



Sungkyunkwan University (SKKU) International Summer Semester (ISS) 2019

Corporate Leadership in East Asia

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SHORT COURSE DESCRIPTION

This is a sophomore- or junior-level undergraduate course in international business (IB) strategy, with a focus on the foundations of global corporate leadership of large Asian 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 to obtain a better understanding of the complexity and the challenges associated with managing a large multinational network in an Asian context. 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 Asian MNEs' global corporate leadership 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

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

COURSE REQUIREMENTS AND GRADING

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

Test: There will be three tests for this course this semester. 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 semester. Each group will be comprised of three students on their own without any change of members during the 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

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

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 (27 June)

Handouts

Session 1: Introduction

Session 2: Organization of the class

Friday (28 June)

Handouts

Session 3: Who & When – The MNEs and Internationalization

Session 4: Where – Regional vs. Global Strategy

– WEEK II –

Monday (1 July)

Handouts & Verbeke, Chapter 1 & 2

Session 5: Why – Performance of MNEs

Session 6: With What I – Firm-Specific Advantages (FSAs)

Tuesday (2 July)

Verbeke, Chapter 1, 2 & 3

Session 7: **Case 1.1 Honda / Case 3.2 Shiseido**

Session 8: With What II – Home Country-Specific Advantages (Home CSAs)

Wednesday (3 July)

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

Thursday (4 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 (8 July)

Verbeke, Chapter 1, 3 & 4

Session 12: **Case 3.1 Silicon Valley vs. Boston's Route 128 / Case 14.2 Google in China vs. India**

Session 13: With What III – Host Country-Specific Advantages (Host CSAs)

Tuesday (9 July)

Verbeke, Chapter 1, 4 & 5

Session 14: **Case 5.1 Tata Group / Case 16A.2 Nike in Indonesia**

Session 15: With What IV – The FSAs-CSAs Framework

Wednesday (10 July)

Verbeke, Chapter 1, 6 & 7

Session 16: Innovation & Production Strategy

Session 17: **Case 6.2 Sony / Case 7.1 Singapore's Flextronics International**

Thursday (11 July)

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

– WEEK IV –

Monday (15 July)

Handouts & Verbeke, Chapter 11, 12 & 13

Session 19: Organizing Strategy

Session 20: How – Entry Mode Dynamics 1, 2 & 3

Tuesday (16 July)

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

Wednesday (17 July)

Verbeke, Chapter 13, 14 & 15

Session 22: Emerging Economies

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

Thursday (18 July)

Verbeke, Chapter 15

Session 24: **Case 14.1 AIG in China / Case 15.2 Infosys**

Session 25: Review for Final

Friday (19 July)

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