

International Business Management
IMBA program
National Chengchi University

Instructor: Prof. C. Joseph Yu

Office Hours: Thursdays 13:00 - 14:00 p.m. or by appointments

Tel: 29393091 ext. 81021

yu54@nccu.edu.tw

I. Course Objectives

More and more firms are involved with international business. Firms go abroad mainly to expand sales or source resources. This course, International Business Management, is designed to enhance the students' understanding of international business. The specific objectives are two: (1) to acquaint the students with the knowledge and skills needed for international management and (2) to evaluate the impact of environmental changes on international business and derive strategies to respond to these changes. Regular reading of the *Asian Wall Street Journal*, *Economic Daily* and *China Commercial Times* is useful to update the current information regarding international business.

II. Evaluation

	<u>Percentage</u>
Class participation and preparation (including class attendance)	16
Three case reports	24
Midterm Exam	30
Final Exam	<u>30</u>
Total	100

III. Textbook

1. Daniels, J. D., Radebaugh, L. H., and D. P. Sullivan, *International Business: Environments and Operations*, 13th ed., NY: Pearson Education, Inc., 2011. (華泰書局).

2. Three cases

IV. Course Format

The format of class sessions includes lecture material supplemented by cases for illustrating certain topics. Students' participation is mandatory and students are expected to read the textbook and prepare the cases before class. Be sure to read the opening case of each chapter. The lectures basically follow the structure of each chapter in the textbook. The instructor will make cold calls to ensure that the students have made adequate efforts to attend the class. To facilitate teaching please use a name card during every class.

Active participation in case discussions can demonstrate the degree of preparation. Forming groups to discuss cases before classes is required and a two-page report summarizing the thoughts of each group for each case is required.

Both essay-type of questions and multiple choices will be given in the midterm and final examinations.

As a courtesy to your instructor and classmates please abide by the following rules:

- (1) Do not miss classes and no entry if late for more than 10 minutes;
- (2) Turn off pages or cellular phones; and
- (3) No food in the classroom (drinks and water are fine).

Any violation of the above rules will seriously adversely affect your grade. If you miss the classed for four times, you should drop the course.

The class will meet 17 times including the midterm and final examinations. The meeting dates follow:

9/16, 23, 30 10/7, 14, 21, 28 11/4, 11, 18*, 25
12/2, 9, 16, 23, 30 1/6**

*Midterm exam **Final exam

V. Class Schedule

<u>Date</u>	<u>Topic</u>
1st	Administration/Introduction
	. Overview of international business
	. Factors affecting firms' internationalization
	. Globalization
	Ch. 1

- 2nd Cultural environment
 . Elements of culture
 . Managing cultural diversity
 Ch. 2
- 3rd The international political and legal environments
 . Political risks
 . Legal systems
 Ch. 3
 Case 1: Eliminate the Middleman? (Prod. #: R0603X-PDF-ENG)
- 4th Economic environment
 . Economic profiles
 . Cross-national cooperation and agreements
 Ch. 4, 8
- 5th Trade theories
 . Classical trade theories
 . Strategic trade policy theories
 Ch. 6
- 6th Government influence on trade
 . Rationale of intervention
 . Policy tools
 Ch. 7
- 7th Foreign market entry strategies (I)
 . Modes of entry
 . Nature of trade
 Ch. 12, 13
- 8th Foreign market entry strategies (I)
 . FDI
 . Strategic alliances
 Ch. 14
- 9th Case 2: Jollibee Foods Corporation (A): International Expansion

- 10th *****Midterm examination*****
- 11th International financial environment
. The international monetary system
. Foreign exchange market
Ch. 9, 10
- 12th Multinational control and organization
. IB strategy
. Planning
. Organizational structure
Ch. 11, 15
- 13th International marketing management
. Standardization vs. adaptation
. Marketing mix
Ch. 16
- 14th International Financial Management
. Funding
. Capital budgeting
Ch. 19
- 15th International human resources management
. Managing global talents
. Expatriate management
Ch. 20
- 16th Case 3: Dell: Overcoming Roadblocks to Growth (HKU575)
- 17th ***** Final examination *****

Case 2: Jollibee Foods Corporation (A)

Questions:

1. What are the KSFs in food franchising business?
2. Why had been Jollibee so successful in Philippines so far? Can Jolibee duplicate its successful operations abroad?
3. Please evaluate Tony's performance as International VP.
4. Among the three options, which one would you recommend?

Case 3: Dell: Overcoming Roadblocks to Growth

Questions:

1. What was Dell's competitive position in the PC market in late 2005?
2. What benefits did the direct model provide? Why had the direct model worked well and what were its limitations?
3. What were Dell's motives for business diversification and what were the risks involved?
4. What challenge did Dell face in China?