

# **MBA 508: INTERNATIONAL BUSINESS MANAGEMENT**

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*Q&A time: every Wednesday at 8 p.m. (Beijing Time) in Wechat Group*

## **Course Description and Objectives**

With an ever-growing number of industries becoming global in scope, managers are being increasingly challenged to manage strategies within a global perspective. "International Business Management" seeks to provide students with the skills, knowledge, and sensitivity required to attain and maintain a sustainable competitive advantage within a global environment. The course will adopt a strategic perspective and will highlight the following topics from this perspective: the motivation of going global, the competitive context in which companies operate in global industries, the characteristics of global, multi-domestic and transnational strategies, and the strategic choices of entering foreign markets. Case studies used in the course will help you develop your analytical and decision-making skills and also highlight the reality of environmental uncertainties influencing decision making in the global context. Cases also seek to develop your capacity to identify issues, to reason carefully through various options, and improve your ability to manage the organizational process by which decisions get formed and executed. In addition to case analyses, we will also read and discuss recent articles from the business press and academic journals on issues relevant to operating in a global context. Thus, students will develop historical and current, theoretical and practical, perspectives on operating in a global context.

## **Grading**

Individual homework	40%
Group case analysis	30%

**Textbook**

Hill, C. W. L., & Hult, G. T. M. 2017. *Global Business Today*, 9th Edition, (adapted by China Machine Press, 2017), ISBN 978-7-111-57235-0.

(Note: It may be hard for some of you to get the textbook in your country. It will be great if you may get the textbook. But you will be fine if you can't get one. Don't worry about it.)

**Reference Books/Journals**

1. Porter, M. *Competitive advantage of nations. The competitive advantage of nations*. Free Press.
2. Porter, M. *Competitive advantage: creating and sustaining superior performance*. Free Press.
3. Ball, D. A. *International Business: The Challenge of Global Competition*. McGraw Hill.
4. Hill, C. L. *International business: competing in the global marketplace*. Irwin.
5. Bartlett, C. A., Ghoshal, S., & Birkinshaw, J. *Transnational management*. McGraw-Hill.
6. Daniels, J. D. Radebaugh, Li. H., & Sullivan, D. P. *International business: environments and operations*. Prentice-Hall.
7. *Academy of Management Journal*
8. *Academy of Management Review*
9. *Strategic Management Journal*
10. *Journal of International Business Studies*
11. *Harvard Business Review*
12. *Economist*

**Session Theme and Topics**

	Session	Theme	Topics
Global Strategy I:	1	Introduction How Did We Get Here? Why Does It Matter?	1.Introduction 2.Characteristics of the Current Globalization 3.The Three Stages of Globalization

How The Global Economy Works	2	The Big Disappointment: The World Did Not Converge	1.The Four Dimensions of Distance 2.Cultural Distance 3.Administrative Distance 4.Economic Distance
	3	Why We Trade and How We Do It?	1.Classic Explanations 2.Contemporary Explanations 3.Institutions in Charge of World Trade 4.Implications for Business
	4	Why Do We Have Multinationals? What Determines the Type of Multinational?	1.Not All Firms Succeed at Going Global 2.Ownership Advantages 3.Location Advantages 4.Internalization Advantages
Global Strategy II: Doing Business in The Global Economy	5	How Should Firms Operate Globally? What Determines Their Global Strategy?	1.Pressures and Corporate Global Strategy 2.The Global Value Chain 3.Sources of Responsiveness and Cost Reduction Pressures 4.The Four Basic Global Strategies 5.Managing Pressures and International Differences
	6	Entering Global Markets: Aggressively? Cautiously? Big? Small?	1.Questions and Concerns about Going Global 2.Where and When to Go? 3.How Big or Small Should We Go?
	7	Entry Strategies of Multinational Corporations	1.Export 2.Licensing 3.Franchising 4.Joint Ventures 5.Wholly Owned Subsidiaries 6.Strategic Alliances

	8	How Do Multinationals Strategize in an Increasingly Complex Political Environment?	1.The Uncertainties of Politics 2.Basic Tools to Analyze Global Politics 3.General Principles of Geopolitical Risk 4.Elements of Domestic Politics Affecting Multinational Firms 5.Political Strategies of Multinational Corporations
		Final exam	Open-book exam

Note: The topics and cases may be adjusted as needed.