



THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE  
Belk College of Business

<b>Course Number</b>	MBAD 6197 U90	
<b>Course Title:</b>	Managing Multinational Enterprise	
<b>Semester:</b>	Spring 2017	Mondays, January 9 – May 02
<b>Times/Class Rooms:</b>	17:30 – 20:00	Central City 805
<b>Instructor:</b>	Dr. Victor Zitian Chen (Faculty website: <a href="http://www.ChenZitian.com/">http://www.ChenZitian.com/</a> )	
<b>Office Room:</b>	Friday Building, Room 240C	
<b>Phone:</b>	704-687-7645 (or 77645 in campus)	
<b>Office Hours:</b>	By appointment.  <a href="mailto:zchen23@uncc.edu">zchen23@uncc.edu</a>	
<b>E-mail Address:</b>	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”.	
<b>Texts (Optional):</b>	Alan M. Rugman and Simon Collinson, <i>International Business</i> , 6 <sup>th</sup> Edition, Prentice Hall. Mike W. Peng, <i>Global Strategy</i> , 3 <sup>rd</sup> Edition, South-Western Cengage Learning. John H. Dunning and Sarianna M. Lundan, <i>Multinational Enterprises and the Global Economy</i> , 2 <sup>nd</sup> Edition, Edward Elgar Publishing Limited.	
<b>Course Website:</b>	<a href="http://www.ChenZitian.net/teaching/MBAD6197">http://www.ChenZitian.net/teaching/MBAD6197</a> 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 and/or join the roundtable discussions during this section.

7:15-7:20pm

Short break

7:20-7:30pm

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 several competing teams to work on a final presentation (15 slides only, 30 minutes including Q&As) as “*Global Managers*” Challenge. Each team is supposed to have four to five students. 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 (5:30-7:30pm, May 8).

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 open-book-based and individual credit. But students are allowed to discuss in groups before submitting their individual answers.

### **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 related to class discussions.

### **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 performance) 28% (10% materials + 10% presentation + 8% Q&A)

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>.

*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.)

Week	Date	Topics	PPT
1	Jan 9	Course introduction and orientation Debunking some misconceptions about international business and global management.	<a href="#">1</a>
2	Jan 16	University Closed – Dr. MLK Day	
3	Jan 23	Multinational enterprises (MNEs) and their governance structures Quiz1	<a href="#">2</a>
4	Jan 30	Competitive advantages of MNEs and their global strategy Quiz2	<a href="#">3</a>
5	Feb 6	Firm-specific advantages of MNEs Quiz3 Last day for forming your teams	<a href="#">4</a>
6	Feb 13	Location-specific characteristics for MNEs Quiz4	<a href="#">5 Econ institutions</a>
7	Feb 20	Internalization benefits for MNEs Quiz5	<a href="#">6</a>
8	Feb 27	Global strategy: Applying competitive advantages analysis in the industry project	<a href="#">7</a>



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		Quiz6	
<b>9</b>	Mar 6	Spring Recess – No Classes	
<b>10</b>	Mar 13	Comparative institutional analysis of foreign contexts Quiz7	<a href="#">8</a>
<b>11</b>	Mar 20	Financial and economic environments and risks Quiz8	<a href="#">9</a>
<b>12</b>	Mar 27	Legal and political environments and risks Quiz9	<a href="#">10</a>
<b>13</b>	Apr 3	Social and cultural environments and risks Quiz10	<a href="#">11</a>
<b>14</b>	Apr 10	Risk management across institutional environments Quiz11	<a href="#">12</a>
<b>15</b>	Apr 17	Global risk: Applying comparative institutional analysis and risk management in the industry project Quiz12	<a href="#">13</a>
<b>16</b>	Apr 24	Integrating global strategy and risk management in the industry project Quiz13	<a href="#">14</a>
<b>17</b>	May 1	Preparation for the final challenge. Finalizing the presentation materials. Quiz14	<a href="#">15</a>
<b>18</b>	May 8	<i>“Global Managers” Challenge</i>	

For more information of the university’s academic calendar, see <http://registrar.uncc.edu/calendar>.