

640 Managing International Business

Introduction

640 MANAGING INTERNATIONAL BUSINESS equips students with the basic knowledge and skills necessary for a manager to function effectively in an international business setting. The subject covers the analysis of national environments, market choice, entry-mode choice, balancing demands for global integration and local responsiveness, subsidiary management and management of expatriates. It incorporates teaching from many different disciplines of research, such as economics, management strategy, sociology and political science, to help students understand how strategies for a firm competing in international markets are influenced.

Case studies

Real-life case studies are incorporated into the subject to provide opportunities for students to apply theory into practice in an authentic context. Examples of cases include

Beamish, P.W. and A. Delios
Technophar in Vietnam
 Case #9A-95-G012
 Richard Ivey School of Business
 27 January 2000

Paine, L.S. and M.C. Moldoveanu
Royal Dutch/Shell in Nigeria (A)
 Case #9-399-126
 Harvard Business School Publishing
 20 April 2000

Huang, Y.S.
FDI in China
 Case #9-701-061
 Harvard Business School Publishing
 14 March 2001

Who should attend

- Executives wishing to enhance their management skills in a global business environment
- Managers with inter-functional and cross-border responsibilities
- Decision makers who need to formulate international business strategies

Learning objectives

Upon completion of this subject, students should be able to

- evaluate the potential success of foreign investment projects
- assess market-entry decisions based on investment motives and a firm's resources
- assess entry-mode choice based on timing and approach
- describe strategic business options for global expansion, including joint ventures, relocation and international subsidiaries
- understand the human resource management issues in a multinational business

Delivery method

The subject is delivered online over a 12-week period, with an assigned Professor acting as mentor. The class will comprise students from different countries and industry backgrounds. Practical case studies and discussions help to stimulate learning and knowledge exchange, while an examination at the end of the subject will help students review and apply the knowledge and skills learnt.

Prerequisites

601 Organisational Behaviour

Assessment

Case analyses (team and individual)	45%
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Discussion board activities	30%
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Final examination	25%
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Syllabus

Segment 1: Introduction

Students are introduced to the syllabus, the resources and communication tools available within the course.

Segment 2: Global Environments

Students learn how to evaluate foreign markets along cultural, political and economic dimensions, to make effective decisions about which markets to enter and when to enter those markets. The major sources of variance in national environments are discussed, enabling students to perform country analyses that will assist in strategic business decisions about global expansion or relocation.

Segment 3: Market Choice

The segment looks at factors that affect market choice – the selection of which national environments in which a firm's managers decide to locate its production and sales. A look at globalisation, multinational firms and foreign direct investment enhances the discussion. Regional trends, national policies and regulatory environments have implications for a firm's international business strategy, with consequences for foreign direct investment.

Segment 4: Mode Choice

Students gain an enhanced understanding of how to make strategic business decisions about entering a foreign market. The segment looks at the different entry modes, distinguishing between equity and non-equity modes, and considers co-operative forms of entry, such as strategic alliances and joint ventures.

Segment 5: Global and Local

The segment introduces students to the concepts of multinational strategy and the management of a firm's global operations, focusing on organisational structure and strategy. The balance between global integration and multinational responsiveness is key, as managers attempt to tailor a firm's international operations to local market conditions while maintaining consistency in foreign and domestic markets. The segment discusses the strategic options that can help resolve the pressures to be both local and global, at the same time.

Segment 6: Subsidiary Organisations

Students learn how to evaluate and develop the competitiveness of an individual subsidiary operation within a host country's national institutional environment. Subsidiaries, the agents of a multinational firm's overseas operations, can take a variety of functions in a multinational firm. Subsidiary operations, whether focused on the development, production or sales of a firm's products, implement various aspects of a multinational firm's strategy and are an integral part of a multinational firm's business management process.

Segment 7: International Managers

The segment examines the human resource management issues within a multinational firm. The recruitment, training, retention and compensation of employees across the range of a multinational firm's national institutional environments raise complex issues related to social, economic, political, ethical and legal considerations. Special attention is given to the integration of the expatriate manager in a firm's global and local operations.

Required textbook

Cullen, J.B. *Multinational Management: A Strategic Approach* (3rd ed). Ohio: South-Western, 2005.

Global Faculty

Subject Author

Professor Andrew Delios
National University of Singapore

Subject Reviewer

Professor Roger Kashlak
Loyola College

U21Global subjects are created by acknowledged experts in their field, usually senior academics who have strong understanding of postgraduate requirements. The subject content is further reviewed by academic specialists who appraise the subject from an independent perspective, ensuring a high-quality, professional product.

640 MANAGING INTERNATIONAL BUSINESS was created for U21Global by **Andrew Delios**, Associate Professor and Head of the Department of Business Policy, National University of Singapore. He previously taught at the Hong Kong University of Science and Technology and the Swedish School of Economics, Helsinki, Finland. He is the author and co-author of a number of books on multinationals and international business in Asia, and has published more than 40 published journal articles, case studies, book chapters and conference proceedings. He is the editor-in-chief of the *Asia Pacific Journal of Management*. Dr Delios earned his PhD in General Management at the Richard Ivey School of Business, University of Western Ontario.

The subject was reviewed by **Roger Kashlak**, Associate Professor of Management and International Business at the Sellinger School of Business and Management, Loyola College in Maryland. He teaches International Business, Strategic Management and Global Strategy in the undergraduate, graduate and executive programmes. Dr Kashlak has published extensively in international academic, peer-reviewed journals. He received his PhD in International Business and Strategic Management from Temple University, Philadelphia.

Professors

Students' progress will be guided by dedicated Professor Facilitators based around the world. They provide an international perspective and impart knowledge through a wealth of experience in their field of specialisation. Our Professor Facilitators will help students make sense of the information to enable students to transform the information into knowledge and creative solutions.



Balbir BHASIN

Balbir Bhasin is Associate Professor of International Business at the John F. Welch College of Business at Sacred Heart University, Connecticut. Dr Bhasin serves as an Advisor on trade and investment to the Government of Sri Lanka. He is also a member of the advisory board and Senior Research Associate with the Human Resource Institute, University of Tampa, Florida. Dr Bhasin was the recipient of the 2005 Ellis Award for Best Teacher at Ashland University. He earned his PhD in Management and International Business at the International Graduate School of Management, University of South Australia, and his Master of International Management with Distinction from Thunderbird American Graduate School of International Management, Arizona.



Shaukat ALI

Shaukat Ali is Senior Lecturer and Senior Research Fellow, International and Strategic Management at the University of Wolverhampton Business School, UK. He has more than 20 years of teaching and research experience, having taught at Bilkent University, Ankara, Turkey; Czech Management Center in the Czech Republic; Assumption University, Bangkok, Thailand and Bradford University, UK. Dr Ali, a qualified chartered engineer, also has extensive industry experience. He spent eight years with BICC Plc, an engineering company. Dr Ali has an MBA and PhD from the University of Bradford School of Management, UK, as well as an MA in education and a Postgraduate Certificate in Teaching and Learning, both from the University of Wolverhampton.