Course Number: MBAD 6197 U90
Course Title: Managing Multinational Enterprise
Semester: Spring 2013, January 13 – April 28
Final examine: May 5
Times/Class Rooms: 17:30 – 20:15, Central City 601
Instructor: Dr. Victor Zitian Chen (website: http://www.VictorZChen.com/)
Office Room: Friday Building, Room 240C
Office 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”.


Course Website: 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 a principle graduate study for management professionals in the changing and diverse international business environment. It will cover all the pressing macro- and micro issues concerning a multinational enterprise (MNE). Three general themes are included: the current globalization context, functional management of MNE, and regional management in both developed and emerging markets. Functional management includes strategies of such aspects of an MNE as organizing strategy, production strategy, marketing strategy, human resource management (HRM) strategy, political risk and negotiation strategy, and international financial strategy. Guided by the instructor, students will be grouped into teams to analyze and design strategic management of MNE in selective topics using real cases. There will also be an individually-based final exam covering the whole semester.

Learning Objectives
Upon completion of this course, students should:
1. Be able to demonstrate the major issues concerning an MNE
2. Learn how to analyze and design strategic management in an MNE

Grading Policies
Course participation 15% (10% for 100% attendance & 5% for three interactions throughout the semester)
In-class team assignments 50% (5% ×10)
"Wells Fargo Global Managers” challenge 10% New
Final exam 25%

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.

Course Participation (15%)
10% will be given to full attendance, 5% to class participation by answering three questions or interactions with the lecturer/students three times. You are required to put a name plate on your table. Related policies: Please turn all your electronic devices (e.g., cellphones, smartphones, laptops, and tablets) to silent mode.

In-class Team Assignments (50%)
Each team assignment is an exercise to apply the theories/models learned in a respective class to analyze a real-world case scenario or to solve a real problem.

"Wells Fargo Global Managers” challenge (10%)
Every year, Dr. Chen will invite a recognized MNE or international organization based in Charlotte to sponsor a challenge game on global management. This year, Wells Fargo’s global analytics team will join me to organize this challenge. Senior representative(s) from Wells Fargo will give a guest talk in the early stage of the class, followed by a real-world, real-time assignment related to international management in a foreign region. All teams in class are asked to use various analytical tools and models in the class throughout the semester to prepare for a 15-min final presentation on April 28. Dr. Chen and Wells Fargo representatives will be the judges based on the substance of the analysis, feasibility, and creativity. The best team will be honored Wells Fargo Global Managers of UNC Charlotte.

Final Exam (25%)
There will be a 2 hour final exam from 6-8pm on May 5. Students are allowed to bring an A4-sized, double-sided cheating paper. The exam will consist of two parts.

Part I. Single Choice Questions (0.5 %/question × 30 questions = 15%)
Part II. Short Essays (5%/question × 2 question = 10%)

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.
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<tr>
<th>Class</th>
<th>Date</th>
<th>Topics</th>
<th>Readings</th>
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| 1     | Jan 13| Course introduction and orientation  
The multinational enterprises (MNEs): Who are they and what do they do?  
Guest speaker: Manager of the TMS (Young Professionals) of World Affairs Council of Charlotte (TBC)                                                                                                                | Textbook 5th ed. chapter 2; 6th ed. chapter 2                                                                      | 1   |
|       | Jan 20| Dr. Martin Luther King Jr. Day – University Closed                                                                                                                                                                                                                                                                                |                                                                                                                   |     |
| 2     | Jan 27| Multinational strategy: Key concepts                                                                                                                                                                                                                                                                                              | Textbook 5th ed. chapters 1, 3; 6th ed. chapters 1, 3                                                            | 2   |
| 3     | Feb 03| Global business context and diamond models (1 of 2)  
*In-class assignment 1: What equips the Great Lakes as the auto industry hub?*                                                                                                                                                                                          | Textbook 5th ed. chapters 4, 5; 6th ed. chapters 4, 5                                                            | 3   |
| 4     | Feb 10| Diamond models and locational advantages (2 of 2)  
Guest speakers: Eileen Cai, VP of Asian sectors, and Gerzer Sven, VP of European and Indian sectors at Charlotte Chamber of Commerce on “Charlotte and MNEs”  
*In-class assignment 2: How would you develop Charlotte into an MNE hub? An application of diamond model(s)*  
| 5     | Feb 17| Production strategy  
*In-class assignment 4: How would you upgrade Flextronics in its global value chain? A focus on integration modes*                                                                                                                                            | Textbook 5th ed. chapters 6, 7; 6th ed. chapters 6, 7                                                            | 5   |
| 6     | Feb 24| Organizing strategy  
Guest speaker: Dave Dalton, Executive VP of General Microcircuits, Inc.  
*In-class assignment 3: How would you structure the new Latin operations of General Microcircuits, Inc?*                                                                                                    | Textbook 5th ed. chapters 8-10; 6th ed. chapters 8, 9, 12                                                       | 6   |
|       | Mar 03| Spring Recess – No Classes                                                                                                                                                                                                                                                                                                        |                                                                                                                   |     |
| 7     | Mar 10| Marketing strategy  
*In-class assignment 5: Tasting and selling Marmite to an international market*                                                                                                                                                                                    | Textbook 5th ed. chapter 11; 6th ed. chapter 13                                                                  | 7   |
| 8     | Mar 17| HRM strategy  
*In-class assignment 6: What would you do if you were managing this first (informal) meeting with your regional heads?*                                                                                                                                  | Textbook 5th ed. chapter 12; 6th ed. chapter 14                                                                  | 8   |
| 9     | Mar 24| Country and political risk management strategy  
| 10    | Mar 31| International financial management strategy  
Guest speaker: Senior representative from Global Operations of Bank of America Merrill Lynch (TBC)  
*In-class assignment 7: How would you combine foreign exchange risk hedging and transfer pricing?*                                                                                                    | Textbook 5th ed. chapter 14; 6th ed. chapter 16                                                                  | 10  |
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<tr>
<th>Date</th>
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<th>Textbook References</th>
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<tr>
<td>Apr 07</td>
<td>Global citizenship and local community engagement by MNEs</td>
<td>Textbook 5th ed. chapter 16; 6th ed. chapter 17</td>
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<td><em>Charlotte Regional Partnership</em> (TBC)</td>
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<td><em>In-class assignment 8: How would you operationalize the shared value idea?</em></td>
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<td>Apr 14</td>
<td>Management foreign operations in European Union</td>
<td>Textbook 5th ed. chapter 16; 6th ed. chapter 17</td>
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<td><em>In-class assignment 9: What would you have done if you were managing Wal-Mart in Germany?</em></td>
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<td>Apr 21</td>
<td>Management of foreign operations in North American FTA</td>
<td>Textbook 5th ed. chapter 17; 6th ed. chapter 19</td>
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<td>Guest speaker from distance: Senior official from <em>Gateway Coordination at the Government of Canada</em> (TBC)</td>
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<td><em>In-class assignment 10: What would you have done if you were running Google Inc. in China?</em></td>
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<td>&quot;Wells Fargo Global Managers&quot; challenge</td>
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<tr>
<td>Apr 28</td>
<td>Management of foreign operations in China and emerging markets</td>
<td>Textbook 5th ed. chapters 19, 20; 6th ed. chapters 20, 21</td>
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For more information of the university’s academic calendar, see [http://registrar.uncc.edu/calendar?tid_1=47&tid=3](http://registrar.uncc.edu/calendar?tid_1=47&tid=3)