Subject Code	MM539
Subject Title	International Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	None
Objectives	This subject contributes to the achievement of the following outcomes: (1) compare and contrast the modes of entry available to a firm evolving into a multinational enterprise; (2) apply knowledge to assess opportunities and risks for generating a practical action plan for business expansion or contraction; (3) explain why "national culture" should or should not be the driving force in designing management and organisation programs such as performance management or compensation systems; (4) work effectively with and through others; (5) describe methods used to analyse and assess political risk and to explain how multinational corporations (MNCs) apply those methods to manage political risk in less developed countries.
Intended Learning Outcomes	Upon completion of the subject, students will be able to: a. to examine the present economic status in the major regions of the global community with a dynamic understanding of the political and economic forces shaping global change; b. to analyse some of the major developments and issues in the various regions of the world; c. to apply theories and analytical frameworks to analyse a particular issue or condition facing a global manager, typically as it relates to the firm's strategy or operations; d. to develop an analytical framework for assisting the decision-making process of global managers; e. to work effectively with others to complete a project in International Management.
Subject Synopsis/ Indicative Syllabus	**Theories of international business and internationalisation of firms** Drivers and theories of internationalisation; international exchange and markets-as-network; common forms of international business activities in Hong Kong, China and the region; development of strategic thinking in response to the drivers of international integration, disintegration, and anti-globalization. **Comparative environmental frameworks & international management issues** Classification of national economies and macroeconomic issues confronting international business; the role of government and management of political risks; economic integration: trend and implications; ownership and financial risk in international operations; competitive advantages of nations and strategic performance of firms; geopolitical tensions, and institutional fragmentation affecting international business decisions. **Strategy and management of international business** International market analysis: economic and socio-cultural aspects; import/export strategy of Asian developing countries; licensing and international technology transfer; international joint venture management in Hong Kong and China context; strategic

alliances: formation and relationship management for synergy; management of global sourcing, production and logistics.

<u>**Coordination and control of trans-national inter-firm networks**</u>
Configuration and coordination of value and support activities for international competitiveness; an organic form of the organizational structure of global firms; management development and shared values; portfolio analysis and international corporate planning.

Teaching/Learning Methodology

In the first part of each class, the instructor will give students a structured lecture on the underlying theoretical framework and highlight the importance of each topical area exemplified by real-world cases. Students will be required to participate actively in class discussions, undertake guided readings and case analyses, and apply relevant concepts to current international management challenges. The later part of selected classes will involve interactive learning activities, including group debates, case-based discussions, and student presentations.

Assessment Methods in Alignment with Intended Learning Outcomes

Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		a.	b.	c.	d.	e.	
Continuous Assessment*	**100%**						
1. Group debates	30%	✓	✓	✓	✓	✓	
2. Individual debate statement write-up	20%	✓	✓	✓	✓	✓	
3. Participation	10%	✓	✓	✓	✓	✓	
4. Group Final Project	30%	✓	✓	✓	✓	✓	
5. Individual group project write-up	10%	✓	✓	✓	✓	✓	
Total	100 %						

**Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.*

[#] *Individual essay topics may address different outcomes*

To pass this subject, students are required to obtain Grade D or above in the overall subject grade.

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

For the final group project, students are expected to form teams to prepare an international business plan and give a 25-minute presentation. The assessment will enable students to develop practical, analytical, communication and interpersonal skills. Peer appraisal will be conducted on the group project.

	Group debates are vital to the success of this course. During the semester, there will be four debate sessions, in which eight groups of students will be assigned to participate in selected weeks. In each debate, two groups will discuss the same topic from opposing positions, with one group arguing on the "pro" side and the other on the "against" side. The two groups will take part in a 45-minute debate session conducted according to clear rules and procedures. Through participation as both debaters and audience members, students will be able to actively strengthen their understanding of key international management issues. For the individual debate statement write-up, each student in the debate group is required to prepare an individual written statement based on their assigned role. Although the debate is conducted as a group activity, the written submission assesses each student's individual preparation, argument development, use of evidence, and contribution to the group's overall position. Class discussions are important and integral aspects of this course, which is based on an experiential learning platform. The course material cannot be learned from reading the textbook. Points are assigned based on whether students are attentive, contribute to the in-class discussion, or are not distracted (e.g., checking their phone; replying to email, browsing the internet, or doing other work on their laptop; having conversations with other students).	
Student Study Effort Expected	Class contact:	
	▪ Lectures	39 Hrs.
	Other student study efforts:	
	▪ Self-study	78 Hrs.
	The total student study effort	117 Hrs.
Reading List and References	<u>*Textbook*</u> ▪ Hill, C. (2022).International Business: Competing in the global marketplace (14e. ed.). New York, NY: McGraw-Hill Education. <u>*Academic References*</u> ▪ Luthans & Doh (2012). *International Management: Culture, Strategy and Behavior* (8th ed.). McGraw Hill. ▪ Baldwin, R.E. and Martin, P. (1999) *Two Waves of Globalization: Superficial Similarities, Fundamental Differences*, National Bureau of Economic Research: Cambridge, MA, NBER Working Paper No. 6904. ▪ Buckley, P.J. (2002) 'Is the international business agenda running out of steam', *Journal of International Business Studies* 33(2): 365-373. ▪ Micklethwait, J. and Wooldridge, A. (2000) *A Future Perfect: The Challenge and Hidden Promise of Globalization*, Crown Business: New York ▪ World Economic Forum, *Global Competitiveness Report* (various issues).	

	<u>*General References*</u> ▪ *Asian Wall Street Journal.* Dow Jones & Company (Daily newspaper) ▪ *The Economist*, London, The Economist Newspaper Limited, current issues available. (Weekly magazine). ▪ *The Financial Times*, Jones Pub. Co. (Asia), Inc.(Daily newspaper). ▪ *Far East Economic Review* (Weekly magazine).

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