COURSE SYLLABUS (TERM 2, 2025-2026)
INTERNATIONAL BUSINESS MANAGEMENT
MKT2241 – 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)

International Business Management is a 'second level' international business course which focuses on the management of multinational 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 organizational 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 organization 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 important the significant changes to the practice of international business that has resulted from 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 organizational options open to multinational organizations. (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 organization and conduct of functional strategies within multinational organizations. Synthesize and apply international business concepts to create strategic plans for organizations. (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)

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

5. Enhance students' 'employability' by multinational corporations due to their increased understanding of how such organizations operate. (LO5)

6. Prepare students for a career in international business with an understanding of competitive challenges in a variety of international markets. (LO6)

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-L06).
2. Understanding of the core concepts of multi-local and global strategies is tested through a relatively early first test. Students need to demonstrate an understanding of that core concept and how it applies to the various functional strategies. (L01-L04)

3. The final examination or the second test invariably covers all issues in one form or another. (LO1-LO6)
4. 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. (L01-L06)

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 organization. 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 organizations 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

The first test (20%)

The first test will be held in class on **Friday 27 February.** Coverage will include Chapter 11-12, 14-17 of Global Business Today. The format is answering 30 MC questions on Moodle in 30 minutes.

The second test (35%)

The second test lasts for two hours and will be held in class on **Friday 17 April**. 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.

Participation (10%)

Participation is important. In order to encourage more active participation 10% will be awarded on an individual basis.

Group Class Presentation (35%)

The major group exercise 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. Library workshop: https://julaclun.alma.exlibrisgroup.com/leganto/public/852JULAC_LUN/citation/21866319610003413?auth=SAML

Doing business in Japan – 3:30pm on Friday 6th March
Doing business in North America – 3;30pm on Friday 13th March
Doing business in Emerging Economies – 3:30pm on Friday 20th March
Doing business in Europe – 3:30pm on Friday 27th March
Doing business in China – 3:30pm on Friday 10th April

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

A 'Global Business Today' by Charles Hill (13/e) published by McGraw Hill (2024) *And* *B 'International Business' (nineth edition) by Simon Collinson, Rajneesh Narula and Alan M. Rugman published by Pearson (2024).*

Other very useful textbooks for this course are:

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

'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 o 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 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.

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/.

(5) ChatGPT and other Generative AI tools are expected and allowed for use in written assignments. AI output used in assessment tasks should be properly referenced. For example, students may be required to submit a list of the “prompts” they gave to get content used in coursework.

Lecture Schedule

Week	Activity	Chapter
Wk 1	Course Introduction and Exporting, Importing and Countertrade	14A
Wk 2	Globalization and Global Structure, Global Strategy Drivers	12A
Wk 3	Global Production and Supply Chain Management	15A
Wk 4	Global Marketing and Research and Development Case Study: Ford Global Strategy	16A
Wk 5	Global Human Resources Management Exercise: You are the manager!	17A
Wk 6	International Monetary System Case study: HK Linked Exchange Rate System (LERS)	11A
Wk 7	**Chinese New Year Holiday**	

Wk 8	Managing International Finance **The 1st test in class on 27/2**	7B
Wk 9	**Doing Business in Japan,** Case Study: Kirin Beer	On Moodle
Wk 10	**Doing Business in North America** Exercise: Mustang Jeans	16B
Wk 11	**Doing Business in the Emerging Economies** Exercise: Advertising in Developing Markets	17B
Wk 12	**Doing Business in European Union** Case Study - Nestle and Infant Milk Formula	15B
Wk 13	**Good Friday holiday**	
Wk 14	**Doing Business in China** Case study: Geely	18B
Wk 15	**Future of IB Management**, course review and **the 2nd test on 17/4**	

This schedule is only indicative, it may be faster or slower or modified depending on the style of individual instructors. 'Chapters' refers to the relevant chapter from the set texts, (A) indicates Global Business Today' by Charles Hill (13/e) published by McGraw Hill (2024) (B) indicates 'International Business (9/e)' by Collinson, Narula and Rugman published by Pearson (2024. Where no set texts are shown, alternative materials will be provided.