

Course Number MBAD6197
Course Title Managing Multinational Enterprise
Semester Spring 2020
Times/Class Rooms M 5:30-8:15pm at City Center 904
Instructor Professor Victor Zitian Chen
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Office Hours By appointment
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Texts (Recommended but not Required) **International Business: A Managerial Perspective** (9th Edition)
 By Ricky W. Griffin, Mike W. Pustay
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Course Description

This course is designed as an advanced graduate course for management professionals in the changing and diverse international business environment. It covers comparative environmental analysis of the world marketplace, as well as strategic management of international business expansion.

Learning Objectives

Upon completion of this course, students should be able to:

1. Use qualitative and quantitative methods to conduct a comparative analysis of economic, legal, technological, political, and cultural environments in the global business marketplace.
2. Identify the comparative advantages and disadvantages of a multinational enterprise vis-à-vis its local competitors.
3. Identify the desired economic, legal, technological, political, and cultural environments supporting the comparative advantages and mitigating the disadvantages of a multinational enterprise
4. Identify the ideal market location and entry strategy

Course Outline and Schedule

Module 1: International business environments

January 13 An overview of international business environments

Background readings before class:

[1] Petrova, M. 2018. [Inside an Apple iPhone: Where parts and materials come from](#). CNBC.

In class exercise #1: Are we stuck at home? Mapping the global comfort zone for a typical American (due 8:15pm)

After class: Quiz 1 in Canvas

Dr. Martin Luther King Jr. Day – University Closed

27 Legal, technological, and political environments, and the role of cultures

Background readings before class:

[1] Friedman, T.L. 2005. [It's a flat world, after all](#). *New York Times*.

[2] Fox, J. 2014. [The world is still not flat](#). *Harvard Business Review Digital Article*.

[3] [CAGE Comparator](#)

In class exercise #2: Is the world “flat”? Calculating business environment distance. (due 8:15pm)

After class: Quiz 2 in Canvas

February 3 International trade and investment

Background readings before class:

[1] Smialek, J. & Swanson, A. 2020. [American consumers, not China, are paying for Trump's tariffs](#). *New York Time*.

In class exercise #3: Opportunities and threats in US-China trade war (due 8:15pm)

After class: Quiz 3 in Canvas

10 Location advantages and disadvantages for international business

Background readings before class:

[1] Porter, M.E. 1990. [The competitive advantage of nations](#). *Harvard Business Review*.

In class exercise #4: Mapping cluster advantages of Charlotte (due 8:15pm)

After class: Quiz 4 in Canvas

17 Group workshop #1: Developing a tool for monitoring international business opportunities of a region vis-à-vis its competitors (due 8:15pm)

24 International cooperation among nations

Background readings before class:

[1] Kirby, J. 2019. [USMCA, Trump's new NAFTA deal, explained in 600 words](#). Vox.

In class exercise #5: Charlotte in the triple diamond model under USMCA (due 8:15pm)

After class: Quiz 5 in Canvas

March 2 Spring Recess – No Classes

Module 2: Managing international business activities

9 Firm-specific competitive advantages and location boundedness

Background readings before class:

[1] Erramilli, M. K., Agarwal, S., & Kim, S. S. (1997). [Are firm-specific advantages location-specific too?](#). *Journal of International Business Studies*, 28(4), 735-757.

In class exercise #6: What would you do? Google's struggle in China. (due 8:15pm)

After class: Quiz 6 in Canvas

16 Foreign location choice

Background readings before class:

[1] Dunning, J. H. (2000). [The eclectic paradigm as an envelope for economic and business theories of MNE activity](#). *International business review*, 9(2), 163-190.

[2] Schaefer, L. 2006. [World's biggest retailer Wal-Mart closes up shop in Germany](#). DW.

In class exercise #7: What would you do, if Walmart were to expand to Europe. (due 8:15pm)

After class: Quiz 7 in Canvas

23 Foreign entry strategies

Background readings before class:

[1] Dunning, J. H. (2000). [The eclectic paradigm as an envelope for economic and business theories of MNE activity](#). *International business review*, 9(2), 163-190.

[2] Schaefer, L. 2006. [World's biggest retailer Wal-Mart closes up shop in Germany](#). DW.

In class exercise #8: What would you do, if Walmart were to re-enter Germany now? (due 8:15pm)
After class: Quiz 8 in Canvas

30 Leadership and employee behavior in international business

Background readings before class:

[1] [Global Leadership and Organizational Behavior Effectiveness \(GLOBE\) CEO Study 2014](#)

In class exercise #9: Prescribing effectiveness leadership behaviors overseas

After class: Quiz 9 in Canvas

April 6 International marketing

Background readings before class:

[1] Hayden, D. 2016. [Marmite: A potted history of the British-born spread](#). BBC

In class exercise #10: How do you market Marmite overseas? Design and play your own ad. (due 8:15pm)

After class: Quiz 10 in Canvas

13 Disruptive forces and strategy

Background readings before class:

[1] Wollaston, S. 2018. [The rise of fall of Nokia](#). The Guardian.

In class exercise #11: What are potential disruptive forces now, and their impact on Charlotte industries? (due 8:15pm)

After class: Quiz 11 in Canvas

20 Group workshop #2: Developing a tool for monitoring and managing international business performance of a company (due 8:15pm)

27 A review and synthesis

After class: Final quiz in Canvas

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

Grading policies

After class quizzes	2 points x 11 after-class quizzes	22 points
	5 points x 1 Final quiz	05 points
In-class exercises	3 points x 11 in-class exercises	33 points
Group workshops	20 points x 2 in-class group workshops	40 points

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.