Select Testimonies by Students

“Having industry expert providing weekly presentations is a big plus on this class. Thank you!” – class 2015

“What do you like most about this course? How closely the work resembles team related exercises and management in the corporate world. Properly uses ambiguity driven stressors to promote improvisational thinking and ideating under pressure as well as communicating and interacting under the auspices of a team concept.” – class of 2015

“The professor is very friendly. The [most] ego-less professor I have ever seen.” – class 2015

“As a global manager, this course is must because you can understand where to compete, what to do, and how to do. Also, the professor invited some guest speakers who tell relevant stories. Thus it is easy to understand.” – class 2014

“Guest speakers from different businesses were great and very informative. Professor was very engaging and enthusiastic.” – class 2014

“The group structure of the class. The class assignments are set up in a group format and it gives students a feel of how teams work together in a corporate/business environment.” – class 2014

“The in class assignments provide a good time for students to learn more about the material by discussing it and putting new knowledge to use.” – class 2014

“The real world examples and end of class groups work and discussions to continue to build on the class learnings.” – class 2014

Course Number: MBAD 6197 U90
Course Title: Managing Multinational Enterprise

Semester: Spring 2016
Times/Class Rooms: Tuesdays, January 12 – May 03
17:30 – 20:00 Central City 906

Instructor: Dr. Victor Zitian Chen
(Faculty website: http://www.VictorZChen.com/)

Office Room: Friday Building, Room 240C
Phone: 704-687-7645 (or 77645 in campus)

Office Hours: By appointment.

E-mail Address: zchen23@uncc.edu

Please format your email subject in the following way: “MBAD6197#-brief question”.
For example, if you want to ask a question about the final, your email title is suggested to be “MBAD6197 – Final”.

Texts (Optional):


http://www.ChenZitian.net/teaching/MBAD6197

All the course materials (e.g., lecture slides and assigned readings) will be uploaded to this website.

Course Description
This course is designed as an advanced graduate study for management professionals in the changing and diverse international business environment. It covers both macro- and micro aspects of international management and global business strategy. The class consists of two sets of topics. The first is global expansion strategy, with special attention
being paid to the competitive advantages of multinational enterprises (MNEs) and finding locational fit for these advantages. The second is global risk analysis and management. Built on the MNE-location analysis, the focus of this section is on the misfit between a target location and a firm’s competitive advantages. It also involves discussions on strategic responses to hedge or manage the risks associated to the misfits.

Each lecture takes four sections in 2 and half hours (5:30-8pm).

5:30-6:15pm
In the first section, the professor gives a lecture on fundamentals, concepts, theories, and short simulation cases.

6:15-6:30pm
Short break

6:30-7:15pm
In the second section, the professor guides students in a roundtable discussion on whether and how the lecture helps to solve some of the daily international management problems the students encountered. Students and the professor work together in this section to discuss the gaps between the theory and practice and potential ways to improve the theory as well as the practice. Occasionally, the professor will also invite some industry guests to give guest talks during this section.

7:15-7:20pm
Short break

7:20-7:50pm
The third section is devoted to an open discussion on a real-world business project given by industry guests. The project is highly related to the two broad sets of the class topics (global expansion strategy and global risks analysis/management). The class will be divided into two competing teams to work on a final presentation (15 slides only, 30 minutes including Q&As) as “Global Managers” Challenge. Every two weeks, the students are required to finish a certain portion of the final presentation, with the professor’s help and assistance. Industry guests related to the project will be invited to join the professor as the judges for the final presentations, which takes place in the last class (5:30-7:00, May 3).

7:50-8:00pm
In the last 10 minutes, there will be a short quiz (3 single-choice questions) directly related to that class. The quiz is an open-book, individual exam.

Course Style
This is an open source class. Students are encouraged to bring electronic devices (e.g., laptops, notebooks, pad books, and smartphones) to access internet for information.

Learning Objectives
Upon completion of this course, students should:
1. Be able to analyze an MNE’s competitive advantages in international business.
2. Be able to identify global opportunities given these competitive advantages.
3. Be able to design strategic location choice and entry mode based on the MNE-location fit.
4. Be able to conduct competitive environment analysis between MNEs and potential local competitors.
5. Be able to identify the MNE-location misfits and related risks.
6. Be able to design strategic responses to hedge and manage these risks.

Grading Policies
Course participation 30%
in-class short quiz 42% (3% x 14 quizzes)
“Global Managers” challenge 28% (10% materials + 10% presentation + 8% Q&A performance)

Letter grades and numeric grades equate as follows for this course:
A 90-100
B 80-89.5
C 70-79.5
U <70 or violations of the University Policy 407, *The Code of Student Academic Integrity*

*If the lower range of grades is significantly lower than the previous cohort, grades will be curved upward accordingly in order to make class grades comparable between different year cohorts of classes.*

All members of the course are expected to adhere to the University Policy 407, *The Code of Student Academic Integrity*. Violations of this code include but are not limited to: cheating, plagiarism, falsification and fabrication, multiple submissions, abuse of academic materials, and complicity in academic dishonesty. Violators will receive a failing grade and may risk suspension from the University. Additional details on the *Code of Student Academic Integrity* are available at [http://legal.uncc.edu/policies/up-407](http://legal.uncc.edu/policies/up-407).

*The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.*

### Course Outline and Schedule

(Please check the outline on the course website weekly, because there might be some adjustments prior to each class.)

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics</th>
<th>PPT</th>
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</table>
| 1    | Jan 12| Course introduction and orientation  
       |       | Debunking some misconceptions about international business and global management. | 1 |
| 2    | Jan 19| Multinational enterprises (MNEs) and their governance structures  
       |       | Quiz1 | 2 |
| 3    | Jan 26| Competitive advantages of MNEs and their global strategy  
       |       | Quiz2 | 3 |
| 4    | Feb 2 | Firm-specific advantages of MNEs  
       |       | Quiz3 | 4 |
| 5    | Feb 9 | Location-specific characteristics for MNEs  
       |       | Quiz4 | 5 |
| 6    | Feb 16| Internalization benefits for MNEs  
       |       | Quiz5 | 6 |
| 7    | Feb 23| Global strategy: Applying competitive advantages analysis in the industry project  
       |       | Quiz6 | 7 |
| 8    | Mar 1 | Comparative institutional analysis of foreign contexts  
       |       | Quiz7 | 8 |
| 9    | Mar 8 | Spring Recess – No Classes | |
| 10   | Mar 15| Financial and economic environments and risks  
       |       | Quiz8 | 9 |
| 11   | Mar 22| Legal and political environments and risks  
       |       | Quiz9 | 10 |
| 12   | Mar 29| Social and cultural environments and risks  
       |       | Quiz10 | 11 |
| 13   | Apr 5 | Risk management across institutional environments  
       |       | Quiz11 | 12 |
| 14   | Apr 12| Global risk: Applying comparative institutional analysis and risk management in the industry project  
       |       | Quiz12 | 13 |
| 15   | Apr 19| Integrating global strategy and risk management in the industry project  
<pre><code>   |       | Quiz13 | 14 |
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<table>
<thead>
<tr>
<th>Date</th>
<th>Month</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>Apr 16</td>
<td>Preparation for the final challenge. Finalizing the presentation materials.</td>
<td></td>
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<tr>
<td>May 17</td>
<td>Quiz14</td>
<td>“Global Managers” Challenge</td>
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</tbody>
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For more information of the university’s academic calendar, see [http://registrar.uncc.edu/calendar](http://registrar.uncc.edu/calendar).