
Syllabus of Multinational Management for Undergraduate Students

Course Name: International Management

Course Number: 813802035

Credit: 2 (32)

Lecturer: Tian Bifei

Assessment: Writing exam

Type: Compulsory

School: Business and Administration School

Prerequisite: None

Overview of the course

This course is designed to expose students to core theoretical concepts in two major areas of international business research: theories of the MNC, and theories of country-level heterogeneity. The course opens with reflections on open questions at the frontier of IB research, followed by a set of empirical articles that challenge students to uncover conflicting theoretical paradigms about the sources of MNC advantage. The course is then divided into the theories of MNC competitive advantages and country-level differences in the organization and performance of industries and firms. Each of these topics could easily span an entire course, and the objective in this course is to ground students in major theoretical branches of each topic, so that interested students can pursue them in more depth on their own.

The course covers three theoretical paradigms of the basis for MNC competitive advantage: transactions costs, networks as a structural and strategic advantage, and the knowledge-based view. We supplement these readings with important empirical papers that link to these theories. Students are expected to *critically assess* these empirical papers with respect to the core theoretical foundations we cover in class. In other words, the aim is to evaluate competing theories with respect to the empirical evidence. Some part of the course deals with sources of country-level differences in the organization of firms and industries, an important and emerging theme in the international business literature. We contrast institutional economics, which draws upon transactions-costs and agency theories to identify optimal institutional

arrangements for economic growth and efficiency, versus sociologists, who theorize organizations as embedded in wider social and authority relations, such that efficiency is a local, rather than a global, concept. Students are introduced to a number of comparative studies of organization to develop their understanding of the co-evolution of national institutions, technology, and firm- and industry-level organizing practices.

The course exposes students to a range of theoretical positions that both build upon and contradict one another in important ways. The course is thus designed to develop critical research skills and help students carry out their own research. Throughout the course students are encouraged to identify points of similarities and differences across the different theoretical paradigms. Students will be asked to evaluate whether the empirical studies they read do a good job of supporting the theories the authors claim to advance, and to develop testable hypotheses to help resolve the theoretical questions and contradictions they uncover.

Testing and evaluation system

There is one in-term test. The format of this test will be announced. The final examination (held during final exam period) is comprehensive. All assigned readings and materials presented in the lectures are examinable. Students will do an integrative case study “Bayer MaterialScience (A & B)”, to be completed in groups. Students must sign up for a group in the 8th week (no extensions will be given), following procedures explained in class. Each group will submit a case report. Requirements concerning the case report will be explained in class. The report is to be submitted before the end of the semester.

	<u>Date</u>	<u>Weight</u>
Attendance		25%
Group report	TBA	25%
Final exam	TBA	50%
Total		100 %

Required readings

John B. Cullen (2015) *Multinational Management, 6st Edition* Cengage Learning.

Course Time Allocation Table

Week	Chapter	Teaching Content	Teaching Time	Note
1	1	International Management in A Changing World	2	
	2	Culture and Multinational Management	2	
2	3	The Institutional Context of Multinational Management	1	Discussion 1 Class
	4	Managing Ethical and Social Responsibility Challenges in Multinational Companies	2	
3	5	Strategic Management in The Multinational Company: Content and Formulation	1	Discussion 1 Class
	6	Multinational and Entry-Mode Strategies: Content and Formulation	2	
4	7	Small Businesses and International Entrepreneurship: Overcoming Barriers and Finding Opportunities	1	Discussion 1 Class
	8	Organizational Designs for Multinational Companies	2	
5	9	International Strategic Alliances: Design and Management	2	
	10	Multinational E-Commerce: Strategies and Structures	2	
6	11	International Human Resource Management	2	
	12	HRM in The Local Context: Knowing When and How to Adapt	2	
7	13	International Negotiation and Cross-Cultural Communication	2	
	14	Motivation in Multinational Companies	2	
8	15	Leadership and Management Behavior in Multinational Companies	2	
		Review	2	

Reference

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Ietto-Gillies, G. (2005), *Transnational Corporations and International Production: Concepts, Theories and Effects*, Northampton: Edward Elgar (hereafter TCIP).

Dunning, J.H. and Lundan, S.M. (2008), *Multinational Enterprises and the Global Economy*, Northampton: Edward Elgar (hereafter MEGE).

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