

COURSE SYLLABUS (2023-2024) SEMESTER 1

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
Advised Prerequisite:	Global Business Environment (BUS2108) or Global Business and Management (GLA 2002) or Global Business and Sustainability (GDS 1004) (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' or equivalent, this course builds on students' existing knowledge base and assumes that students are familiar with the international environment of business.

International Business Management 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 the 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. Building on 'Global Business Environment' the course examines 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 2023/24 academic year 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 after-effects of the Covid-19 pandemic and the increasingly polarized geo-political environment which has introduced new challenges for the conduct of international trade and investment.

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 the ethics 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 China and in other emerging economies are included. The course is both ‘micro’ and ‘macro’ in nature; 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 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 in class on **Thursday 12th October..** 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.

Individual Essay Write-up, Discussion and Peer review (15 %)

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 final submission deadline for the essay is **Friday November 17th** at 11:59 p,m, however you must submit an interim version of the essay two weeks earlier by **Friday November 3rd** at 11:59 p,m, This will then be peer reviewed by a classmate and you will in turn review the paper of another classmate. These reviews will be returned to the original author by **Friday November 10th** 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.

Group Class Presentation (20 %)

The major group exercise for this course has been changed and refined this year. It will require students, working in groups, to prepare and present one of the classes in the second half of this course. You will be expected to prepare a complete one hour and fifteen minute session on the subject of doing business in a particular geographic area. You will have complete flexibility in how you run the class and you can make use of a traditional lecture approach, powerpoints, videos, case studies, in-class exercises, experiential activities, guest speakers etc. The goal of the exercise should be to prepare a class which is both informative and interesting for all of the other students in the class.

There are two broad areas that should be covered in the class you develop;

- 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 fifteen minutes of your presentation)
- 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 one hour of your presentation)

You **MUST** include some form of student participation in your class.

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

Please provide a copy of your PowerPoint's (or any other materials which you wish to share) which I will upload to Moodle before the class begins. You need to provide these by NOON on the DAY BEFORE YOU PRESENT, please upload them through Turnitin on Moodle.

Doing business in Japan – Noon on Monday 16th October
Doing business in North America – Noon on Monday 23rd October
Doing business in China – Noon on Monday 30th October
Doing business in Emerging Markets – Noon on Monday 6th November
Doing business in Europe – Noon on Monday 13th November

Final Exam (40 %)

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

A 'Global Business Today' by Charles Hill (12/e) published by McGraw Hill (2021)

And

B 'International Business' (eighth edition) by Simon Collinson, Rajneesh Narula and Alan M. Rugman published by Pearson (2020).

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:

The purchase link for the e-version of the main text is:

<https://apbookshop.com/LNU/EN/Display/PrintedBook?ISBN=9781264209613>

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, either through the hardcopy or website versions. Suggested titles include;

International News and Business Magazines/ Newspapers / Websites

[The Economist](#)

[Fortune](#)

[Forbes International](#)

[Caixin Global](#)

[Time](#)

[Newsweek](#)

[South China Morning Post](#)

[Wall Street Journal](#)

[New York Times](#)

[Financial Times](#)

Course Policy on Use of Generative AI Tools (e.g. ChatGPT etc.)

You are **NOT ALLOWED** to make use of any generative AI tools in the completion of assignments for this course. The assignments within this course are designed to test students' research skills, critical thinking capabilities, ability to articulate and communicate ideas and to develop a deep understanding of the issues covered in the course. While AI tools have their uses, dependence upon them may limit the ability to develop and apply the skills assessed in this course. Therefore, the policy for assignments for this course is clear, **AI tools must not be used**: where evidence suggests that AI tools have been used this may result in a penalty being incurred, including the assignment concerned being given a score of zero, and the student being reported to the disciplinary committee.

Course Policy on Attendance

Attendance will be taken at the start of each class. It is expected that students will punctually attend all classes in person. While there may always be a special situation that requires you to miss a class, or be late once or twice, persistent lateness or absences will be reflected in your participation grade at the end of the course. All students are required to attend a minimum of 70% of the class meetings, failure to reach this threshold may mean that they will be disallowed from sitting the final exam and will therefore fail the course. Absences due to medical or other legitimate reasons and accompanied by supporting documentation (doctor's note etc.) will be excused and will not be included in the calculation of attendance percentage. If you arrive late to a class and miss the attendance call, make sure to inform your teacher at the end of the class of your presence so you can be marked as a late attendee rather than absent.

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 (2 weeks)

Course Introduction and recent developments in International Business Management

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

Managing within the Multinational (4 weeks)

Managing International Supply Chain Activities (Chapter 15A)

Managing International Human Resources (Chapter 17A)

International Financial Management (Chapter 15B)

Managing International Marketing Activities (Chapter 16A)

Managing Information Systems for International Control (Handout)

Doing Business in Different Regions (5 weeks)

Doing Business in Japan (Chapter 17B)

Doing Business in North America (Chapter 18B)

Doing Business in the European Union (Chapter 16B)

Doing Business in Emerging Economies (Chapter 19B)

Doing Business in China (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 (2023-24 Semester 1)
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Date	Activity	Chapter
5/9 7/9	Course Introduction and Assessment Requirements Recent developments in International Business Management	
12/9 14/9	Globalisation and Global Structure Global Strategy Drivers and use of Global Strategy Levers	12A C1
19/9 21/9	Global Marketing and Research and Development Global Human Resources Management	16A 17A
26/9 28/9	Global Production and Supply Chain Management Preparation for Group Project	15A
3/10 5/10	International Financial Management Exercises in International Financial Management	Handout
10/10 12/10	Managing International Information Systems MID TERM TEST	Handout
17/10 19/10	Doing Business in Japan Case Study: Kirin Beer	17B
24/10 26/10	Doing Business in North America Exercise: Mustang Jeans	18B
31/10 2/11	Doing Business in China Exercise: You are the Manager	20B
7/11 9/11	Doing Business in Emerging Economies Exercise: Advertising in Developing Markets	19B
14/11 16/11	Doing Business in the European Union No Class - Graduation	16B
21/11 23/11	Ethics in International Business Management Case Study - Nestle and Infant Milk Formula	Handout
28/11 30/11	The Future of International Business Management Class Review and Exam Preparation	Handout

'Chapters' refers to the relevant chapter from the set texts, (A) indicates 'Global Business Today' by Charles Hill (12/e) published by McGraw Hill (2019) (B) indicates 'International Business (8/e)' by Collinson, Narula and Rugman published by Pearson (2020) (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.