

updated: September 10, 2013

**National Chengchi University
College of Commerce
International Business Strategy and Management
Course Syllabus**

Course Information

Course Number 300866001
Course Title International Business Strategy and Management
Term Fall 2013
Days & Times Thursday 9:00-12:00
Location 050101

Professor Contact Information

Professor Weichieh Su
Assistant Professor
Department of International Business
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Office Hours Open door policy or by appointment

Course Description

The course is designed to educate future leaders concerning the global context in which business is conducted. It will increase students' awareness of key economic, political, and legal issues that affect business on a global scale as well as interactions among firms, markets, governments and other social actors. It will expose students to different analytical perspectives for understanding the increasing complex sociopolitical environment.

Course Materials

There is no required textbook for this course. Handouts and reading materials will be uploaded before the class. Business cases are available on Harvard Business Publishing.

Grading

- Exam (20%)
- Quiz (20%)
- Group project (40%)
- Class participation (20%)

Lesson Schedule

Week	Date	Topic
1	Sept. 19 (no class)	The Mid-Autumn Festival
2	Sept. 26 (Lecture 1)	Course introduction Is the world really flat?
3	Oct. 3 (Lecture 2)	Institutions Where do differences come from?

updated: September 10, 2013

4	Oct. 10 (no class)	The National Day of Taiwan
5	Oct. 17 (Lecture 3)	Business ethics When in Rome, should firms do as the Romans do?
6	Oct. 24 (Lecture 4)	The nature of the multinational enterprise What does a multinational look like, theoretically?
7	Oct. 31 (Lecture 5)	Global strategy How do firms manage national differences?
8	Nov. 7 (Lecture 6)	International expansion strategy (1) When and where should firms invest globally?
9	Nov. 14 (Lecture 7)	International expansion strategy (2) How do firms invest globally?
10	Nov. 21 (Lecture 8)	Corporate governance Whom to blame when something goes wrong?
11	Nov. 28	Exam
12	Dec. 5 (Case 1)	Grolsch: growing globally
13	Dec. 12 (Case 2)	De Beers in the millennium
14	Dec. 19 (Case 3)	Yum! China
15	Dec. 26 (Case 4)	The pharmaceutical industry faces AIDS in Africa
16	Jan. 2 (Case 5)	White nights and polar lights: investing in the Russian oil industry
17	Jan. 9 (Case 6)	Zara: fast fashion
18	Jan. 16	Course wrap-up

These timelines are subject to change at the discretion of the Professor.

updated: September 10, 2013

❖ **Exam**

This is a closed book exam. Students, however, are allowed to bring a one-page, double-sided note (i.e., cheat sheet). No make-up exam is available.

❖ **Quiz**

Eight quizzes will be given randomly in the class during the semester. Each quiz has 20 points. The final quiz grade will be the sum of highest five scores. No make-up quiz is available.

❖ **Group project**

Six groups will be formed in the beginning of the class. Each group will be responsible for one case (i.e., presentation and analysis). 50 points will be graded according to the presentation: content delivery, quality, structure and attractiveness of the presentation. 50 points will be graded based on the written report. Evaluation of the report will be based on how well the group answers the assigned questions.

The report should be formatted as with 1" margins in a 12-point Time New Roman form, single-spaced, and page-numbered throughout the document except cover page. There is no limitation for page length, but a 3-page report is a minimum. References are required. Plagiarism will be severely punished. The report should be submitted before the presentation.

In the end of the report, you have to briefly describe each group member's duty or contribution in this case. Freeloading will also be severely punished. If any group member fails to provide his or her fair share of the work, the group should report this misconduct to the instructor as soon as possible. Group members will receive the same grade except for the individual who does not contribute to the project properly.

❖ **Participation**

Students are expected to participate in discussion during the class. Cold call will also be given during the class. Please also expect roll call. Assessment for regularly attending students will be based on individual discussion quality and engagement.

Group discussion is encouraged, especially before each case class. Group discussion can help you better understand the content of each assigned case. It also helps you stimulate your thinking.

Absence, late attendance or early departure is discouraged. If a student is absent to a class meeting, it will be his or her responsibility to catch up with the missed materials including any announcement. No make-up lectures or quizzes will be given. It is the student's responsibility to accept any consequences that may result from any absence.

updated: September 10, 2013

Questions for case analysis

➤ [Case 1: Grolsh](#)

1. Why did Grolsh globalize, and how well has it performed internationally?
2. What lessons does Grolsch's history afford about where to compete? What do you think about the MABA process?

➤ [Case 2: De Beers](#)

1. How, historically, did De Beers/the CSO engage in adaptation, aggregation, and arbitrage to create value across countries?
2. Does the new strategy that is being proposed make sense? How is its attractiveness affected by the turmoil and uncertainties that have developed around conflict diamonds?

➤ [Case 3: Yum! China](#)

1. What special challenges did Yum! face in exporting the KFC model, and how did Sam Su solve them?
2. How can Sam Su make sure that fast food restaurants in China don't make the same mistakes (you define what those mistakes are) as in the West?

➤ [Case 4: AIDS in Africa](#)

1. What is the central problem of the case?
2. How should the pharmaceutical companies respond to the plague of AIDS in Africa?

➤ [Case 5: Investing in the Russian oil industry](#)

1. How does the international oil market work?
2. Evaluate the strategies undertaken by Phibro, Mobil, and Conoco. Which one is wisest?

➤ [Case 6: Zara](#)

1. How do you see prospects in the Italian market? What do you think about the strategy of focusing on Europe versus making a major commitment to a second region?
2. What strategic recommendations would you make to Inditex CEO?