**MGNT2510 INTRODUCTION TO INTERNATIONAL BUSINESS**

**No. of Credits:** 3  
**Time:** Tuesday, Wednesday & Thursday 09:30 – 12:15  
**Location:** WMY 403

**Instructor:** Dr. Frank NG  
Department of Management, The Chinese University of Hong Kong  
Email: frankng@cuhk.edu.hk

**Teaching Assistant:** Ms. Suki FU  
Email: MGNT2510@cuhk.edu.hk

**COURSE DESCRIPTION**

This course studies the nature, form and scope of international business. Topics include global business environment and major international business activities, such as exporting, outsourcing, foreign direct investment, entry strategy, international strategy, and global corporate governance.

To facilitate active learning, this course adopts a flipped classroom approach. Before each lecture, you are expected to go through online lectures to have a basic understanding of the topic. We will conduct other learning activities during lecture time for hands-on experience.

**Remark**

Not for students who have taken MGNT2511 and/or 2512.

**COURSE LEARNING OUTCOMES (CLOs)**

- CLO1: Understand concepts and theories in international business and outline the environment in which international business activities are conducted
- CLO2: Develop skills in applying those concepts and theories to understanding various global business management situations
- CLO3: Develop the ability to propose strategies in a global environment
- CLO4: Develop critical thinking, oral and written communication skills

**RECOMMENDED TEXTBOOK**


**READING(S)/REFERENCE(S)**

List of readings/articles will be provided via Blackboard.

**GRADING WEIGHTS**

<table>
<thead>
<tr>
<th>Assessment tasks</th>
<th>LO Alignment</th>
<th>Weight</th>
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</thead>
<tbody>
<tr>
<td>1. Pre-class online lecture</td>
<td>LO1</td>
<td>20%</td>
</tr>
<tr>
<td>2. In-class participation</td>
<td>LO1; LO2; LO3</td>
<td>10%</td>
</tr>
<tr>
<td>3. Ted Talk</td>
<td>LO2; LO4</td>
<td>20%</td>
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<tr>
<td>4. Strategy Analysis</td>
<td>LO1; LO2; LO3; LO4</td>
<td>30%</td>
</tr>
<tr>
<td>5. Test</td>
<td>LO1; LO2; LO3</td>
<td>20%</td>
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</tbody>
</table>
1. **Pre-class online lecture (20%)** – As mentioned in course description, this course adopts the flipped classroom approach. Before each class, you have to go through the online lecture and/or readings under ‘Course Content’ section on CUHK Blackboard. Then you will complete a short quiz. The objective of the quiz is to ensure you have the basic understanding of knowledge covered before class activities. You have two attempts for each quiz. The attempt with a higher score will be graded.

2. **In-class Participation (10%)** – Active class participation provides an opportunity to develop the skills to articulate and convince others the ideas effectively. It is important to note that there are no absolute right or wrong answers. The assessment of class participation is mainly based on the quality of the comments. Quality in-class comments go beyond the materials in the reading or case and offer unique insights, and extend, or constructively critique others’ contributions.

3. **Ted Talk (20%)** – Active, self-learning is the best approach to keep abreast of the latest knowledge of global business. This is an informal assessment designed to facilitate mutual learning. Each of you will prepare a short Ted Talk of no longer than 10 minutes, introducing a latest global business issue at national- / industry-level. of global business topics include but do not limit to:
   - Any attractive markets or industries in the post-COVID era?
   - What is the future of global electric vehicle (EV) market?
   - Would cryptocurrency become the next global transaction currency?
Ted Talk will be graded based on (a) novelty of the topic and its relevance to global business; (b) breath and depth of the analysis of relevant aspects of the question; and (c) presentation quality. Please refer to the Assessment Rubrics for the grade descriptor.

4. **Strategy Analysis (30%)** – Teamwork is a vital component in this course. You will form a group of 4-5 members. To facilitate group activities and discussion, you are encouraged to sit with your group members in the classroom throughout the semester.

   **Attention!** In exceptional cases, I have the discretion to add members in your group.

   At the end of the course, your group will choose an MNE and complete a strategy analysis of no longer than 25 minutes (plus 5-minute Q&A), analysing and evaluating its strategy. Please refer to the Presentation Guidelines for details.

5. **Test (20%)** – You will take an open-book test. The test focuses on evaluating your understanding of key concepts and theories, and critical analysis of materials covered in classes. The questions will be in the form of short cases and/or essays. Please make sure ahead of time that you will be able to prepare the test. Highlighted you have to submit your answer to VeriGuide. Please go through the VeriGuide procedure carefully. The tests will be graded based on (a) accuracy and comprehensiveness of the answer; and (b) clarity and organisation of the answer.

   You are required to take the test on the specified date. Make-up tests can only be approved in advance if and only if you are in a medical conditions or having other compelling reasons that prevents you from attending the tests. You should contact BOTH me and the OAL in writing with documentary evidence. Unless due to emergencies, requests submitted after the tests will not be considered.

Following the International Summer School Policy, Students should report all leaves and absences, including sick leaves and absences from class. In case of illness/injury necessitating absence, a medical certificate is required as documentary evidence.
GRADE DESCRIPTOR
A: Outstanding performance on all learning outcomes.
A-: Generally outstanding performance on all (or almost all) learning outcomes.
B: Substantial performance on all learning outcomes, or high performance on some learning outcomes which compensates for less satisfactory performance on others, resulting in overall substantial performance.
C: Satisfactory performance on the majority of learning outcomes, possibly with a few weaknesses.
D: Barely satisfactory performance on a number of learning outcomes
F: Unsatisfactory performance on a number of learning outcomes, or failure to meet specified assessment requirements.

ASSIGNMENT SUBMISSION & FEEDBACK
The turnaround time for all assessments and tests will be no longer than 1 week. Grades and feedbacks of each assessment will be released via Blackboard. You may make appointments as well to discuss the comments/feedbacks directly.

CLASS SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics</th>
<th>Activities</th>
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<tbody>
<tr>
<td>1</td>
<td>Wed, June 28</td>
<td>Course Introduction</td>
<td>Understanding schedule &amp; assessment</td>
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<td>Icebreaking</td>
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<td>2</td>
<td>Thu, June 29</td>
<td>T1: Globalising Business</td>
<td>Exercise: Virtual WTO</td>
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<td>3</td>
<td>Tue, July 4</td>
<td>T2: Understanding Country Difference: Formal Institutions</td>
<td>Discussion: Top Risks</td>
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<td>4</td>
<td>Wed, July 5</td>
<td>T3: Understanding Country Difference: Informal Institutions</td>
<td>Discussion: ZHL</td>
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<td>5</td>
<td>Thu, July 6</td>
<td>T4: Trading and Outsourcing Internationally</td>
<td>Exercise: Virtual shopping</td>
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<td>Finalising Ted Talk Schedule</td>
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<td>6</td>
<td>Tue, July 11</td>
<td>T5: Investing Abroad Directly</td>
<td>Exercise: Scavenger hunt</td>
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<td>Ted Talk I</td>
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<td>7</td>
<td>Wed, July 12</td>
<td>T6: Internationalising and Entering Foreign Markets</td>
<td>Discussion: Ant Financials I</td>
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<td>Ted Talk II</td>
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<td>8</td>
<td>Thu, July 13</td>
<td>T7: Strategising Around the World</td>
<td>Discussion: Ant Financials II</td>
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<td>Ted Talk III</td>
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<td>9</td>
<td>Tue, July 18</td>
<td>T8: Financing and Governing the Corporation Globally</td>
<td>Discussion: Renault &amp; Nissan</td>
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<td>10</td>
<td>Wed, July 19</td>
<td>T9: Dealing with Foreign Exchange</td>
<td>Discussion: Saizeriya</td>
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<td>11</td>
<td>Thu, July 20</td>
<td>Course review &amp; Consultation Session</td>
<td>Consultation for strategy analysis</td>
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<td>12</td>
<td>Tue, July 25</td>
<td>Test</td>
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<tr>
<td>13</td>
<td>Wed, July 26</td>
<td>Strategy Analysis I</td>
<td></td>
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<tr>
<td>14</td>
<td>Thu, July 27</td>
<td>Strategy Analysis II</td>
<td></td>
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ACADEMIC POLICIES

Attention is drawn to University policy and regulations on honesty in academic work, and to the disciplinary guidelines and procedures applicable to breaches of such policy and regulations. Details may be found at http://www.cuhk.edu.hk/policy/academichonesty/.

With each assignment, students will be required to submit a signed declaration that they are aware of these policies, regulations, guidelines and procedures.

- In the case of group projects, all students of the same group should be asked to sign the declaration, each of whom is responsible and liable to disciplinary actions should there be any plagiarized contents in the group project, irrespective of whether he/she has signed the declaration and whether he/she has contributed directly or indirectly to the plagiarized contents.
- For assignments in the form of a computer-generated document that is principally text-based and submitted via VeriGuide, the statement, in the form of a receipt, will be issued by the system upon students' uploading of the soft copy of the assignment. A user manual of VeriGuide can be found at: https://academic.veriguide.org/academic/documents/VeriGuide_Academic_Student_User_Manual_CUHK.pdf.

Assignments without the properly signed declaration will not be graded by teachers. Only the final version of the assignment should be submitted via VeriGuide.

The submission of a piece of work, or a part of a piece of work, for more than one purpose (e.g. to satisfy the requirements in two different courses) without declaration to this effect shall be regarded as having committed undeclared multiple submission. It is common and acceptable to reuse a turn of phrase or a sentence or two from one's own work; but wholesale reuse is problematic. In any case, agreement from the course teacher(s) concerned should be obtained prior to the submission of the piece of work.
APPENDIX: ASSESSMENT RUBRICS

Ted Talk

<table>
<thead>
<tr>
<th>Grade</th>
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| **A** | - demonstrate excellent sign of novelty and relevance to global business  
- analyse the questions comprehensively and critically  
- well-structure the talk with an outstanding presentation | |
| **B** | - demonstrate clear sign of novelty and relevance to global business  
- analyse the questions sufficiently  
- structure the talk with a good presentation | |
| **C** | - show some novelty and relevance to global business  
- address the questions satisfactorily  
- structure the talk with an acceptable presentation | |
| **D** | - show little sign of novelty and relevance to global business  
- address the questions with limited analysis  
- structure the talk loosely with a fairly-acceptable presentation | |
| **F** | - show no sign of novelty and relevance to global business  
- address the questions descriptively with no analysis  
- give a talk with a poor structure and presentation | |

Strategy Analysis

<table>
<thead>
<tr>
<th>Grade</th>
<th>Overall course</th>
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| **A** | - demonstrate a thorough understanding and application of theories and concepts  
- support the analysis with comprehensive and plentiful evidence  
- analyse the firm systematically and critically and give sensible and creative recommendations  
- well-structure the analysis with an outstanding presentation | |
| **B** | - demonstrate a good understanding and application of theories and concepts  
- support the analysis with sufficient and relevant evidence  
- analyse the firm sufficiently and give good recommendations  
- structure the analysis with a good presentation | |
| **C** | - show a reasonable understanding and application of theories and concepts  
- include some evidence and reference  
- roughly analyse the firm and give fair recommendations  
- structure the analysis with an acceptable presentation | |
| **D** | - show an acceptable understanding and application of theories and concepts  
- include limited evidence and reference  
- partially analyse the firm and give very few recommendations  
- loosely-structure the analysis with a fairly-acceptable presentation | |
| **F** | - show a poor understanding and application of theories and concepts  
- include almost no evidence and reference  
- do not analyse the firm and give no recommendations  
- do not structure the analysis with a poor presentation | |
APPENDIX: PRESENTATION DETAILS

In this course, you will (i) choose an MNE; (ii) analyse and evaluate the MNE's current global strategy (in this course, we cover entry strategy, international strategy, corporate governance); and (ii) provide at least one strategic recommendation. Examples of topics include but not limit to:

- Where is Tesla's next market to enter?
- What should Starbucks do to gain a foothold in Italy?
- What should Huawei acquire globally?

As you may notice, you can look at the same research topic from different strategic perspectives. Take the research topic of Huawei as an example. If you analyse the firm from an entry strategy perspective, your analysis will focus on the location choices and entry modes (e.g., whether this target is the right choice due to location advantages and/or appropriate entry modes). If you analyse the firm from an international strategy perspective, your analysis will focus on the international strategy concerned (e.g., whether this target is the right choice due to the extent to which the MNE can implement its international strategy). You will be more familiar with different strategic perspectives after taking the class.

In general, a recommendation is usually grounded on one of the conclusions: (i) the current strategy is not the right strategy and an alternative strategy is proposed; (ii) the current strategy is the right strategy but additional resources/capabilities are needed; (iii) the current strategy is the right strategy and can be implemented appropriately, so a boundary condition is identified.

Time: 25-minute presentations plus 5-minute Q&A

The presentation consists of three parts:
1. Introduce the study question of your analysis, the background of the MNE, and the key strategy to be examined.
2. Apply the knowledge and concepts in the course to analyse the strategy.
3. Evaluate the current strategy, and recommend better solutions (if any). The strategic recommendation should be based on your analysis.
4. A 5-minute Q&A session

Assessment criteria: (a) accurate understanding and application of theories and concepts; (b) the amount of evidence supporting the analysis; (c) systematic and critical analysis and recommendations; (d) presentation quality. Please refer to the Assessment Rubrics for the grade descriptor.

Attention! Peer evaluation (5%) – Ideally, all members should receive the same scores. To encourage group participation and teamwork, EACH of you are required to submit a peer evaluation form at the end of the semester. You are expected to rate your group members regarding their contribution to the group assessment in terms of attendance, contribution and collaboration. If a significant number of members report any individual as free rider, s/he will receive a lower score than others in the group. Failure to submit peer evaluation form in time would lose HALF of the peer evaluation scores.

If you observe any free-riding problems, you should report to me as soon as possible with evidence. Early intervention would result in better group performance. I have the discretion to penalise the free-riders on group assessment based on peer evaluation and my observation, following the University’s guidelines on Peer Evaluation.

Important points:
- You are free to choose any firm. To avoid duplication of MNE, you need to inform your choice of MNE (links to be provided). The choice of MNE is first-come-first-served.
- As a group work, all members need to show up, but NOT each of you have to speak up in the presentation, all depending on how your group strategises yourselves.
- In addition to the required textbook and teaching materials, you are strongly recommended to explore other references.
- No dress code is required. The presentation style is free. You are welcomed to conduct a formal presentation, dialogue, multimedia, role-playing, etc. English is the instruction of presentation.
- In addition to your own presentation, you are also expected to actively participate in your classmates’ presentations to ask important and constructive questions.