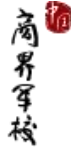




PHBS

北京大学汇丰商学院



MGT540, 3 Credits International Management Module 1, 2024-2025

Course Information: 3 credits

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Classes:

Lectures: Mon. & Thu: 8:30 a.m. - 10:20 a.m.

1. Course Description

1.1 Context

Course overview:

This course provides students with in-depth learning for managing multinational corporations across various products, business, geographic markets, and institutional environments. Specifically, the course focuses on three central themes critical to the successful corporate strategy formulation: (1) What are the new business opportunities that emerged from (de)globalization, and how could multinational corporations/platforms **focusing on AIGC** capture value? (2) How could multinational corporations grow in different settings through digitalization, acquisitions, partnerships, or internal development, and (3) How could multinational corporations navigate the **new techno-nationalism** international regulatory environment fashioned after issues such as Privacy and Anti-trust?

This course will incorporate new platform companies such as **Bytedance (Tiktok), DIDI, HUAWEI, InstaCart, SHEIN, Red, Netflix and META**, highlighting the criticality of making profound decisions about the right pathways to compete in the global business landscape. This course will include **live dialogue with industrial experts such as senior managers of the some companies mentioned above**, and aim to provide theoretical frameworks and guiding principles to analyze practical problems at the corporate or group level experienced by managers.

Prerequisites: none.

1.2 Textbooks and Reading Materials

1. Recommended cases to read: all the cases discussed in class.
2. Recommended book to read: Ghemawat, P. *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*. Boston: Harvard Business School Press, 2007. (Chapter 4-8).
3. Recommended book to read: Ghemawat, P. *The Laws of Globalization and Business Applications*. Cambridge University Press, University of Cambridge. 2017. (Chapter 6, 7, & 11).
4. Lecture notes and supplementary readings will be distributed in class and/or posted on the course's website before each class.

2. Learning Outcomes

2.1 Intended Learning Outcomes

| Learning Goals | Objectives | Assessment (YES with details or NO) |
|--|---|---|
| 1. Our graduates will be effective communicators. | 1.1. Our students will produce quality business and research-oriented documents. | YES: Case Take Away Write-ups & Research Project Report |
| | 1.2. Students are able to professionally present their ideas and also logically explain and defend their argument. | YES: Attendance and Participation & Research Project Presentation |
| 2. Our graduates will be skilled in team work and leadership. | 2.1. Students will be able to lead and participate in group for projects, discussion, and presentation. | YES: Attendance and Participation & Research Project Presentation |
| | 2.2. Students will be able to apply leadership theories and related skills. | YES: Group Research Project |
| 3. Our graduates will be trained in ethics. | 3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it. | YES: Case Take Away Write-ups & Group Research Project |
| | 3.2. Our students will practice ethics in the duration of the program. | YES: Attendance and Participation |
| 4. Our graduates will have a global perspective. | 4.1. Students will have an international exposure. | YES: Attendance and Participation |
| 5. Our graduates will be skilled in problem-solving and critical thinking. | 5.1. Our students will have a good understanding of fundamental theories in their fields. | YES: Attendance and Participation & Group Research Project |
| | 5.2. Our students will be prepared to face problems in various business settings and find solutions. | YES: Attendance and Participation & Group Research Project |
| | 5.3. Our students will demonstrate competency in critical thinking. | YES: Attendance and Participation & Group Research Project |

2.2 Course specific objectives

1. To provide a detailed understanding of the concepts, frameworks and tools of global corporate strategy.
2. To provide an understanding of the role of strategic resources and sources of competitive advantage for digital platforms.
3. To develop the ability to analyse and implement a firm's internationalization pathways.
4. To prepare students to work in, and eventually, lead multi-business companies.

2.3 Assessment/Grading Details

The assessment is based on class participation and group projects. The weights of the components in determining the final grade are:

2.3.1. Attendance and Participation: 35%

Class attendance is at the core of the fundamental learning process. We have 18 sessions and there are 16 sessions after the course selection week (Final report/presentation session at the end). Five absences or four absences without qualified leave application may cause a Fail in the course. Absences more than one class or one absence without qualified leave application will affect the grade. Please refer to the introduction lecture notes for the detailed requirement and the impact of absences on grade.

Class participation provides an opportunity to develop communication skills - in presenting a point of view and in listening. In many ways, these skills are as valuable as the "analytical frameworks" to be discussed during the course. Each student is expected to effectively participate in each class discussion – 'What's in the news' mini-presentation (optional), comment, question, argue, and analyse – on the reading materials, cases and the presentations.

Class participation grades are *at the discretion* of the instructor and are not subject to debate, bargaining, or appeal. Absences, excessive tardiness, or leaving early may hurt your individual participation grade. Active participation is not possible if you are distracted. Therefore, the use of laptops for any purpose other than taking notes, and the use of mobile phones is not allowed in the classroom.

2.3.2. Case Take Away Write-ups (Individual): 20% (can be substituted by a 30-minute one-one meeting)

Each individual is expected to submit an analysis for **1** case (choose from the cases in this course). This analysis should focus on the study questions. It should consist of a problem statement, analyses, recommendations for a solution, and a brief discussion of implementation issues. Write-ups are to be submitted in both soft and hard copies and are due promptly at the start of class. Late assignments will not be accepted and cannot be made up.

In the case write-up, each individual needs to follow the format:

- Title page with your section number, your name, the word count for the document;
- Claim whom you have discussed with, if any;
- **1 page** Summary (including tables and figures);
- 1-1/2 line spacing;
- Times New Roman 12-point font;
- 1-inch margin all around (i.e., top- bottom-, left- and right-hand margins);
- Use page numbers;
- Insert footnotes if necessary;
- Less than 349 total words
- References.

Students can use a 30-minute individual meeting with the course instructor to replace the case write-up. The meeting must discuss the course learning content and the international business solutions inspired by the course.

2.3.3: Research Project Report (Group): 20% (can waive and allocate the credits to the end-semester presentation)

A complete learning process on strategy cannot miss an opportunity to conduct an investigation on real business operations with your efforts. While the case study provides a business situation to start strategic analysis, the research project will motivate you to explore the business situation from scratch.

The course instructor will be responsible for connecting the research group with a senior manager of the focal target/acquirer firm to have a live interview.

Each group (*Group size depends on final class size.*) is required to conduct a research project that utilizes the tools and concepts of the class. Your team will choose a **technology industry cross-border acquisition** deal completed during 2000-2023, and the term project must include (but is not limited to) the following criteria:

1. Background & Key Issues (*For Mid-Term Presentation*)
 - 1) Provide a brief introduction of the acquirer and target companies.
 - 2) Briefly explain why this deal is of interest and the main motivations, key strategic challenges, and potential synergies. Which side initiates the deal?
2. Firm Analysis (*For End-Semester Presentation*)
Assess the acquirer and target's sources of competitive (dis)advantages
3. Deal Analysis (*For End-Semester Presentation*)
Identify the technology domain in which the firm competes and how this focal deal creates additional value for the acquirer and target. Who are the financial and legal advisors in this deal? Do they have specific competitive advantages to facilitate this acquisition? What are the benefits and risk of implementing this deal and who are the potential competing bidders? What are the regulatory and political challenges facing by the acquirers and the targets?
4. Deal Evaluation (*For End-Semester Presentation & Research Project Report*)

Utilizing the tools and concepts studied in the class, evaluate the deal's strategic synergies. What are the effects of the focal deal on the acquirers' competitive peers and the focal industry? How did the acquirers and the targets solve the regulatory and political challenges?

In the research project report, each group needs to follow the format:

- The Research Project Report focus on Question 4.
- Title page with your section number, your group number, the names of your members;
- Limited to 4 pages (including tables, figures, appendices and references);
- 1-1/2 line spacing;
- Times New Roman 12-point font;
- 1-inch margin all around (i.e., top- bottom-, left- and right-hand margins);

- Use page numbers;
- Less than 1499 total words
- Reference
- Insert footnotes if necessary.
- For Mid-Term Presentation, please hand in both a soft and hard copy of your PPT before your presentation.
- For End-Semester Presentation, please hand in both a soft and hard copy of your project report and PPT before your presentation.
- **If the group decides NOT to write the Group Research Report, the accordingly 20% grade would be allocated to the Group End-Semester Presentation (35% then).**

2.3.4. Research Project Presentation (Group): 15%

Each team should provide a 20-25-minutes professional presentation. The instructor and all your classmates other than your group members will evaluate your presentation. Time for presentation will be decided and announced in class.

The team composition needs to be finalized by **Wednesday, Nov.30th, 2023**. The choice of deal needs to be approved by **Wednesday, Dec.6th, 2023** at the latest. In case multiple groups choose the same deal, the first to indicate their choice by email will be allowed to proceed with the chosen deal, the other group will have to find an alternative. The acquirer companies need to be listed on China Stock Index (Shanghai or Shenzhen Index) and target companies need to be listed on one of the US Stock Exchanges. Information for the company must be available in English as well (e.g. annual reports, company websites etc).

- *The mid-term presentation focuses on the first question in the group research project, and the **End-Semester presentation** focus **on the other three questions** in the group research project.*

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|-------------------------------|-----|---------------------------|----------------|-----|
| Research Project Presentation | 25% | Mid-Term Presentation | Question 1 | 10% |
| | | End-Semester Presentation | Question 2,3,4 | 15% |
| Research Project Report | 20% | End-Semester Report | Question 4 | 20% |
| Group Project Total | 45% | | | 45% |

In Summary, the deliverables (65% of the Final Grade) include

1. Individual Case Take Away Write-ups (1 page): 20% (**can be substituted by a 30-minute one-one meeting**)
2. Group Research Report (4 pages or less) 20%. (**can allocate the credits to the end-semester presentation**)
3. Group Mid-Term Presentation (15-20 minutes per team) 10%. (must deliver)
4. Group End-Semester Presentation (20-25 minutes per team) 15%. (must deliver)

If the group decides NOT to write the Group Research Report, the 20% grade would be allocated to the Group End-Semester Presentation (35% then).

Course Final Grade:

The final grade for the course will be based on the scores for all the assessment tasks as follows:

Final grade = Class participation (35%) + Case Take Away Write-ups(20%)+ Group Projects (45%)

The conversion of the score to the course final grade is summarized below:

| | |
|-----------|---------|
| A+, A, A- | 85-100 |
| B+, B, B- | 70 – 84 |
| C+, C, C- | 60 – 69 |
| D+, D | 50 – 59 |
| F | < 50 |

2.4 Academic Honesty and Plagiarism

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which

include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

Main Topics in the Course:

Topic 1: Value Creation in Globalization

Topic 2: Internationalization of Emerging Market Firms

Topic 3: Localization in Emerging Market

Topic 4: Global Corporate Strategy

Topic 5: Digitalization of Global Strategic Platform

Topic 6: Global Digital Competition

Tentative COURSE SCHEDULE (subject to change)

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| Introduction to Course and Project |
| Topic 1a: Value Creation in Globalization (National Competitiveness and Techno-nationalism) Reading: Illusions of Techno-Nationalism Reading: National Competitiveness and Porter’s Diamond Model (GSJ Article) |
| Database & Case Guideline for Technology Cross-Border Acquisition Project Analysis Topic 1b: Value Creation in Globalization (Optimizing Globalization) Case: Uber: Managing a Ride in China (W15425-PDF-ENG) |
| <i>What’s in the news presentation</i> Topic 1c: Value Creation in Globalization (Triple A Strategy) Reading: Triple A Strategy Reading: Managing differences: The Central Challenge of Global Strategy (HBR: R0703C-PDF-ENG) Case : Didi Chuxing: Branding Safety and Security in an Emerging Hi-Tech Industry (W20480-PDF-ENG) <u>Including a discussion with DIDI’s senior managers regarding their strategy in Latin America</u> |
| <i>What’s in the news presentation</i> Topic 2: Internationalization of Emerging Market Firms (Emerging Giants) Reading: Emerging Giants: Building World-Class Companies in Developing Countries (HBR) Reading: How Emerging Giants can take on the world (HBR) Reading: What is really different about emerging market multinationals (GSJ Article) |
| <i>What’s in the news presentation</i> Topic 2: Internationalization of Emerging Market Firms (Emerging Giants) Reading: Luo, YD (2022): Illusions of techno-nationalism, Journal of International Business Studies 53, 550–567. Case: Huawei: A Global Tech Giant in the Crossfire of a Digital Cold War (320089-PDF-ENG) <u>Including a live dialogue with Huawei’s senior managers regarding their internationalization strategy</u> |
| <i>Group selection due before class</i> |
| <i>What’s in the news presentation</i> |

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|--|
| <p>Topic 3: Localization in Emerging Market Case: Global Wine War 2015: New World Versus Old (916415-PDF-ENG) <u>Including a wine tasting competition and wine sample collection</u> <i>Deal selection due before class</i></p> |
| <p><i>What's in the news presentation</i> Topic 3: Localization in Emerging Market Case: Apple in China and India (BAB492-PDF-ENG) <u>Including a live dialogue with OPPO & One Plus's senior managers regarding their internationalization strategy</u></p> |
| <p>Mid-Term Presentation</p> |
| <p><i>What's in the news presentation</i> Topic 4: Global Corporate Strategy: Cross-Border Acquisition and International Deal Risks Reading: McKinsey & Company: Smoothing post-merger integration Discussion: TikTok's Acquisition of Musical.ly <u>Including a live dialogue with TikTok/PICO's senior managers regarding their internationalization strategy</u></p> |
| <p><i>What's in the news presentation</i> Topic 5: Digitalization of Global Strategic Platform Case: TikTok's Rise to Global Markets (W19666) Case: TikTok's Rise to Global Markets (W19666) Case: ByteDance: TikTok and the Trials of Going Viral (321110-PDF-ENG)</p> |
| <p><u><i>Optional Quiz and Group Working Time</i></u></p> |
| <p><i>What's in the news presentation</i> Topic 5: Digitalization of Global Strategic Platform (<i>Continue</i>) Case: Netflix: Will Content be Enough? (W20875-PDF-ENG) <u>Including a live dialogue with iQIYI's senior managers</u></p> |
| <p>Topic 5: Digitalization of Global Strategic Platform (<i>Continue</i>) Case: PINDUODUO (Temu) (SHEIN)</p> |
| <p><i>What's in the news presentation</i> Topic 6: Global Digital Competition (Leadership and Business Ethics) Discussion: How Will Generative AI Disrupt Video Platforms? (H07IWN-PDF-ENG) Summary: Review of Optional Quiz</p> |
| <p>Teams Final Presentations</p> |
| <p>Teams Final Presentations</p> |

4. Miscellaneous

Any changes in the course schedule due to unforeseen circumstance or important notices about the class content, assignments or exam will be coordinated via WECHAT Group.