

**The University of Hong Kong  
School of Business**

**BUSI 0032A Multinational Corporations<sup>1</sup>  
2nd Semester 2011-12**

**I. INFORMATION ON INSTRUCTOR**

Instructor: Dr. Christine Chan  
Email: mkchan@business.hku.hk  
Office: 729H Meng Wah Complex  
Phone: 2241-5226  
Consultation times: Mondays 10:00 am – 10:30 am & Thursdays 3:30 pm – 4:00 pm  
Additional office hours are available by appointment

**Prerequisite:**

The prerequisite for this course is BUSI1007 Principles of Management or equivalent.

**Textbook:**

The required textbook is Deresky, H., *International Management*, Upper Saddle River, N.J.: Pearson Prentice-Hall.

Lecture notes will be posted on the course's website before each class.

Supplementary readings will be handed out in class.

**II. COURSE DESCRIPTION AND OBJECTIVES**

**Course Description:**

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.

---

<sup>1</sup> The full version of the course outline will be handed out in the first class. Please note that the syllabus may be changed at the instructor's discretion.

## Course Objectives:

- To provide a detailed understanding of the theories of international business, multinational corporations' external and internal environments, and international business strategy
- To provide an understanding of the challenges and opportunities that multinational corporations face in a global environment
- To prepare students for career in the international business field

## III. LEARNING OUTCOMES

By the end of the course, students should be able to:

- CLOS1. explain the international business theories and concepts  
CLOS2. develop cultural sensitivity to manage cross-cultural employees and develop skills necessary to conduct effective cross-national negotiation  
CLOS3. explain the complex business opportunities and problems in a global context  
CLOS4. apply theories and concepts to analyze international management problems and issues; and to formulate and implement international business strategies  
CLOS5. demonstrate effective communication skills

## IV. ALIGNMENT OF PROGRAM AND COURSE OUTCOMES

Program Learning Outcome	Course Learning Outcome (CLOs)
1. Acquisition and internalization of knowledge of major business disciplines	CLOS1, CLOS2, CLOS3, CLOS4
2. Application and integration of knowledge	CLOS2, CLOS3, CLOS4
3. Inculcating professionalism and leadership	CLOS2, CLOS3
4. Developing global outlook	CLOS2, CLOS3, CLOS4
5. Mastering communication skills	CLOS5

## V. TEACHING AND LEARNING ACTIVITIES

- TLA1. Lectures:  
Instructor will give lectures on major concepts and issues, and will show video clips to help students better understand the international business issues.
- TLA2. Case Discussions:  
Students will be asked to actively participate in all class discussions and share recent company news with other students.
- TLA3. Homework:  
Students will be asked to write a report to assess a foreign investment project of a multinational corporation and to prepare a case write-up.
- TLA4. Consultation:

Instructor holds weekly consultation hours to address students' questions.  
Students are also encouraged to discuss questions with the instructor by email.

## **VI. ASSESSMENT**

### **Assessment:**

The assessment is based on group assignments, class participation and case write-up. The weights of the components in determining the final grade are:

A1. Group assignments:		50%
Presentation	25%	
Written report	25%	
A2. Class participation		20%
A3. Case write-up		30%

### **A1. Group Assignments**

Each team will prepare a report to assess a 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.

**Relationship Among Course Learning Outcome, Teaching and Learning Activities and Assessments:**

Learning outcome (CLO)	Teaching and learning activity (TLA)	Assessment
1.	TLA1, 2, 3, 4	A1, 2, 3
2.	TLA1, 2, 3, 4	A1, 2, 3
3.	TLA1, 2, 3, 4	A1, 2, 3
4.	TLA1, 2, 3, 4	A1, 2, 3
5.	TLA1, 2, 3, 4	A1, 2, 3

**VII. STANDARDS FOR ASSESSMENT**

Projects and case write-up are graded using the following criteria:

Grade	Performance
A+, A, A-	Provide accurate analyses to all problems and issues, and give detailed and insightful responses to questions
B+, B, B-	Provide accurate analyses to some problems and issues, and give detailed responses to some questions
C+, C, C-	Provide accurate analyses to a few problems and issues, and give limited responses to some questions
D+, D	Provide inaccurate analyses to a few problems and issues, and give unclear responses to most questions
F	Provide inaccurate solutions to most problems and issues, and give poor responses to most questions

**VIII. ACADEMIC AND CLASS CONDUCT**

- 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.

## **IX. TOPICS COVERED**

- A. Global Manager's Environment
  - Political, economic, and legal environment of MNCs
  - Social responsibility of MNCs and ethics
- B. The Cultural Context of Global Management
  - National differences in culture
  - Communicating across cultures
  - Cross-cultural negotiation and decision making
- C. Formulating and Implementing Strategy for International and Global Operations
  - Global Strategy
  - Choosing a mode of entry
  - Managing international strategic alliances
  - Developing coordination and control
- D. Global Human Resources Management
  - Motivation Across Borders
  - Leadership in a cross-cultural context