it is CONSTRUCTIVE. What would you like done? What do you want more of?, What do you want less of etc? Note that providing this kind of feedback can improve your individual and your group's participation marks.

IMPORTANT NOTES

- (1) Students are expected to spend a total of 6 hours (i.e. 3 hours of class contact and 3 hours of personal study) per week to achieve the course learning outcomes.
- (2) Students shall be aware of the University regulations about dishonest practice in course work, tests and examinations, and the possible consequences as stipulated in the Regulations Governing University Examinations. In particular, plagiarism, being a kind of dishonest practice, is “the presentation of another person’s work without proper acknowledgement of the source, including exact phrases, or summarised ideas, or even footnotes/citations, whether protected by copyright or not, as the student’s own work”. Students are required to strictly follow university regulations governing academic integrity and honesty.
- (3) Students are required to submit written assignment(s) using Turnitin.
- (4) To enhance students’ understanding of plagiarism, a mini-course “Online Tutorial on Plagiarism Awareness” is available on <https://pla.ln.edu.hk/>.

INTERNATIONAL BUSINESS MANAGEMENT1

Summary Course Outline

Introduction and Organisation of International Enterprises (1 week)

Course Introduction

Strategy of International Business and Use of Global Strategies (Chapter 12A and C1)

Managing within the Multinational (5 weeks)

Managing International Supply Chain Activities (Chapter 15A)

Managing International Human Resources (Chapter 17A)

International Financial Management (Chapter 16B)

Managing International Marketing Activities (Chapter 16A)

Managing Information Systems for International Control (Handout)

Doing Business in Different Regions (4 weeks)

Doing Business in the European Union (Chapter 17B)

Doing Business in Japan (Chapter 18B)

Doing Business in North America (Chapter 19B)

Doing Business in Emerging Economies (Chapter 20B)

Course Conclusion (2 weeks)

Ethical Issues in International Business (Handout)

The Future of International Business (Handout)

Examination Preparation (Handout)

**INTERNATIONAL BUSINESS MANAGEMENT
COURSE TIMETABLE (2020-21 Semester 2)**

Date	Activity	Chapter
15/1	Course introduction	
19/1 22/1	Globalisation Global Strategy Drivers	12A C1
26/1 29/1	Global Marketing and Research and Development Covid and the impact on global marketing	16A
2/2 5/2	Global Human Resources Management Covid and the impact on global HRM	17A
9/2 12/2	Global Production and Supply Chain Management NO CLASS – PUBLIC HOLIDAY	15A
16/2 19/2	NO CLASS – PUBLIC HOLIDAY Covid and the impact on global supply chains	
23/2 24/2 26/2	NO CLASS – SPORTS DAY MID TERM TEST 8pm – 9pm Managing International Information Systems	Handout
2/3 5/3	International Financial Management Exercises in International Financial Management	16B
9/3 12/3	Doing Business in Japan Case Study: Kirin Beer	18B
16/3 19/3	Doing Business in North America Exercise: Mustang Jeans	19B
23/3 26/3	Doing Business in the European Union The impact of Brexit	17B
30/3 2/4	Doing Business in Emerging Economies NO CLASS – PUBLIC HOLIDAY	20B
6/4 8/4 9/4	NO CLASS – PUBLIC HOLIDAY SUBMIT INDIVIDUAL ESSAYS – 11:59PM Exercise: Advertising in Developing Markets	
13/4 16/4	Ethics in International Business Case Study - Nestle and Infant Milk Formula	Handout

20/4 23/4	The Future of IB post-Covid Class Review and Exam Preparation	Handout
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'Chapters' refers to the relevant chapter from the set texts, (A) indicates 'Global Business Today' by Charles Hill and Tomas Hult (11/e) published by McGraw Hill (2019) (B) indicates 'International Business (7/e)' by Collinson, Narula and Rugman published by Pearson (2016) (C) indicates 'Total Global Strategy (3/e)' by George S. Yip and Thomas Hult published by Pearson (2012) . Where no set texts are shown, alternative materials will be provided.