

**City University of Hong Kong
Course Syllabus**

**offered by Department of Management
with effect from Semester B in 2016 / 2017**

Part I Course Overview

Course Title:	Emerging Issues in Multinational Strategic Management
Course Code:	MGT6511
Course Duration:	1 semester
Credit Units:	3
Level:	P6
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: (Course Code and Title)	Nil
Precursors: (Course Code and Title)	Nil
Equivalent Courses: (Course Code and Title)	Nil
Exclusive Courses: (Course Code and Title)	Nil

Part II Course Details

1. Abstract

- 1.1. Understanding the motivation, means and mentalities of corporate globalization
- 1.2. Examining the international context to identify opportunities and challenges for MNCs
- 1.3. Developing global strategies with competitive advantages
- 1.4. Understanding organizational challenges for executing global strategies
- 1.5. Coping with managerial challenges in the course corporate globalization

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Articulate the motivation, means and mentalities of corporate globalization		✓	✓	✓
2.	Analyse the environmental forces in international context for opportunities and challenges identification		✓	✓	✓
3.	Formulae strategies for MNC		✓	✓	✓
4.	Coping with organisational challenges arising from executing MNC strategies		✓	✓	✓
5.	Coping with managerial challenges of MNC		✓	✓	✓
		100%			

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5	6	
Interactive lectures.	Students will be asked to provide their own examples and reasons for the topic of discussion, case examples and role plays.	X	X	X	X	X		

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4	5	6		
Continuous Assessment : 60% coursework								
Class Exercise	X	X	X	X	X		15%	will show students' ability to apply the topics to a real world example
Group project	X	X	X	X	X		20%	will show students' ability to analyze a strategic issue in a multinational firm
Class participation	X	X	X	X	X		10%	will assess students' ability to contribute to the topic of discussion in class
Mid-Term Quiz	X	X	X	X	X		10%	will assess students' understanding of the theories and concepts of multinational strategic management issues.
Examination: 40 % (duration: 2 hrs , if applicable)							100%	

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Adequate (C+, C, C-)	Marginal (D)	Failure (F)
1. Class Exercise		Strong evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.	Evidence of grasp of subject, some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with the subject matter.	Understanding of the subject; ability to develop solutions to simple problems in the material.	Sufficient familiarity with the subject matter to enable the student to progress.	Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.
2. Group project		As in B, but with higher degree of originality and evidence of internalization into a personalized model of practice. Good evidence of reflection on own performance based on theory. Generalizes principles, models or practices to new and unfamiliar real-life contexts. Extensive use of innovative ideas in recommendations.	The evidence presents a good appreciation of the general thrust of the project. Good coverage with relevant and accurate support. A clear view of how various aspects of the project integrate to form a thrust or purpose. Good evidence of application of course content and one's own creative views to practice. Solutions or	The evidence is relevant, accurate and covers a fair number of issues. However, there is little evidence of an overall view of the project. Demonstrates declarative understanding of a reasonable amount of content. Able to discuss content meaningfully but little application or integration of items. Fair justification of solutions or recommendations.	Pieces of evidence are relevant and accurate, but are isolated, addressing a limited number of issues. Demonstration of understanding in a minimally acceptable way. Poor coverage, no originality, weak justification of solutions or recommendations.	Inability to address even simple issues and problems by logically applying the subject matter. Poor understanding of subject matter.

			innovative recommendations well justified.			
3. Mid-term Quiz and Examination		Strong evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.	Evidence of grasp of subject, some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with the subject matter.	Understanding of the subject; ability to develop solutions to simple problems in the material.	Sufficient familiarity with the subject matter to enable the student to progress.	Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.

Assessing and Grading Class Participation

Grade Point > V Criteria	1	2	3	4
Punctuality	Student is often late to class and/or leaves early.	Student is sometimes late to class and/or leaves early.	Student is frequently punctual and attends full-time.	Student is always punctual and attends full-time.
Preparation	Student is rarely prepared for class with assignments and other materials.	Student is sometimes prepared for class with assignments and other materials.	Student is frequently prepared for class with assignments and required materials.	Student is always well- prepared for class with assignments and required materials.
Engagement	Student rarely contributes to class by offering ideas and asking questions.	Student sometimes contributes to class by offering ideas and asking questions.	Student frequently contributes to class by offering ideas and asking questions.	Student always well contributes to class by offering ideas and asking questions.
Behavior	Student often displays disruptive behavior during class.	Student occasionally displays disruptive behavior during class.	Student occasionally displays facilitative behavior during class.	Student always displays facilitative behavior during class.

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

Principles and processes of general strategic management. Motivations and mentalities for cross-border management. Managing conflicting demands in the multinational environment. Building and managing competitive strategies capabilities. Managing across borders. Cross border organization, coordination and control in the MNE. Managing the operational functions in the MNE.

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Dess, 2015, Strategic Management: Text and Cases, McGraw-Hill, 2015.
2.	

2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

1.	Transnational Management: Text, Cases, and Readings in Cross-Border Management, 7 th edition. Christopher Bartlett and Paul Beamish, McGraw-Hill, 2014
2.	Online Resources: Please check with the readings on Canvas
3.	