

シラバス (様式)

授業科目名： 多国籍企業論 Multinational Corporations		担当教員名： 伊藤 龍史 Ryoji Ito	
選択必修： 選択 Elective	単位数： 2	セメスター： 1 後 1 Fall	開講言語： English
<p>○授業の到達目標及びテーマ</p> <p>This course focuses on opportunities and challenges created by globalization. It introduces cross-cultural business issues related to management in an international marketplace. The aim of this course is to enable students to better analyze and understand the opportunities and challenges that multinational firms face when expanding their internal and external activities internationally and when dealing with international competitors in their home markets.</p>			
<p>○授業の概要</p> <p>The course is comprised of three sections. The first section is devoted to providing a better understanding of the international environment challenges. Focus is placed on the analysis of country differences in terms of politics, economy, institution, and culture. The second section builds on the first section and analyses global organizational forms and international strategies. Its focus is on the strategic challenges confronting multinational firms that compete in the global economy. Students are expected to develop understanding of how to gain competitive advantage in the international marketplace. Finally, the third section deals with international management operations and covers an array of organizational issues such as human resource staffing and motivating a global workforce, design of global products and services, global R&D, and financing and accounting in the global standard.</p>			
<p>○授業の方法</p> <ol style="list-style-type: none"> (1) This course may be offered in mainly English and partly Japanese. (2) Students are expected to read course materials and actively participate in class discussion. (3) Each class will be based on handouts provided in week 1 (class orientation) or the early stages of the course. 			
<p>○授業計画</p> <p>Week1 Course orientation / The definition of globalization Main topics of this week are as follows: Understand what is meant by the term globalization / Recognize the main drivers of globalization / Describe the changing nature of the global economy / Explain the main arguments in the debate over the impact of globalization / Understand how the process of globalization is creating opportunities and challenges for business managers</p> <p>Week2 National differences in political economy Main topics of this week are as follows: Understand how the political systems of countries differ / Understand how the economic systems of countries differ / Understand how the legal systems of countries differ / Explain the implications for management practice of national differences in political economy</p>			

Week3 Differences in culture

Main topics of this week are as follows: Explain what is meant by the culture of a society / Identify the forces that lead to differences in social culture / Identify the business and economic implications of differences in culture / Recognize how differences in social culture influence values in the workplace / Demonstrate an appreciation for the economic and business implications of cultural change

Week4 Ethics in international management

Main topics of this week are as follows: Understand the ethical issues faced by multinational enterprises / Recognize an ethical dilemma / Identify the causes of unethical behavior by managers / Describe the different philosophical approaches to ethics / Explain how managers can incorporate ethical considerations into their decision making

Week5 The strategy of multinational enterprises

Main topics of this week are as follows: Explain the concept of strategy / Recognize how multinational enterprises can profit by expanding globally / Understand how pressures for cost reductions and pressures for local responsiveness influence strategic choice / Identify the different strategies for competing globally and their pros and cons

Week6 The organization of multinational enterprises

Main topics of this week are as follows: Explain what is meant by organizational architecture / Describe the different organizational choices that can be made in an multinational enterprises / Explain how organization can be matched to strategy to improve the performance of a multinational enterprises / Discuss what is required for an international business to change its organization so that it better matches its strategy

Week7 Entry strategies and strategic alliances

Main topics of this week are as follows: Explain the three basic decisions that firms contemplating foreign expansion must make: which markets to enter, when to enter those markets, and on what scale / Compare and contrast the different modes that firms use to enter foreign markets / Identify the factors that influence a firm's choice of entry mode / Recognize the pros and cons of acquisitions versus greenfield ventures as an entry strategy / Evaluate the pros and cons of entering into strategic alliances

Week8 Importing and Exporting

Main topics of this week are as follows: Explain the promises and risks associated with exporting / Identify the steps managers can take to improve their firm's export performance / Identify information sources and government programs that exist to help exporters / Recognize the basic steps involved in export financing / Describe how countertrade can be used to facilitate exporting

Week9 Global production, outsourcing, and logistics

Main topics of this week are as follows: Explain why production and logistics decisions are of central importance to many multinational businesses / Explain how country differences, production technology, and product features all affect the choice of where to locate production activities / Recognize how the role of foreign subsidiaries in production can be enhanced over time as they accumulate knowledge / Identify the factors that influence a firm's decision of whether to source supplies from within the company or from foreign suppliers / Describe what is required to efficiently coordinate a globally dispersed production system

Week10 Global marketing and R&D

Main topics of this week are as follows: Explain why it might make sense to vary the attributes of a product from country to country / Recognize why and how a firm's distribution strategy might vary among countries / Identify why and how advertising and promotional strategies might vary among countries / Explain why and how a firm's pricing strategy might

vary among countries / Describe how the globalization of the world economy is affecting new-product development within multinational enterprises

Week11 Global human resource management

Main topics of this week are as follows: Summarize the strategic role of human resource management in multinational enterprises / Identify the pros and cons of different approaches to staffing policy in multinational enterprises / Explain why managers may fail to thrive in foreign postings / Recognize how management development and training programs can increase the value of human capital in multinational enterprises / Explain how and why performance appraisal systems might vary across nations / Understand how and why compensation systems might vary across nations / Understand how organized labor can influence strategic choices in multinational enterprises

Week12 Accounting and Finance in multinational enterprises

Main topics of this week are as follows: Discuss the national differences in accounting standards / Explain the implications of the rise of international accounting standards / Explain how accounting systems affect control systems within multinational enterprises / Discuss how operating in different nations impacts investment decisions within multinational enterprises / Discuss the different financing options available to the foreign subsidiary of a multinational enterprise / Understand how money management in multinational enterprises can be used to minimize cash balances, transaction costs, and taxation / Understand the basic techniques for global money management

Week13 Case study (1)

This week discuss the theories and practices of multinational enterprises based on case study

Week14 Case study (2)

This week discuss the theories and practices of multinational enterprises based on case study

Week15 Case study (3)

This week discuss the theories and practices of multinational enterprises based on case study

○テキスト

All handouts will be provided in week 1 (class orientation) or the early stages of the course.

○参考書・参考資料等

N/A

○学生に対する評価

Contribution to class discussion (40%)

Final written report (60%)