

National Tsing Hua University
College of Technology Management
Course Syllabus

科號 Course Number	10620IMBA500100	學分 Credit	3	人數限制 Size of Limit	30
中文名稱 Course Title	跨國企業管理實務				
英文名稱 Course English Title	Multi-national Corporation Management				
任課教師 Instructor	許智強				
教師聯絡方式 Contact Information	Kenhsu50@gmail.com				
上課時間 Time	R6R7R8	上課教室 Room			
先修科目 Prerequisite(s)	Economics				
本課程對應之學習目標與核心能力 Aligned Learning Goals and Learning Objectives					
See the table at the end of Syllabus..					
課程目標 Course Objectives					
Defining the nature of today's business are the globalization of markets and businesses and digitalization of contents and transactions. This Course is intended to help students develop the essential skills needed to formulate and implement successful strategic moves in the new competitive and interlaced global environment.					
課程說明 Course Description					
This course focuses on the challenges and opportunities associated with organizational management and business strategy in the global environment. This course is intended to be a challenging advanced management course for the undergraduate business student and MBA student. Students will gain a general overview of the process and effect of internationalization in contemporary business, along with an introduction to theories, concepts and skills relevant to managing effectively in today's global environment. Students will be challenged to integrate knowledge they have gained from other business core courses and apply their accumulated knowledge to business case studies. Students will engage in active research and analytical problem solving related to managing in the international environment and will frequently be asked to conduct group discussion and present their findings to the class.					
指定閱讀 Textbooks					

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1. F. Luthans and J.P. Doh, "International Management Culture, Strategy, and Behavior"
2. C.A. Bartlett and P.W. Beamish, "Transnational Management", 6th Edition

參考書籍 References

1. Geray A. Rummler and Alan P. Brache, "Improving Performance"
2. John B. Cullen and K. Praveen Parbottrah, "Multinational Management—A Strategic Approach"

教學方式 Teaching Approach

Lecture, Case Study, Group Discussions, and Individual Presentation

評分標準 Grading

- 40% Class Participation
- 40% Presentation
- 20% Final Paper

教學進度 Course Schedule

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<p>1. Introduction and MNCs</p> <ul style="list-style-type: none"> - Class Orientation & Introduction - Globalization and MNCs 	
<p>2. Understand the Organization Culture of MNCs</p> <ul style="list-style-type: none"> - Understand the reporting chains first - The Nature of Organizational Culture - Interaction between National and Organizational Cultures - Case Study- Philips vs Matsushita 	
<p>3. Motivation Across Culture</p> <ul style="list-style-type: none"> - The Nature of Motivation - Motivation Applied - Case Study-Schindler 	
<p>4. Strategic Management in MNC</p> <ul style="list-style-type: none"> - Case Study-Sherwood 	
<p>5. Entry Strategies and Organizational Structures</p> <ul style="list-style-type: none"> - Entry Strategies - Organizational Challenges <p>Case Study –Mahindra & Mahindra in South Africa</p>	
<p>6. Cluster and Layers of Advantage</p> <ul style="list-style-type: none"> - Case Study-Speed Race 	
<p>7. Organizational Designs for MNC</p> <ul style="list-style-type: none"> - Communication Flows and Barriers - Achieving Communication Effectiveness - Managing Cross-Cultural Negotiations - Case Study-CEMEX 	
<p>8. Strategic Alliances</p> <ul style="list-style-type: none"> - Managing Alliances - Case Study-Eli Lilli 	
<p>9. Multinational E-Commerce</p> <ul style="list-style-type: none"> - Born to be International - Co-opetition - Case Study- Stella Artois 	
<p>10. Human Resource Selection and Development</p> <ul style="list-style-type: none"> - International Human Resources - Selection Criteria for International Assignments - Expatriates and Repatriation 	

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<ul style="list-style-type: none"> - Case Study: Suns Micro 	
<p>11. Leadership Across Culture</p> <ul style="list-style-type: none"> - Foundation for Leadership - Leadership in the International Context - Case Study: P&G Japan 	
<p>12. Take the Fall</p> <ul style="list-style-type: none"> - When Disruptive Technology changes your industry - Delusions and Denials - Down Sizing Strategy - Case Study: Lundbeck Korea 	
<p>13. Managing Your Boss Across Culture</p> <ul style="list-style-type: none"> - The Nature of Culture Diversity - Understanding the KPI of all your bosses - Case Study-McKinsey 	
<p>14. International Negotiation</p> <ul style="list-style-type: none"> - Case Study –United Cereal 	
<p>15. East vs West</p> <ul style="list-style-type: none"> - Western MNCs in China - Japanese MNCs in USA - Chinese MNCs in Africa - Case Study -Acer 	
<p>16. Field Trip</p>	
<p>Final Group Report(Group Presentation or Individual term paper)</p>	
<p>課程相關連接 Course Related Links</p>	

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此科目對應之系所課程規畫所欲培養之核心能力 Core capability to be cultivated by this course	權重 (百分比) Percentage
<p>以堅實理論為基礎，理解財金體系運作機制，應用財金分析技術，實際解決財金問題。</p> <p>To understand the mechanism of the finance system through solid theoretical foundation and to apply quantitative financial analysis to solve real-world financial issues.</p>	0%
<p>具備厚實財金基礎知識，包括財務管理與公司理財、衍生性商品訂價與風險管理</p> <p>To learn the knowledge of financial management, corporate finance, financial derivatives, and risk management.</p>	10%
<p>具備創新管理，開發新領域的能力</p> <p>To acquire the ability to innovate, integrate, and develop new research areas.</p>	30%
<p>培養跨領域工作的能力</p> <p>To develop the ability to work across different disciplines.</p>	20%
<p>具備團隊合作的精神，有效溝通的能力，以及人文素養與國際觀。</p> <p>To develop teamwork spirit, to acquire the ability to communicate effectively, and to have broad knowledge across humanities, social science and natural science with international perspective.</p>	40%