

**THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS**

**School of Business
STRA3703/BUSI0032A&B Multinational Corporations
1st Semester 2016-2017**

| GENERAL INFORMATION | |
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| Instructor: | Dr. Christine Chan |
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| Office: | Room 1223 K K Leung Building |
| Phone: | 3917-5663 |
| Consultation times: | Thursdays 12:30 pm – 1:30 pm Additional office hours are available by appointment |
| Pre-requisites: | BUSI1007/MGMT2401 Principles of Management or equivalent |
| COURSE DESCRIPTION | |
| <p>This course is designed to broaden students' understanding of the issues related to the management of multinational corporations. The emphasis is on the global business environment and its impact on multinational corporations' strategy, structure, and functions. The main objectives are to discuss the political, economic, and cultural environments in which multinational corporations operate; to examine the strategies that multinational corporations adopt to compete in a global market; to identify the structural solutions for maintaining control over foreign operations; and to discuss human resources management in the international context.</p> | |
| COURSE OBJECTIVES | |
| <ol style="list-style-type: none"> 1. To provide a detailed understanding of the theories of international business, multinational corporations' external and internal environments, and international business strategy 2. To provide an understanding of the challenges and opportunities that multinational corporations face in a global environment 3. To prepare students for career in the international business field | |
| PROGRAMME LEARNING OUTCOMES | |

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| PLO1 Acquisition and internalization of knowledge of the programme discipline | | |
| PLO2 Application and integration of knowledge | | |
| PLO3 Inculcating professionalism and leadership | | |
| PLO4 Developing global outlook | | |
| PLO5 Mastering communication skills | | |
| COURSE LEARNING OUTCOMES | | |
| Course Learning Outcomes | Aligned Programme Learning Outcomes | |
| CLO1 Explain the international business theories and concepts | PLO1 | |
| CLO2 Develop cultural sensitivity to manage cross-cultural employees and develop skills necessary to conduct effective cross-national negotiation | PLO1,2,3,4 | |
| CLO3 Explain the complex business opportunities and problems in a global context | PLO1,2,3,4 | |
| CLO4 Apply theories and concepts to analyze international management problems and issues; and to formulate and implement international business strategies | PLO1,2,3,4 | |
| CLO5 Demonstrate effective communication skills | PLO5 | |
| COURSE TEACHING AND LEARNING ACTIVITIES | | |
| Course Teaching and Learning Activities | Expected contact hour | Study Load (% of study) |
| T&L1. Lectures | 36 | 28% |
| T&L2. Case analyses | 30 | 24% |
| T&L3. Group discussion | 25 | 20% |
| T&L4. Self study | 35 | 28% |
| Total | 126 | 100% |
| Assessment Methods | Weight | Aligned Course Learning Outcomes |
| A1. Group Project | 50% | CLO1,2,3,4,5 |

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| Group project presentations | | |
| A2. Class participation | 20% | CLO1,2,3,4,5 |
| A3. Individual case write up | 30% | CLO1,2,3,4,5 |
| | Total | 100% |

A1. Group Project

Each team will prepare a report to assess a new foreign investment project. The investment project involves making or selling a specified product or service in a host country. Your team will choose one multinational corporation, one industry, and one host country. Students assume the role of international managers and present your analysis and recommendations to the senior management of your company. Your analysis should be focused primarily on organizational and management issues rather than marketing/finance issues.

A2. Class Participation

You are encouraged to actively participate in all class activities and discussions. Your class participation is crucial to successful learning. Active class participation will not only facilitate your learning process but also make the class discussions lively and exciting.

Class participation will be evaluated based on the quantity and quality of an individual's contribution. I will greatly reward students who actively participate in the discussion of cases and role-play activities, make insightful comments and connections to course materials, constructively analyse classmates' arguments, and introduce a unique perspective into a discussion. It is important that you are prepared for the class by having covered the case materials. I may call upon you to make the opening statement describing the facts of a case or to address a specific issue during class discussion. Unexcused absences will affect the participation grade.

A3. Case Write-Up

You are required to submit one case write-up. You are expected to identify the main issues in the case, to evaluate the alternatives and to make recommendations. The case to be used for this assignment will be announced in mid-March.

STANDARDS FOR ASSESSMENT

Course Grade Descriptors

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| A+, A, A- | Strong evidence of superb ability to fulfill the intended learning outcomes of the course at all levels of learning: describe, apply, evaluate and synthesis. |
| B+, B, B- | Strong evidence of ability to fulfill the intended learning outcomes of the course at all levels of learning: describe, apply, evaluate and synthesis. |

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| C+, C, C- | Evidence of adequate ability to fulfill the intended learning outcomes of the course at low levels of learning; such as describe and apply, but not at high levels of learning such as evaluate and synthesis. |
| D+, D | Evidence of basic familiarity with the subject. |
| F | Little evidence of basic familiarity with the subject. |

Assessment Rubrics for Each Assessment

A1. Group Project (Presentations)

| Grade | Criteria: |
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| | <ul style="list-style-type: none"> - Focus - Logic - Understanding of topic - Presentation skills - Timing |
| A+, A, A- | <p><u>Content of presentation</u></p> <ul style="list-style-type: none"> ▪ The presentation was highly successful at communicating the essential elements of the analysis and conclusions to the audience in a logical manner. ▪ Concepts were thoroughly explained and clarified when necessary. ▪ The presentation demonstrated a deep understanding and comprehension of the topic (theory and practical application). ▪ There was clear evidence of independent and critical thinking. <p><u>Execution of presentation</u></p> <ul style="list-style-type: none"> ▪ The presenter(s) displayed excellent verbal skills and delivered a highly interesting and coherent presentation. ▪ Visual aids were appropriately used and clear. ▪ The presentation was completed within the time limit. |
| B+, B, B- | <p><u>Content of presentation</u></p> <ul style="list-style-type: none"> ▪ The presentation was successful at communicating the essential elements of the analysis and conclusions to the audience in a logical manner. ▪ Most concepts were thoroughly explained and clarified when necessary. ▪ The presentation demonstrated a sound understanding and comprehension of the topic (theory and practical application). ▪ There was evidence of independent and critical thinking. <p><u>Execution of presentation</u></p> <ul style="list-style-type: none"> ▪ The presenter(s) displayed good verbal skills and delivered an interesting and coherent presentation. ▪ Visual aids were appropriately used and clear. ▪ The presentation was completed within the time limit. |
| C+, C, C- | <p><u>Content of presentation</u></p> <ul style="list-style-type: none"> ▪ The presentation adequately communicated the essential elements of the analysis and conclusions to the audience in a logical manner. |

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| | <ul style="list-style-type: none"> ▪ Most but not all concepts were thoroughly explained and clarified when necessary. ▪ The presentation demonstrated an acceptable level of understanding and comprehension of the topic (theory and practical application). ▪ There was limited evidence of independent and critical thinking. <p><u>Execution of presentation</u></p> <ul style="list-style-type: none"> ▪ The presenter(s) displayed mediocre verbal skills and delivered a somewhat interesting and coherent presentation. ▪ Visual aids were appropriately used and clear. ▪ The presentation was completed within the time limit. |
| D+, D | <p><u>Content of presentation</u></p> <ul style="list-style-type: none"> ▪ The presentation only covered some basic elements of the analysis and conclusions to the audience in a somewhat logical manner. ▪ Very few concepts were thoroughly explained and clarified when necessary. ▪ The presentation demonstrated very limited level of understanding and comprehension of the topic (theory and practical application). ▪ There was very limited evidence of independent and critical thinking. <p><u>Execution of presentation</u></p> <ul style="list-style-type: none"> ▪ The presenter(s) displayed minimal verbal skills and the presentation lacked in coherence. ▪ Visual aids were somewhat appropriately used but unclear. ▪ The presentation was completed within the time limit. |
| F | <p><u>Content of presentation</u></p> <ul style="list-style-type: none"> ▪ The presentation failed to address the basic and key issues of the analysis and conclusions. ▪ The presentation did not demonstrate sufficient understanding and comprehension of the topic. <p><u>Execution of presentation</u></p> <ul style="list-style-type: none"> ▪ Verbal skills were inadequate. ▪ Visual aids were inadequately used. ▪ The presentation was not completed within the time limit. |

A2. Class Participation

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| Grade | Assessment criteria: <ul style="list-style-type: none"> - Attendance - Voluntary and consistent participation - Quality of comments (accuracy, clarity, relevance) - Analytical ability - Link to theory and concepts |
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| A+, A, A- | <p>Attended all case sessions and missed minimal amount of lectures.</p> <p>Consistently participated voluntarily in case discussions and other class discussions. All or almost all contributions to the discussion are relevant, clear, well articulated and insightful and consist of relevant and helpful examples and analyses, creative and insightful solutions, thereby appropriately challenging assumptions and perspectives, showing outstanding ability to apply theory and concepts to practical examples.</p> |
| B+, B, B- | <p>Attended all case sessions and missed minimal amount of lectures.</p> <p>Consistently participated voluntarily in case discussions and other class discussions. Most contributions to the discussion are relevant, clear, well articulated and insightful and consist of relevant and helpful examples and analyses, creative and insightful solutions, thereby appropriately challenging assumptions and perspectives, showing strong ability to apply theory and concepts to practical examples.</p> |
| C+, C, C- | <p>Attended all case sessions and missed minimal amount of lectures.</p> <p>Occasionally participated voluntarily in case discussions and other class discussions. Some contributions to the discussion are relevant, clear, well articulated and insightful and consist of relevant and helpful examples and analyses, showing some creative and insightful solutions, thereby showing moderate ability to apply theory and concepts to practical examples.</p> |
| D+, D | <p>Attended all case sessions and missed minimal amount of lectures.</p> <p>Occasionally participated voluntarily in case discussions and other class discussions. Few contributions to the discussion are relevant, clear, well articulated and insightful and consist of limited relevant and helpful examples and analyses, showing very limited creative and insightful solutions, thereby showing very limited ability to apply theory and concepts to practical examples.</p> |
| F | <p>Missed multiple case sessions and/or failed to participate voluntarily or simply recited comments made by others.</p> |

A3. Individual Case Write-up

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| Grade | <p>Criteria:</p> <ul style="list-style-type: none"> - Identification of critical issues - Understanding and correct application of theory - Articulation of arguments - Relevance, logic and creativity of recommendations - Structure - Use and correct citation of relevant sources of information - Language and style (grammar and spelling) |
| A+, A, A- | <p><u>Analysis and application of theory:</u></p> <ul style="list-style-type: none"> ▪ Demonstrates an outstanding understanding of, and the ability to apply theory and concepts to the case chosen. ▪ All relevant aspects were addressed and researched in sufficient depth. ▪ Draws widely from relevant sources and cites sources correctly. <p><u>Recommendations and Conclusions:</u></p> |

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| | <ul style="list-style-type: none"> ▪ Outstanding ability to adopt a critical perspective and provide adequate, feasible and creative recommendations. ▪ Conclusions follow logically from analysis. <p><u>Writing and Structure:</u></p> <ul style="list-style-type: none"> ▪ Logical structure of report as a whole. ▪ Excellent development of arguments and offers a logically consistent and well-articulated analysis and insight into the subject. ▪ No spelling or grammar mistakes. |
| B+, B, B- | <p><u>Analysis and application of theory:</u></p> <ul style="list-style-type: none"> ▪ Demonstrates a good understanding of, and the ability to apply theory and concepts to the case chosen. ▪ Most relevant aspects were addressed and researched in sufficient depth. ▪ Draws widely from relevant sources and cites sources correctly. <p><u>Recommendations and Conclusions:</u></p> <ul style="list-style-type: none"> ▪ Good ability to adopt a critical perspective and provide adequate, feasible and creative recommendations. ▪ Conclusions follow logically from analysis. <p><u>Writing and Structure:</u></p> <ul style="list-style-type: none"> ▪ Logical structure of report as a whole. ▪ Good development of arguments and offers a logically consistent and well-articulated analysis and insight into the subject. ▪ No spelling or grammar mistakes. |
| C+, C, C- | <p><u>Analysis and application of theory:</u></p> <ul style="list-style-type: none"> ▪ Demonstrates a sufficient understanding of, and the ability to apply theory and concepts to the case chosen. ▪ Some relevant aspects were addressed and researched in depth. <p><u>Recommendations and Conclusions:</u></p> <ul style="list-style-type: none"> ▪ Mediocre ability to adopt a critical perspective and provide adequate, feasible and creative recommendations. ▪ Conclusions follow logically from analysis. ▪ Draws widely from relevant sources and cites sources correctly. <p><u>Writing and Structure:</u></p> <ul style="list-style-type: none"> ▪ Logical structure of report as a whole. ▪ Good development of arguments and offers a logically consistent and well-articulated analysis and insight into the subject. ▪ No spelling or grammar mistakes. |
| D+, D | <p><u>Analysis and application of theory:</u></p> <ul style="list-style-type: none"> ▪ Demonstrates limited understanding of, and the ability to apply theory and concepts to the case chosen. ▪ Some relevant aspects were addressed and researched to a moderate degree. ▪ Limited use of sources of information but correct citation of sources. <p><u>Recommendations and Conclusions:</u></p> |

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| | <ul style="list-style-type: none"> ▪ Mediocre ability to adopt a critical perspective and provide adequate, feasible and creative recommendations. ▪ Link between analysis and conclusions drawn is weak. <p><u>Writing and Structure:</u></p> <ul style="list-style-type: none"> ▪ Flaws in the logic of the structure of report as a whole. ▪ Mediocre development of arguments offering limited insight into the subject. ▪ No spelling or grammar mistakes. |
| F | <p><u>Analysis and application of theory:</u></p> <ul style="list-style-type: none"> ▪ Demonstrates lack of understanding of, and the ability to apply theory and concepts to the case chosen. ▪ Relevant aspects events were not addressed. <p><u>Recommendations and Conclusions:</u></p> <ul style="list-style-type: none"> ▪ Inability to adopt a critical perspective and provide adequate, feasible and create recommendations. ▪ Conclusions do not follow logically from the analysis. <p><u>Writing and Structure:</u></p> <ul style="list-style-type: none"> ▪ Flaws in the logic of the arguments and the structure of the report. ▪ Failure to use available software for grammar and spelling checks, resulting in poor writing, typos and grammatical errors. |

COURSE CONTENT AND TENTATIVE TEACHING SCHEDULE

| Teaching Week | Topic(s) |
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| 1 | Introduction to Multinational Corporations |
| 2 | Chapter 1: Assessing the Environment – Political, Economic, Legal, Technological |
| 3 | Chapter 2: Managing Interdependence – Social Responsibility and Ethics |
| 4 | Chapter 3: Understanding the Role of Culture Chapter 4: Communicating across Cultures |
| 5 | Chapter 5: Cross-cultural Negotiation and Decision Making |
| 6 | 1 st Presentation of Group Projects |
| 7 | Chapter 6: Formulating Strategy |
| 8 | Chapter 7: Global Alliances and Strategy Implementation |

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| 9 | Chapter 8: Organization Structure and Control Systems |
| 10 | Chapter 11: Motivating and Leading |
| 11 | 2 nd Presentation of Group Projects |
| REQUIRED/RECOMMENDED READINGS & ONLINE MATERIALS (e.g. journals, textbooks, website addresses etc.) | |
| The required textbook is Deresky, H., <i>International Management</i> , Upper Saddle River, N.J.: Pearson Prentice-Hall. | |
| MEANS/PROCESSES FOR STUDENT FEEDBACK ON COURSE | |
| <ul style="list-style-type: none"> ○ conducting mid-term survey in additional to SETL around the end of the semester ○ regular discussion with students | |
| COURSE POLICY (e.g. plagiarism, academic honesty, attendance, etc.) | |
| <ul style="list-style-type: none"> ● The University Regulations on academic dishonesty will be strictly enforced. Please check the University Statement on plagiarism at http://www.hku.hk/plagiarism/. ● Students are required to attend all classes on time. If you have some reasons for not being able to attend a class, you should inform the instructor beforehand. | |
| ADDITIONAL COURSE INFORMATION (e.g. e-learning platforms & materials, penalty for late assignments, etc.) | |
| Lecture notes will be posted on the course's website before each class. | |
| Course Structure: | |
| Class format is a combination of short lectures, group and classroom case discussions, and activities. | |