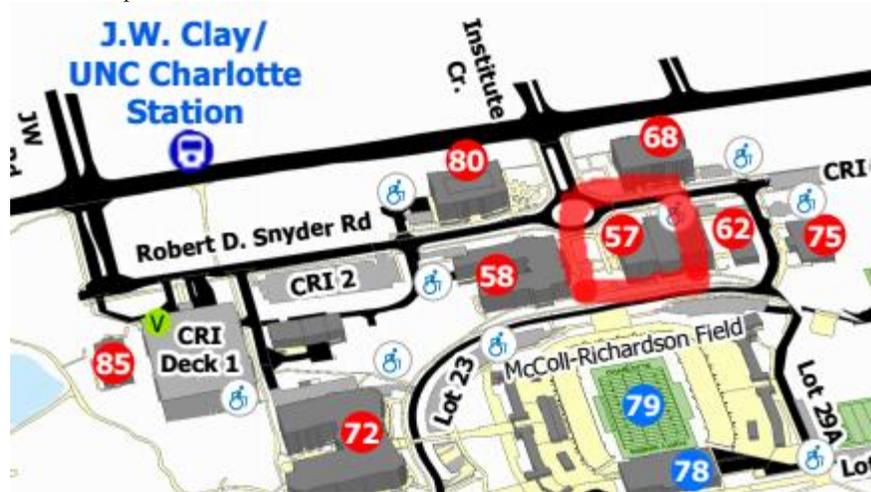




UNC CHARLOTTE

BELK COLLEGE of BUSINESS

Course Number: MGMT3275 - 001
Course Title: International Management
Semester: Fall 2018
Times/Class Rooms: Wednesday and Friday
2:30 – 3:45pm Duke Centennial Hall 276



Instructor: Dr. Victor Zitian Chen
(Faculty website: <http://www.ChenZitian.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 start your email subject with “MGMT3275-001”.

Texts (Optional): There is no required textbook for this class, with all the readings assigned and shared in the Canvas. Below are three optional textbooks:
Alan M. Rugman and Simon Collinson, *International Business*, 6th Edition, Prentice Hall.
Mike W. Peng, *Global Strategy*, 3rd Edition, South-Western Cengage Learning.
John H. Dunning and Sarianna M. Lundan, *Multinational Enterprises and the Global Economy*, 2nd Edition, Edward Elgar Publishing Limited.

Course Website: <http://www.ChenZitian.net/teaching/MGMT3275>

Course Description

This course is designed as an advanced undergraduate study for management professionals in the changing and diverse international business environment. It covers both macro- and micro aspects of international management, with each lecture topic divided into theory (Wednesdays) and practice (Fridays). The class consists of two sets of topics. The first is how to analyze and manage global expansions, with special attention being paid to the competitive advantages of multinational enterprises (MNEs) and finding locational fit for these advantages. The second is how to manage global risks associated with expansion. Built on the MNE-location analysis, the focus of this section is on the misfit between a target location's various institutional contexts such as market structures, political institutions, and cultures and a firm's competitive advantages. It also involves discussions on strategic responses to hedge or manage these risks associated to the misfits.

Each week focuses on a coherent topic, divided into theory (analysis and synthesis) on Wednesdays and practice (a semester-long simulation project) on Fridays.

Wednesdays:

2:30-3:00pm

Fundamentals, concepts, theories, and analytic/synthetic frameworks.

3:00-3:15pm

Break

3:15-3:45pm

Case examples

Fridays:

2:30-3:30 (skipping break)

Students work in roundtable teams (4-5 students a team) on a semester-long simulation project. Each week (due the next Tuesday 5pm), the students are required to finish one section in PPT in class for the simulation project related to the week's lecture (typically maximum two PPT slides).

The final exam will be fully based on the discussions on this semester-long project.

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 learn how to manage an MNE's expansion opportunities and risks in the global competitive environment. Specifically, 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 institutional environmental differences in markets, politics, and cultures for MNE-location misfits and related risks.
6. Be able to design strategic responses to manage these risks.

Grading Policies

Course participation

20% (Full name plates are important)

- Attendance (10%)
- Class presentation (both Wednesday in-class interaction and Friday team discussions) (5% each x 2 =10%)

Take-home weekly short quiz (individual) 48% (4% x 12 quizzes)

- Four short single-choice questions (1 point each)

- Posted in Canvas after the class.
- Submit individually before Friday 5pm (Do not leak the results/answers to other students until they submit).

The final presentation (in teams) 12% (6% materials + 6% presentation)

The final example (individual) 20%

- The final example will be open-book, written example in the classroom. All questions are related to the semester-long simulation project.
- It will consist of 10 single-choice questions (1% each x 10 = 10), and two short-essay questions (5% x 2 = 12).

Make-up policies

- Make-up quizzes and finals are possible for justifiable causes. They will be provided in the final-exam week. Please consult the professor in advance for such make-up possibilities.

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, <i>The Code of Student Academic Integrity</i>

*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	08/22 08/24	Course introduction and orientation. Debunking some misconceptions about international business and global management. A brief introduction of the semester-long simulation project (Uber expansion into Iceland)	1
2	08/29 08/31	Theory: Multinational enterprises (MNEs) and their governance structures. <i>Weekly Quiz#1 open at 5pm, due 5pm the next Tuesday</i> Practice: What is this company about? What is its main business? Where are its major customers, domestically or globally?	2
3	09/05 09/07	Theory: Competitive advantages of MNEs and their global strategy. <i>Weekly Quiz#2 open at 5pm, due 5pm the next Tuesday</i> Practice: What are the major competitive advantages (and disadvantages) of this company vis-à-vis the major domestic and global competitors?	3
4	09/12	Theory: Firm-specific advantages of MNEs. <i>Weekly Quiz#3 open at 5pm, due 5pm the next Tuesday</i>	4

	09/14	Practice: What are the major firm-specific advantages (and disadvantages) of this company vis-à-vis the major domestic and global competitors? What are the boundaries?	
5	09/19	Theory: Location-specific characteristics for MNEs. <i>Weekly Quiz#4 open at 5pm, due 5pm the next Tuesday</i>	5 Econ institutions
	09/21	Practice: What are the location-specific characteristics (both strengths and weaknesses) of your proposed new global market (pick one country), where you plan to expand your company into? Discuss in bullet point each major characteristic in relations to your major firm-specific advantages (and disadvantages)? Is each one supporting or constraining your advantages? So in conclusion, is this market a good pick? If not, what else?	
6	09/26	Theory: Internalization benefits for MNEs. <i>Weekly Quiz#5 open at 5pm, due 5pm the next Tuesday</i>	6
	09/28	Practice: In terms of the disadvantages of your market location, how many of them are due to the open-market (vs. internal control) uncertainties and risks? How many of them can be avoided by internalizing (controlling) the market inside your company?	
7	10/03	Theory: A synthesis of discussions on competitive advantages analysis. <i>Weekly Quiz#6 open at 5pm, due 5pm the next Tuesday</i>	7
	10/05	Practice: Synthesis of your PPT works for the first half of the semester into a coherent report.	
8	10/10	Theory: Comparative institutional analysis of foreign contexts. <i>Weekly Quiz#7 open at 5pm, due 5pm the next Tuesday</i>	8
	10/12	Practice: Analyzing the institutional environments of your picked global market in dimensions. What are the major differences in financial/economic, legal/political, and sociocultural dimensions from the US market (or wherever your current major market is)?	
9	10/17	Theory: Financial and economic environments and risks. <i>Weekly Quiz#8 open at 5pm, due 5pm the next Tuesday</i>	9
	10/19	Practice: Analyzing the financial/economic environment differences of your picked global market from the US (or wherever your current major market is) in detail.	
10	10/24	Theory: Legal and political environments and risks. <i>Weekly Quiz#9 open at 5pm, due 5pm the next Tuesday</i>	10 NPV projection
	10/26	Practice: Analyzing the legal/political environment differences of your picked global market from the US (or wherever your current major market is) in detail.	
11	10/31	Theory: Social and cultural environments and risks. <i>Weekly Quiz#10 open at 5pm, due 5pm the next Tuesday</i>	11 Case study 1
	11/02	Practice: Analyzing the sociocultural environment differences of your picked global market from the US (or wherever your current major market is) in detail.	Case study 2
12	11/07	Theory: Risk management across institutional environments. <i>Weekly Quiz#11 open at 5pm, due 5pm the Tuesday after the Thanksgiving break</i>	12 Cultural compass JAP 2010
	11/09	Practice: Are there any existing/potential disruptors to your industry? How would they affect your businesses? How do you prepare for the disruptors?	
13	11/14	Theory: A synthesis of comparative institutional analysis and risk management. <i>Weekly Quiz#12 open at 5pm, due 5pm the next Tuesday</i>	13
	11/16	Practice: Synthesis of your PPT works for the second half of the semester into a coherent report.	
14	11/21	Thanksgiving Break – No classes	

	11/23		
15	11/28	Theory: A final synthesis of both halves of the semester.	14
	11/30	Practice: Synthesis of your PPT works for both halves of the semester into a coherent report.	
16	12/05	Final presentation (10 minutes each team)	
17		Final exam: Venue/time to be confirmed.	

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