



Sungkyunkwan University (SKKU) International Summer Semester (ISS) 2020

## International Business and Management

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### SHORT COURSE DESCRIPTION

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This is a sophomore- or junior-level undergraduate course in international business (IB) strategy, with a focus on the foundations of global corporate success of large multinational enterprises (MNEs). The course has three main goals. First, it provides a critical overview of the most influential international business strategy literature with a focus on both conceptual and managerial insights. This overview should help undergraduate students obtain a better understanding of the complexity and the challenges associated with managing a large multinational network. Second, it aims to prepare undergraduate students for a professional career in an MNE by focusing primarily on the dynamic components of international business strategy and the change processes associated with such strategy. Third, the course aims to develop some practical communication skills, namely through preparing and making case presentations. In-depth understanding of the main sources of MNEs' global corporate success is indispensable for further understanding the critical roles of MNEs as the most significant catalysts for innovation through collaboration in the world market.

The course consists of twenty six formal sessions held over a period of four weeks (block course format) as shown in the general course outline, followed by the possibility to interact with the instructor on case analysis presentations. During the formal sessions, there will be a mix of presentations by the instructor (this should cover approximately 65% of the time in class) and group presentations by the participants. Each group of participants will be required to make 2 case study presentations (in case of 6 groups of 3 participants, i.e., a class of 18) of approximately 25 minutes. When a case is presented, the group presenting is encouraged to provide an "update" if possible ("where is the MNE now?"), but only if relevant new information is accessible through a web-based search. Each case presentation will be followed by a class discussion. There will also be discussions following a few short videos/ DVDs on the course topics.

### READING MATERIALS

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Alain Verbeke, International Business Strategy, 2<sup>nd</sup> edition (2013), Cambridge University Press.  
Additional reading materials will be provided to students in digital before each class every week.

### COURSE REQUIREMENTS AND GRADING

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In-class Test (2):	200 pts.
Final Exam (1):	150 pts
Case Presentation (2):	200 pts.
Participation:	100 pts.
<b>Total Points:</b>	<b>650 pts.</b>

**Test:** There will be three tests for this course during the summer term. These are either closed book/note tests or take-home exams. Since the final exam will be comprehensive and cumulative, the knowledge of the previous materials will be necessary. They will be comprised of multiple choice questions, short answer questions, and/or case-analysis questions.

**Group Presentation of Cases:** There will be two presentations of cases per each group throughout

this summer term. Each group will be comprised of three students on their own without any change of members during the summer semester. **It is mandatory for all of the group members to work on assigned cases together and to participate in the presentation of the cases in classes. 50 points will be evaluated based on a group's work, and the rest 50 points will be evaluated based on an individual's performance during each presentation. Each group is required to submit its presentation slides to the instructor before the beginning of classes.**

**Participation:** All students are encouraged to attend classes and participate in the class discussion after each group's presentation is made. In addition, each member of a group should submit two confidential peer evaluations (after the group presentation of each case is made) to the instructor on the performance and contribution of his/her team members. **Peer evaluations will be used to assess each student's contribution to each project.**

### **Final Grade**

90%	A
80%	B
70%	C
60%	D
Below 60%	F

\* Pass (P): Grade of 60% or above

\* Fail (F): Grade below 60%

### **COURSE POLICIES**

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**Attendance:** Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of SKKU ISS students. If a student must miss a class or leave early, **s/he needs to notify the instructor in advance**. The student is responsible for any assignments or requirements missed during an absence.

\* Pass (P): Attendance of 80% or above (within 3 unexcused absence)

\* Fail (F): Attendance below 80% (4 or more unexcused absence)

**Make-Up Examinations:** Because the instructor of this course believes that examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **No make-up examinations are available.** Exceptions may be granted only by the instructor, and only for unavoidable circumstances (illness verified by a signed physician's note, participation in subpoenas, jury duty, military service, bereavement, or religious observance).

### **Academic Integrity:**

All members of the SKKU ISS shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood. Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of "F" for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the instructor of this course.

### **COURSE SCHEDULE**

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This course outline is subject to change by the instructor. It is likely that there are some subjects we will explore in more depth.

– WEEK I –

**Thursday (25 June)**

**Handouts**

- Session 1: Introduction  
Session 2: Organization of the class

**Friday (26 June)**

**Handouts**

- Session 3: Who & When – The MNEs and Internationalization  
Session 4: Where – Regional vs. Global Strategy

– WEEK II –

**Monday (29 June)**

**Handouts & Verbeke, Chapter 1 & 2**

- Session 5: Why – Performance of MNEs  
Session 6: With What I – Firm-Specific Advantages (FSAs)

**Tuesday (30 June)**

**Verbeke, Chapter 1, 2 & 3**

- Session 7: **Case 2.1 3M / Case 2.2 IKEA**  
Session 8: With What II – Home Country-Specific Advantages (Home CSAs)

**Wednesday (1 July)**

- Session 9: **IN-CLASS TEST 1 (CHAPTER 2 & 3, Handouts)**

**Thursday (2 July)**

**Handouts & Verbeke, Chapter 1 & 3**

- Session 10: Corporate Strategy and National Competitiveness I  
Session 11: Corporate Strategy and National Competitiveness II

– WEEK III –

**Monday (6 July)**

**Verbeke, Chapter 1, 3 & 4**

- Session 12: **Case 3.1 Silicon Valley vs. Boston's Route 128 / Case 3.2 Shiseido**  
Session 13: With What III – Host Country-Specific Advantages (Host CSAs)

**Tuesday (7 July)**

**Verbeke, Chapter 1, 4 & 5**

- Session 14: **Case 4.1 Starbucks / Case 4.2 Wal-Mart**  
Session 15: With What IV – The FSAs-CSAs Framework

**Wednesday (8 July)**

**Verbeke, Chapter 1, 6 & 7**

- Session 16: Innovation & Production Strategy  
Session 17: **Case 6.2 Sony / Case 7.1 Flextronics**

**Thursday (9 July)**

- Session 18: **IN-CLASS TEST 2 (CHAPTER 1, 3, 4 & 5, Handouts)**

– WEEK IV –

**Monday (13 July)**

**Handouts & Verbeke, Chapter 11, 12 & 13**

- Session 19: Organizing Strategy  
Session 20: How – Entry Mode Dynamics 1, 2 & 3

**Tuesday (14 July)**

Session 21: **Field Trip to Samsung Innovation Museum (SIM) – Tentative**

**Wednesday (15 July)**

**Verbeke, Chapter 11, 12 & 14**

Session 22: Emerging Economies

Session 23: **Case 11.1 Dell / Case 12.1 Danone**

**Thursday (16 July)**

**Verbeke, Chapter 15**

Session 24: **Case 15A.2 Nike / Case 15B.1 Shell**

Session 25: Review for Final

**Friday (17 July)**

Session 26: **FINAL (ALL CHAPTERS & HANDOUTS COVERED IN THE CLASSES)**