



THE CHINESE UNIVERSITY OF HONG KONG  
INTERNATIONAL SUMMER SCHOOL (JULY SESSION)  
29 JUNE – 1 AUGUST 2016

Tentative  
January 2016

<b>Course</b>	MGNT3580 Global Enterprise Management (3 credits)								
<b>Class Time</b>	(9:30-12:30) Tuesday, Wednesday, Thursday								
<b>Teacher</b>	Professor Tatiana Kostova Endowed Chair and Professor of International Business Moore School of Business, University of South Carolina Visiting Professor, The Chinese University of Hong Kong								
<b>Email</b>	To be provided								
<b>Course Description</b>									
<p>One of the important trends of modern business is globalization. Organizations, particularly multinational corporations (MNCs), are continuously expanding across national borders. This course focuses on multinational corporations as a context in which issues in managing the globalization of an organization are examined. This course covers both the macro and the micro aspect of global business management. The macro aspect involves the consideration of the various contexts of the host nation, including the legal, economic, and cultural. It also focuses on recent trends in the global environment and their implications for cross-border business. The micro aspect involves the strategy of the organization and its internal operating environment, including organizational culture and structure, dealing with business partners across national borders, staffing and training needs, motivation, leadership and decision making in a complex cross-cultural setting, as well as topics of organizational transformation and change. Regional examples will be emphasized.</p>									
<b>Required Textbook and Teaching Materials</b>									
<ol style="list-style-type: none"><li>1. <b>Custom HBS casebook</b> “<i>MGT3580: Global Enterprise Management</i>” for online purchase by students from Harvard Business School (HBS) containing Harvard business cases. To download: Go to <a href="https://cb.hbsp.harvard.edu/cbmp/access/43955646">https://cb.hbsp.harvard.edu/cbmp/access/43955646</a> You need to register on the site to create a user name if you do not already have one. Once you have registered, you can log in to see the course materials. <b>Note:</b> Site will be active after May 1, 2016. After you register, you can get to the course again by doing the following:<ol style="list-style-type: none"><li>1. Visit <b>hbsp.harvard.edu</b> and log in.</li><li>2. Click <b>My Courses</b>, and then click this course name: Global Enterprise Management 2015</li></ol></li><li>2. <b>Articles</b> from <i>Harvard Business Review</i> available for free through CUHK Library</li><li>3. <b>Copies of lecture notes</b> will be posted on the course Blackboard site before each class.</li></ol>									
<b>Course Requirements/Evaluation</b>									
<p>Course requirements and student evaluation are as follows:</p> <table><tr><td>A. Class participation</td><td>15%</td></tr><tr><td>B. Country Analysis</td><td>10%</td></tr><tr><td>C. Group project:</td><td>35% (Text-15%; Presentation-10%; Ind. Contribution-10%)</td></tr><tr><td>D. Midterm exams*</td><td>40% (Two exams, 20% each)</td></tr></table> <p>A. CLASS PARTICIPATION</p> <p>Class participation will be evaluated based on the quantity and the quality of individuals’ contribution. On occasion, without notice, students will be called upon to make the opening statement describing the facts of a case or to address a specific issue during class discussion. Unexcused absences from any part of the class sessions will affect the participation grade.</p>		A. Class participation	15%	B. Country Analysis	10%	C. Group project:	35% (Text-15%; Presentation-10%; Ind. Contribution-10%)	D. Midterm exams*	40% (Two exams, 20% each)
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D. Midterm exams*	40% (Two exams, 20% each)								

## B. COUNTRY ANALYSIS

This is an individual research/writing assignment aimed at developing an understanding of the economic and cultural environments in different countries as well as developing skills for conducting such research. Each student will choose a country, research its business and cultural environment, and write a report. Specific guidelines for this assignment will be provided to students (posted on Blackboard). A hard copy of the report (no more than 4 pages, min. 11 point font, and 1.5 line spacing) is due in class on July 6.

## C. GROUP PROJECT

During the second class session, students will be assigned to 4-5 people project teams. Each team will choose (a) a country and (b) a multinational company which is not headquartered in this country but is currently conducting business in the country. Teams will be responsible for researching the MNC and the host country and for writing and presenting a paper entitled "Getting ready for an international assignment". The paper includes three parts. Part I is an assessment of the country's economic, political, and cultural environments. Part II presents an analysis of the company and its subsidiary in that country. Part III discusses the potential organizational and managerial problems in the subsidiary given the characteristics of the country and the company/subsidiary, and offers strategies that could be used to counter these problems.

The paper should demonstrate students' knowledge and understanding of the critical issues of accepting an international assignment, their ability to collect the necessary country-, industry-, organization-, and subsidiary-level data, as well as their teamwork and presentation skills. It should be based on thorough research of various sources including library resources, company documentation, personal interviews, and personal experience in a country and/or a company. Additional guidelines for the project will be provided to students (posted on Blackboard). Due date for submission of the complete project (hard copy) is July 26.

## D. MIDTERM EXAMS

There will be two 1-hour exams in the class, each covering approximately half of the class material. The first mid-term will be on July 12, and the second – on July 21. The exams will include short essay questions. A study guide and sample questions will be provided one week before each exam.

## CLASS SCHEDULE

<b>Session 1</b> June 29	<b>Introduction to International Management</b> <b>Political, Economic, and Social Environments of MNCs</b>
<b>Session 2</b> June 30	<b>Political, Economic, and Social Environments of MNCs</b> <a href="http://www.eurasiagroup.net/pages/top-risks-2016">http://www.eurasiagroup.net/pages/top-risks-2016</a> <i>Case:</i> Wal-Mart in Europe (HBS casebook) <i>Case:</i> Wal-Mart in China 2012 (HBS casebook) <i>Case:</i> Google in China (A) (HBS casebook)
<b>Session 3</b> July 5	<b>National Culture and Cross-Cultural Communication (lecture)</b> <i>Reading:</i> “National Culture and Management” (HBS casebook)
<b>Session 4</b> July 6	<b>MNC Strategy</b> <i>Case:</i> Philips versus Matsushita: The Competitive Battle Continues (HBS casebook) <i>Reading:</i> M. Porter, “The Competitive Advantage of Nations”, <i>HBR</i> , March 1990, (CUHK Library) (skim) <b>Assignment:</b> “Country Analysis” report due (bring a <u>hard copy</u> to class)
<b>Session 5</b> July 7	<b>Organization Structure and Control Systems</b> <i>Case:</i> Kentucky Fried Chicken (Japan) Ltd. (HBS case book) <i>Assignment:</i> Part I of the group project due (e-mail to kostova@sc.edu)
<b>Session 6</b> July 12	<b>Exam #1</b> <b>Motivating the Global Workforce</b> <i>Case:</i> Lincoln Electric: Venturing Abroad (HBS casebook)
<b>Session 7</b> July 13	<b>Decision-Making in a Cross-Cultural Context</b> <i>Case:</i> Ideal Standard France: Pat Paterson (HBS casebook) <i>Reading:</i> Keeney et al., “The Hidden Traps in Decision Making”, <i>HBR</i> , January 2006 (CUHK Library) skim
<b>Session 8</b> July 14	<b>Managing Global Alliances</b> <i>Case:</i> Nissan Motor Company (HBS casebook)
<b>Session 9</b> July 19	<b>Managing Innovation in MNCs</b> <i>Case:</i> P&G Japan: The SK-II Globalization Project
<b>Session 10</b> July 20	<b>Emerging Markets</b> <i>Case:</i> Haier: Taking a Chinese Company Global in 2011 (HBS casebook) <i>Case:</i> Alibaba Group (HBS casebook) <i>Case:</i> Tata Nano – The People’s Car (HBS casebook) <i>Assignment:</i> Part II of the project due (e-mail to kostova@sc.edu)
<b>Session 11</b> July 21	<b>Exam #2</b> <b>Global Leadership and Pioneering Best Management Practices</b> <i>Case:</i> GE’s Two-Decade Transformation: Jack Welch’s Leadership (HBS casebook)
<b>Session 12</b> July 26	<b>Group Project Presentations</b> <i>Assignment:</i> Complete projects due (bring a <u>hard copy</u> of the whole project to class)
<b>Session 13</b> July 27	<b>Group Project Presentations</b> Course Summary and Conclusion

## Others

### **Honesty in Academic Work**

Attention is drawn to University policy and regulations on honesty in academic work, and to the disciplinary guidelines and procedures applicable to breaches of such policy and regulations. Details may be found at <http://www.cuhk.edu.hk/policy/academichonesty/>.

With each assignment, students will be required to submit a signed declaration ([http://www.cuhk.edu.hk/policy/academichonesty/Eng\\_hm\\_files\\_\(2013-14\)/p10.htm](http://www.cuhk.edu.hk/policy/academichonesty/Eng_hm_files_(2013-14)/p10.htm)) that they are aware of these policies, regulations, guidelines and procedures.

- In the case of group projects, all students of the same group should be asked to sign the declaration, each of whom is responsible and liable to disciplinary actions should there be any plagiarized contents in the group project, irrespective of whether he/she has signed the declaration and whether he/she has contributed directly or indirectly to the plagiarized contents.
- For assignments in the form of a computer-generated document that is principally text-based and submitted via VeriGuide, the statement, in the form of a receipt, will be issued by the system upon students' uploading of the soft copy of the assignment.

Assignments without the properly signed declaration will not be graded by teachers.

Only the final version of the assignment should be submitted via VeriGuide.

The submission of a piece of work, or a part of a piece of work, for more than one purpose (e.g. to satisfy the requirements in two different courses) without declaration to this effect shall be regarded as having committed undeclared multiple submission. It is common and acceptable to reuse a turn of phrase or a sentence or two from one's own work; but wholesale reuse is problematic. In any case, agreement from the course teacher(s) concerned should be obtained prior to the submission of the piece of work.