

授業科目名： 国際ビジネス特論 International Business Management		担当教員名： Zhang Zhang Yingying	
選択/必修： 選択 Elective	単位数： 2	開講学期： 前 Spring	開講言語： English

ディプロマポリシーとの関連

国際社会の知識	政策分析能力	英語コミュニケーション能力
●	●	●

○授業の到達目標及びテーマ

This course of international business management is designed to provide student core knowledge for carrying out management in an international business context. Given the globalizing business world that we are living and working in, a better understanding of how to deal with international phenomenon and management has become a must.

The objectives for this course are to help you to better understand the mind that an international manager needs to possess, to introduce you to the tools to get started, and to assist in expanding your resources and knowledge from the home country domestic environment. While doing business internationally its path varies depending on many factors such as the industry, the size and the original culture of the firm, we intend to identify some common facets for you to be able to obtain core and basic knowledge on how to manage an international business, either for creating your own international business, or for working in a small y medium sized enterprise, or a multinational.

○授業の概要

Devoting to the study and analysis of factors affecting doing business globally, and how a firm carries out their internationalization process, the course is designed with the content as the follow to achieve these goals, in addition to practical oriented session activities, which will be presented in the first week of class.

- Laying foundation of global business and how it works with principal influential factors.
- Acquiring analytical tools for the analysis of internationalization process and doing international business.
- Being familiar with international competitive environment for local, regional and global integration of business management.
- Strategizing around the global world by intelligently managing firms internationally.

Gaining communication, managerial and leadership skills in an international environment, bearing business in mind.

○授業の方法

- (1) This course is offered in English.
- (2) Students are expected to read course materials and actively participate in class discussion.
- (3) Each class will be based on handouts provided and corresponding book chapters in advance before the course.

(4) Both lecture and practical tasks of discussion like actual news, and cases in international context are used for the teaching of this course.

○授業計画

Session 1/ 2 Course overview; Introduction: The global business

Study questions: What are the main concerns of international business and management?

Main topics: globalization, international vs. multinational companies, global actors

Reading: Chapter 1 of the handouts

Further reading: Zhang-Zhang, Y. and Varma, A. 2020. Organizational Preparedness with COVID-19:

Strategic Planning and Human Creativity, *The European Business Review*.

In-class Exercise: News discuss and debate (no preparation in advance in required)

Session 3/ 4 The role of culture in international business

Study questions: Why is culture important in international business? How does it influence international management?

Main topics: What is culture, evolution of culture studies, levels, dimension, framework

Reading: Chapter 2 of the handouts

Further reading: Rohlfer and Zhang, 2016, Culture studies in international business: paradigmatic shifts

In-class Exercise: Case debate: IKEA (case needs to be read and prepared in advance)

Session 5/ 6 Strategies and motives for internationalization

Study questions: Why do firms internationalize? And how?

Main topics: International strategy, internal analysis, external analysis, national competitive advantages, internationalization motives

Reading: Chapter 3 of the handouts

Further reading: Santana-Mariscal, A., Zhang, Y. & Lopez-Pascual, J. 2012, Internationalization of multinational banks: A study of foreign direct investment in seven Latin American countries

In-class Exercise: Name, culture and identity

Session 7/ 8 Market selection and entry strategy

Study questions: Which market(s) to enter, with which product(s)? And which entry strategy to choose?

Main topics: Product/market adjustment, CAGE distance framework, market selection criteria, entry strategy alternatives, criteria for strategy selection

Reading: Chapter 4 of the handouts

Further reading: Watson IV, G.F. et al., (2018). International Market Entry Strategies: Relational, Digital, and Hybrid Approaches

In-class Exercise: Product / market adaptation

Session 9/ 10 The process and strategy of the international business

Study questions: What is the pattern for firms to internationalize? Their process and strategy? Are these typical patterns applicable for all?

Main topics: Industry internationalization pattern, product life cycle model, Uppsala model, network approach, born global, service industry, multinational, globalization vs. localization

Reading: Chapter 5 of the handouts

Further reading: Johanson, J. and Vahlne, J-E. (2009). The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership.

Session 11/12 Organization of international companies

Study questions: How to structure and organize international business?

Main topics: strategy and structure: global, multidomestic, and transnational; M-form, matrix, network; control, formalization, socialization and corporate culture

Reading: Chapter 6 of the handouts

Further reading: Zhang-Zhang, Rohlfer and Varma 2022. Strategic people management in contemporary highly dynamic VUCA contexts: A knowledge worker perspective.

In-class Exercise: Case Huayi Compressor Barcelona: Post-acquisition challenges

Session 13 /14 International human resources management

Study questions: How to set human resource policies and make the business work in different countries?

Main topics: IHRM framework, corporate orientation: ethnocentric, polycentric, and geocentric, international assignment, expatriate management

Reading: Chapter 7 of the handouts

Further reading: Caligiuri et al. 2020 International HRM insights for navigating the COVID-19 pandemic.

Session 15 International marketing management

Study questions: How to marketing and sell the selected product(s) in the international markets?

Main topics: International marketing capability, global vs local marketing/ branding, international product/ pricing/ distribution policy, Internet marketing capability, BoP

Reading: Chapter 8 of the handouts

Further reading: Katsikeas et al 2019, Revisiting international marketing strategy in a digital era

○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

Required materials:

The class lecture will follow handouts and reading materials given in class. The following book will be used to extend learning experience in class, while other three recommended book for own further reading.

Recommended Textbook:

Morris, S. and Oldroyd, J. (2019). International Business, Hoboken, NJ: John Wiley & Sons, Inc.

Daniels, J., Radebaugh, L. and Sullivan, D., (2017). International Business: Environments and operations (16th Ed.), Pearson. ISBN: 978-0134200057

Deresky, H. (2017). International Management: Managing Across Borders and Cultures, Text and Cases (9th Ed.), Pearson. ISBN: 9781292153537

Peng, M. and Meyer, K. (2016). International Business (2nd Ed), Cengage Learning. ISBN: 9781473722644

○学生に対する評価

Contribution to class discussion (40%)

Final written report (60%)

○オンライン授業に切り替えた場合の授業形態

Class format: Online class (Real-time delivery)

Location of class materials, notices, and correspondence information: Google Drive