MNGT6582
International Business

Session 2, 2015
The UNSW Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and only aggregated findings will be used to inform changes aimed at improving the quality of UNSW Business School programs. All material used for such processes will be treated as confidential and will not be related to course grades.
International Business

Course overview

We welcome ideas to improve these course materials. Please email suggestions to coursematerials@agsm.edu.au
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Course outline

Course objectives

The forces of globalization have increased the permeability of traditional boundaries around countries, economies and industries. These forces include the expansion of international trade and investment, the growth of multinational corporations (MNCs), the ability of information and communications technology to span time and distance, and the shift of the world's economic centre of gravity from the West to Asia. Because of globalization, the environment of business is now more complex, more dynamic, more uncertain, and more competitive than ever before.

This course examines important strategic, organizational, and operational issues from the perspective of managers working for local Australian firms or subsidiaries of MNCs based in Australia. Its main objective is to develop an understanding of the international business opportunities and challenges facing these firms and how they can best address these issues when competing in the global marketplace.

Course Aims

- Develop in students a working knowledge of the global business environment including its economic, political, legal, and socio-cultural components.
- Provide students conceptual frameworks for analysing business opportunities globally and across countries in different stages of economic development.
- Analyse the challenges that businesses face when entering foreign markets and competing against local firms and other international companies.
- Develop in students an appreciation of the special characteristics of the multinational firm and how it operates across diverse national and societal settings.
- Develop in students the ability to think strategically about leveraging various country differences to create worldwide competitive advantages.
Course structure
This course will be taught in two weekend-intensive sessions with self-study assignments as well as team-project activities both before and after each session. Teaching method will include (short) lectures, student presentations, case studies, guest speakers from industry/government, and expert panel discussions. Students will form study groups to complete two project assignments, one on country assessment for business opportunities and the other on company international expansion strategy.

The course consists of eight teaching units organized around three main themes. The first theme concerns the macro global business environment which provides the larger context in which international business activities take place. This context presents both opportunities and challenges to firms competing in the global marketplace. The second theme concerns the effective functioning of multinational firms, with focus on how firms respond to various competing demands from the external environment. The last theme looks into the future of international business and the role of multinational firms in society as nations increasingly engage in trade block competition and economic integration activities.

I. The Macro Global Business Environment
   Globalization and international business
   Foreign direct investment and the multinational firm
   Leveraging country differences for competitive advantage

II: Multinational Management and Operations
   Foreign market assessment and entry strategy
   Multinational competitive strategy and organization
   Managing multinational operations
   Human capital and corporate social responsibility

III: Future Trends
   Trade blocks and international competition
Course calendar

Session 2, 2015

International Business
MBA (Executive)

<table>
<thead>
<tr>
<th>Week no.</th>
<th>Week begins</th>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25 May</td>
<td>Start of the course</td>
<td>Students to start discussion with team members online, identifying preferences for country and industry selection for group assignments. Students start preparing for Workshop 1 doing assigned readings from textbook.</td>
</tr>
<tr>
<td>2</td>
<td>1 June</td>
<td>Team coordinator emails course coordinator on country and industry preferences by 9.30 am 5 June</td>
<td>Designated team ‘co-ordinator’ to email Course Coordinator of first and second preference for both country and industry selection</td>
</tr>
<tr>
<td>3</td>
<td>8 June</td>
<td>IB On-line quizzes I &amp; II (10%) (completed by 9.30am Thursday 11 June) IB 1-page Case memo I and II (10%) (due: 9.30am Friday 12 June)</td>
<td>Course coordinator to confirm assignment preferences to student groups by 9 June Students start researching and collecting country and industry data for their group assignments Last day to complete on-line Quiz #1 &amp; #2</td>
</tr>
</tbody>
</table>

Workshop 1 Saturday 13 June (9am – 5.30pm) – Sunday 14 June (9am – 5.30pm) Preparation: Textbook chapters 1-8

| 4        | 15 June      |                      | |
| 5        | 22 June      |                      | |
| 6        | 29 June      |                      | |

Workshop 2 (includes team presentations) Saturday 11 July (9am – 5.30pm): Team Project – Interim country assessment report presentation Sunday 12 July (9am – 5.30pm): Team Project – Interim international expansion report presentation Preparation: Chapters 9-15 + reading (on Moodle)

| 7        | 6 July      | IB On-line quizzes III & IV (10%) (completed by 9.30am Thursday 9 July) IB Case memo III and IV (10%) (due: 9.30am Friday 10 July) | Last day to complete on-line Quiz #3 & #4 |
| 8        | 13 July     |                      | |
| 9        | 20 July     |                      | |
| 10       | 27 July     | IB Final Project Reports I & II (40%) (due: 9.30am Monday 27 July) | Last day to submit both the country assessment and international expansion project final reports |
| 11       | 3 Aug       |                      | |
| 12       | 10 Aug      |                      | |
Learning outcomes

At the successful completion of International Business you should be able to:

• Articulate key aspects of the global business environment and the multinational firm.

• Compare and contrast the international context with their home business context.

• Analyse the opportunities and challenges of doing business in and with firms in a foreign country within a fast-changing global environment.

• Understand the management problems facing firms during international expansion.

• Appreciate the influence of culture and other non-economic forces (e.g., legal and political factors) on doing business in the global context.

AGSM MBA (Exec) Program Learning Goals

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the UNSW Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes – what you are able to DO by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).
MBA Program Learning Goals and Outcomes

Learning Goal 1: Business Management Knowledge
Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations

Learning Goal 2: Critical Thinking
Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions

Learning Goal 3: Communication
Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose

Learning Goal 4: Teamwork
Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes

Learning Goal 5: Responsible Business
Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business
Students should be able to consider the social and cultural implications of management practices and of business activities

Learning Goal 6: Leadership
Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams

Learning Goal 7: International Perspective
Students should understand the needs of undertaking business within a global context
Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues

Learning Goal 8: Risk Management
Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models
Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments
The approach to learning

The course combines an analytical approach to learning with an emphasis on the exercise of judgment by senior executives in making strategic decisions on international business matters. The teaching method reflects this, using a combination of (short) lectures, class discussions, and case studies. The cases selected represent a mixture of companies based in different countries and competing in a wide variety of industries.

Students must prepare for class and be an active learner in order to acquire the knowledge that the course is designed to provide. Practical knowledge of complex subjects cannot be acquired simply by passive listening. Good strategic thinking is developed by testing your analyses and conclusions against the thinking of others.

Preparation for class involves (i) reviewing the assigned readings and cases thoroughly, (ii) exploring how the concepts/ideas/research findings from the readings relate to the situation described in the case, and (iii) applying these concepts/ideas/research findings to the case to analyse problems and recommend solutions.

Course materials

Students will be provided with a customized e-book with selected contents from *International Business: Competing in the Global Marketplace* (2015) by Professor Charles W.L. Hill. You will also have access to various on-line learning resources (e.g., videos, supplemental readings, etc.) from the publisher's website.

We plan to invite experts from government and industry to serve as guest speakers or panelists to discuss international business issues with students, including representatives from AusTrade and foreign embassies of Australia’s major trading partners, members of our business school’s business advisory board, executives of leading Australian firms active in international operations, and senior managers from subsidiaries of foreign MNCs located in Sydney.

Student teams

Students will be assigned to teams of approximately 5 persons each, at the start of the course. Each team will complete two group assignments (more details provided in the assignment section below). Each group will be assigned a private discussion forum in the course Moodle site prior to Week 1.

Group members will need to introduce themselves to their team members online, and start collaborating on their group assignments prior to the first weekend workshop.
## Assessment

### Summary of requirements

In order to pass this course, you must:

- achieve an aggregate (overall) mark of at least 50%; and
- satisfactorily attempt each piece of assessment.

<table>
<thead>
<tr>
<th>Assessment 1: Individual Case Memos (x4)</th>
<th>Due: 12 June 2015, 09.30AM (Sydney) Case memos #1 &amp; #2</th>
<th>10 July 2015, 09.30AM (Sydney) Case memos #3 &amp; #4</th>
</tr>
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<tbody>
<tr>
<td>Weight:</td>
<td>20% of total</td>
<td></td>
</tr>
<tr>
<td>Length:</td>
<td>1 page</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment 2 – Online Quiz (x4)</th>
<th>Due: 11 June 2015, 11.59PM (Quiz 1 and 2)</th>
<th>9 July 2015, 11.59PM (Quiz 3 and 4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight:</td>
<td>20% of total</td>
<td></td>
</tr>
<tr>
<td>Length:</td>
<td>around 30 questions per quiz</td>
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<table>
<thead>
<tr>
<th>Assessment 3: (Group) Country Assessment Project</th>
<th>Due: 11 July 2015 in workshop (interim presentation; 5%)</th>
<th>27 July 2015, 09.30AM (final report; 20%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight:</td>
<td>25% of total</td>
<td></td>
</tr>
<tr>
<td>Length:</td>
<td>10 pages</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment 4: (Group) Company International Expansion Project</th>
<th>Due: 12 July 2015 in workshop (interim presentation; 5%)</th>
<th>27 July 2015, 09.30AM (final report; 20%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weight:</td>
<td>25% of total</td>
<td></td>
</tr>
<tr>
<td>Length:</td>
<td>10 pages</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment 5: Class Attendance and Participation</th>
<th>Weight: 10% of total</th>
<th>Due: ongoing</th>
</tr>
</thead>
</table>
Assignment 1: Individual Case Memos

Due: 12 June 2015, 9.30AM (Sydney)

Case Memo #1: Who makes the Apple iPhone?
Case Memo #2: Indonesia: The next Asian giant?

Due: 10 July 2015, 09.30AM (Sydney)

Case Memo #3: The globalization of Starbucks
Case Memo #4: Siemens Bribery Scandal

Weight: 20% of total (5% each)
Length: 1 page each case memo

Students are required to complete a total of four one-page (double-spacing with 12 points font) case memos, one for each of the four cases. Two of the case memos are to be prepared prior to the first weekend workshop, and the other two prepared for the second weekend session. The case studies are found in your textbook.

The case memo involves answering the following three questions about the case:

1. What do you consider as the main message or lesson learned from the case? (1/3 page)
2. Why is this message or lesson important to our understanding of international business? (1/3 page)
3. How would this message or lesson change your view about or approach to international business in the future? (1/3 page)

Marking criteria:

- Extent the answer incorporates relevant information from the case (30%).
- Extent to which relevant theory, frameworks and concepts from the course are selected and understood (30%)
- degree to which the material submitted for assessment addresses the specified assessment requirements (20%).
- capacity to structure an argument logically, showing clarity of thought (20%).
Assignment 2: Individual On-line Quizzes

Due: 11 June 2015, 9.30AM (Quiz 1 and 2)
     9 July 2015, 9.30AM (Quiz 3 and 4)

Weight: 20% of total
Length: around 30 questions per quiz

Each quiz contains around 30 questions (multiple-choice and true-false), all drawn from materials covered in the readings assigned for the designated weekend session.

Quiz 1 and 2: Due 11 June 2015, 9.30AM
Quiz #1 will be based on materials covered in Chapters 1–4 in the e-book.
Quiz #2 will be based on materials covered in Chapters 5–8 in the e-book.

Quiz 3 and 4: Due 9 July 2015, 9.30AM
Quiz #3 will be based on materials covered in Chapters 9–12 in the e-book.
Quiz #4 will be based on materials covered in Chapters 13–15 in the e-book.

Group Assignments and Management

Students will be assigned to teams of 5–6 persons each, based on the order of their enrolment in the course. Each team will complete two group assignments: one on country assessment and the other on company international expansion strategy. Students will need to choose a team coordinator as the group contact person for the instructor by 5 June, 2015. The coordinator will email the instructor to provide the following information:

- A name for the group for identification purposes (e.g., ABC Consulting).
- A listing of all group members’ names and their email addresses.

All group members are expected to contribute equally to completing the group assignments. It is primarily your responsibility to eliminate free-riding. If you think that there is a problem in your group, you should first try to resolve it within the group. However, if this does not work, please discuss the matter with the instructor in a timely manner so that corrective actions can be taken. Students will submit a peer-evaluation of their group members’ contributions at the end of the semester. Individual grades may be adjusted depending on the peer-evaluation results.
Assessment 3: (Group) Country Assessment Project

Due: 11 July 2015 in workshop (interim presentation; 5%)
27 July 2015, 09.30AM (final report; 20%)

Weight: 25% of total
Length: 10 pages

Student teams will each select a country and conduct an assessment of its attractiveness for Australian firms in a specific industry (e.g., medical devices) to invest and do business there. The assessment will examine the country’s geographic, economic, social-cultural, and political-legal factors and how these create business opportunities or challenges for Australian firms. While market potential for selling products or services in the country is an important consideration, other aspects such as opportunities for conducting manufacturing, R&D, global marketing, capital financing, logistics and distribution, etc. should also be examined in the country assessment project.

To find out how competitor firms from other countries are doing in the country of interest to help assess country attractiveness, student teams may access the following sources for relevant information:

- Global Edge CyberSite: http://www.globaledge.msu.edu/

The country assessment report is expected to be about 10 pages long (double spacing with 12 points font), not counting the cover sheet, executive summary, references, tables and appendices etc., and include the following sections:

1. A brief description of the country and why it was selected (1 page)
2. Geographical analysis of country opportunities and challenges (2 pages)
3. Economic and competitors’ analysis of country opportunities and challenges (2 pages)
4. Social/cultural analysis of country opportunities and challenges (2 pages)
5. Legal/political analysis of country opportunities and challenges (2 pages)
6. Overall assessment of country attractiveness and recommendations (1 page)

To ensure that no two teams will be conducting an assessment of the same country, team coordinators should email the instructor (Email: joecheng@unsw.edu.au) the team’s country selection (with first and second choice) at the earliest convenience, no later than 9.30AM 5 June, 2015. Country selection approval will be made on a first-come-first-served basis, according to the date and time the request email is received.
The student team will have 15 minutes to present an interim report of the country assessment project on 11 July to get feedback from the class and course instructor, followed by a 5–minute Q&A. All team members will participate in the presentation and Q&A.

The country assessment report will be evaluated using the following criteria:

- each section of report is answered directly and clearly. (15%).
- the answer is logical and well argued. (20%).
- the answer incorporates relevant research information generated by the team. (30%).
- the answer incorporates relevant information from course materials (lectures, assigned readings, cases, guest speakers, etc.). (30%).
- report format and presentation. (5%)

Assessment 4: (Group) Company International Expansion Project

Due: 12 July 2015 in workshop (interim presentation; 5%)
     27 July 2015, 09.30AM (final report; 20%)

Weight: 25% of total

Length: 10 pages

Building on the country assessment analysis, each student team will also prepare a company international expansion strategy report proposing a plan of actions for an Australian firm to enter and conduct business in the country examined. The report is expected to be about 10 pages long (double spacing with 12 points font), not counting the cover sheet, executive summary, references, tables and appendices etc., and include the following sections:

1. A brief description of the firm (can be real or hypothetical) and industry (1 page)
2. Recommended business investment/operation (e.g., R&D) and rationale (2 pages)
3. Recommended entry mode/strategy (e.g., joint venture) and rationale (2 pages)
4. Recommended organizational structure for the operation and rationale (2 pages)
5. Recommended human resource plan and rationale (2 pages)
6. Follow up action and next steps (1 page)

To ensure that no two teams will be doing a report on the same industry, team coordinators should email the instructor (Email: joecheng@unsw.edu.au) the team’s industry selection (with first and second choice) at the earliest convenience, no later than 9.30AM 5 June, 2015. Industry selection approval will be made on a first-come-first-served basis, according to the date and time the request email is received.
The student team will have 15 minutes to present an interim report of the country assessment project on 12 July, 2015 to get feedback from the class and course instructor, followed by a 5–minute Q&A. All team members will participate in the presentation and Q&A.

The international expansion report will be evaluated using the following criteria:

• each section of report is answered directly and clearly. (15%).
• the answer is logical and well argued. (20%).
• the answer incorporates relevant research information generated by the team. (30%).
• the answer incorporates relevant information from course materials (lectures, assigned readings, cases, guest speakers, etc.). (30%).
• the report is well organized and presented. (5%)

**Assignment 5: Class Attendance and Participation**

**Weight:** 10% of total  
**Due:** ongoing

Students are expected to attend all class sessions and can contribute to the class discussion in different ways, including but not limited to the following:

• Making comments linked to the comments of others and to the basic subject being discussed.
• If it is a class case discussion, identify and analyse the key issues in the case, drawing on your reading of the case and the assigned reading materials.
• Concisely explaining and justifying your recommended course of action rather than making safe comments such as repetition of case facts.
• Listening to the contributions of your classmates and engaging them in a constructive dialogue or debate.

Student participation will be evaluated based on a four-point scale: (0) missed class, (1) attended class but not contributing to class discussion, (2) contributed to class discussion occasionally, and (3) contributed to class discussion frequently. The quality of contribution will carry far more weight than the quantity, as evidenced by making insightful comments and connections to course materials, integrating ideas from others and articulating a more comprehensive argument, etc.

**Submitting your assessments**

All written assignments must be submitted via Turnitin on your course Moodle site. Upload instructions will be provided on Moodle.

Your designated group ‘co-ordinator’ will be responsible for submitting the two written group reports.
Learning resources and support

Learning resources

You have three major resources to help you learn:

1. The customized textbook Hill, C.W.L (2015) *International Business: Competing in the Global Marketplace*. You will do much of your learning outside the classroom by working through the textbook chapters, and by completing the quizzes and case memos as preparation for the intensive workshops.

   Instructions on how to access the textbook will be available on the course website.

2. The two intensive workshop weekends. The instructor's job is to facilitate your learning by conducting class discussion, answering questions that might arise from your preparation, providing insights from his or her own practical experience and understanding of theory, providing you with feedback on your assignments, and direct traffic in the inevitable discussions and debates that will occur between you and your co-participants in the classroom.

3. Your co-participants. Your colleagues in the classroom are an invaluable potential source of learning for you. Their work and life, and industries and their willingness to question and argue with the course materials, the instructor and your own views, represent a great learning opportunity. MBA (Executive) participants bring much valuable insight to the learning experience. You can use this MBA (Executive) course to take a major step in broadening your appreciation of the challenges and opportunities in international business.
eLearning support

To log in to the course website:

- Go to https://moodle.telt.unsw.edu.au/
- Then, enter your zNumber and your zPass to access Moodle
- Under ‘Course Overview,’ click over your International Business class and this will take you to the course Homepage.

Should you have any difficulties accessing your course online, please contact the eLearning support below:

For login issues

**UNSW IT Service Centre**

- **Hours:** Monday to Friday: 8.00 a.m. to 8.00 p.m.
  Saturday and Sunday: 11.00 a.m. to 2.00 p.m.
- **Email:** ITServiceCentre@unsw.edu.au
- **Phone:** Internal – x51333
  External – +61 2 9385 1333

For assistance in using Moodle, including how to upload assessments.

**The AGSM eLearning Coordinator**

- **Hours:** Monday to Friday: 9.00 a.m. to 5.00 p.m.
- **Email:** elearning@agsm.edu.au
- **Phone:** Internal – x19541
  External – 02 9931 9541
  International – +61 2 9931 9541

For help with technical issues and problems.

**External TELT Service Centre.**

- **Hours:** Monday to Friday: 7.30 a.m. to 9.30 p.m.
  Saturday and Sunday: 8.30 a.m. to 4.30 p.m.

- **Email:** externalteltsupport@unsw.edu.au
- **Phone:** Internal – x53331
  External – 02 9385 3331
  International – +61 2 9385 3331
AGSM MBA Programs contact details

Student Experience

If you have any administrative queries, they should be addressed to Student Experience.

Student Experience
AGSM MBA Programs
UNSW Business School
UNSW SYDNEY NSW 2052
Tel: +61 2 9931 9400
Fax: +61 2 9931 9205
Email: studentexperience@agsm.edu.au

Additional student resources and support

The University and the UNSW Business School provide a wide range of support services for students, including:

• **UNSW Business School – Education Development Unit (EDU).**
  ([https://www.business.unsw.edu.au/students/resources/learning-support/consultations](https://www.business.unsw.edu.au/students/resources/learning-support/consultations))
  Services include workshops, online and printed resources, and the wording individual consultations on academic writing, study skills, and maths support specifically for UNSW Business School, AGSM and MBT students.
  EDU Office: Level 1, Quadrangle Building; Ph: +61 2 9385 5584; Email: edu@unsw.edu.au

• **UNSW Learning Centre.** ([www.lc.unsw.edu.au](http://www.lc.unsw.edu.au))
  Academic skills support services, including workshops and resources for all UNSW students. See website for details.

• Library training and search support services.
  http://info.library.unsw.edu.au

• **UNSW IT Service Desk.** Technical support for problems logging into websites, downloading documents etc.
  Library, Level 2; Ph: +61 2 9385 1333;
  Website: www.its.unsw.edu.au/support/support_home.html
• **UNSW Counselling Service.** (www.counselling.unsw.edu.au) Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as ‘Coping With Stress’ and ‘Procrastination’.

  Office: Level 2, Quadrangle East Wing; Ph: +61 2 9385 5418.

• **Student Equity & Disabilities Unit.**

  (http://www.studentequity.unsw.edu.au) Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Ph: +61 2 9385 4734.
Course coordinator

Professor Joe Cheng (Ph.D. University of Michigan) is the Michael J. Crouch Chair in Innovation and directs the Australian Innovation and Competitiveness Initiative (AICI) at the UNSW Business School in the University of New South Wales, Australia. Prior to joining UNSW in July 2013, he was Professor of International Business and Founding Director of The CIC Center for Advanced Study in International Competitiveness at the University of Illinois at Urbana-Champaign in the United States. He also served as Director of the Illinois Center for International Business Education and Research (CIBER) from 1999 to 2006. During 2012, he was a Visiting Professor at Stanford University’s Asia-Pacific Research Center.

Professor Cheng's research focuses on issues concerning innovation, R&D productivity, and international competitiveness. He has investigated these topics in a variety of institutional settings including industry, government, and university as well as across different national contexts. His current research examines the changing pattern of foreign R&D investment in the Asia-Pacific and its effects on innovation and entrepreneurship across the region, particularly among the JACKS countries (Japan, Australia, China, Korea, and Singapore).

Professor Cheng has received research funding from competitive grants awarded by the U.S. Department of Education, National Science Foundation’s Center for Innovation Management Studies, and corporate sponsorships from major multinational firms, among others. He currently serves or has served on the editorial boards of twelve academic journals, including appointments as a consulting editor, reviewer, and special issue editor.