

Course Number	MBAD6197
Course Title	Managing Multinational Enterprise
Proposed New Title	International Business Management
Semester	Spring 2021
Prerequisites	MBAD 6270 AND one of the following, MBAD 5300, MBAD 6191, MBAD 6302, MBAD 6304, MBAD 6305, MBAD6306, MBAD6309 Or permission of the professor
Times/Classroom	In weeks 1 to 7: Synchronous sessions Monday 5:30-7:30pm, plus self-paced asynchronous learning due next Monday noon In weeks 8 onward: Synchronous sessions Monday 5:30-7:00pm, plus self-paced asynchronous learning and global virtual team works due next Monday noon
Instructor	Dr. Victor Zitian Chen
Instructor Website	Personal: http://www.ChenZitian.com/ Research Lab: Http://www.GoPeaks.org/
Office Room	Virtual via Zoom Link (You need to log into Zoom UNCC first)
Phone	704-687-7645 (or 77645 in campus)
Office Hours	By appointment
E-mail	zchen23@uncc.edu
Course materials	Course Materials Dropbox
Textbooks (Optional)	International Business: A Managerial Perspective (9 th Edition or newer) By Ricky W. Griffin, Mike W. Pustay UNCC textbook representative: Kayla Wojciechowski kayla.wojciechowski@pearson.com Strategic Management Competitiveness & Globalization (12 th Edition or newer) By Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson UNCC textbook representative: Brooke Walter brooke.walter@cengage.com

Learning Objectives

Upon completion of this course, students should understand the fundamentals of international business from a senior managerial perspective, and gain personal experiences of working in global virtual teams. **Please make sure you can satisfy the course's participation requirement: Students are required to participate in all synchronous sessions, complete self-paced asynchronous learning (including quizzes), and spend on average 2-3 hours per week on consulting/research works in a team.**

Specifically, students should understand:

- The roles of economic, legal, technological, political, and cultural environments in business.
- Fundamental concepts and principles of international trade and investments.
- The roles and structures of international business policies.
- Organizing international business operations in multiple functions including marketing, finance, human resource management, and leadership.
- Product-market fit abroad and global market discovery for technology-embodied products or services.
- Foreign market entry strategies and risk management.

Globally Networked Learning and Global Tech Launch Experience

In a way, this course is one of a kind at UNCC or in general. The course is built on [Globally Networked Learning \(GNL\)](#) experiences and, more specifically, [Global Tech Launch](#) consulting experiences. In the GNL/GTL experience, students will be teamed up with competitively selected, English-speaking teammates at a foreign

university or business school to conduct joint field research and provide consulting solutions to their selected Business or Technology partners. These partners are pre-selected by their award-winning technology/innovations as a strong competitive advantage as well as their proven validity of the market, thus making the consulting work relatively less challenging. Each partner has a new technology-base business model that they are exploring foreign markets for. The consulting outcomes (foreign market entry plan) will be assessed not only by the business/technology partners as clients, but also by a seasoned investor for practical potential.

Dr. Chen has worked with faculty at the School of Economics and Management at Wuhan University, the School of International Trade and Finance at Istanbul Aydin University in Istanbul, and Copenhagen Business School on GNL experiences for Belk College students.

In the spring 2021 semester, the GNL partner is [The Global Innovation Internship Program](#) at Fudan University, Shanghai. If your team decides to work on a country other than China, Dr. Chen will try his best to find a local partner for you, but it is not guaranteed.

If interested, successful students that have met the highest standards throughout the semester will be nominated by Dr. Chen for [The Global Innovation Internship Opportunities](#). Such standards include all of the following:

- *Earning an A ($\geq 90\%$) in the course by the time of application deadline (June 2021)*
- *Being rated by teammates as an active and valuable contributor to all the team works (absolutely no complaints from both UNCC and global teammates)*
- *Being part of the team that is rated by the business/technology partner as meeting their predefined success metrics or, in cases of multiple consulting teams, as the best performing team of the section.*
- *Walking extra miles to go beyond what is asked for*

Course Description

This course is designed as an experiential learning for early-to mid-career management professionals that have some prior exposure to international business transactions, but hope to gain current knowledge and hands-on experiences into a more responsible position in international business development. The focus of learning is on the changing and diverse international business environment, and the discovery and strategic management of opportunities and threats.

The course materials will cover both macro- and micro aspects of international management and global business strategy. It describes the world's market places, focusing on economic, legal, technological, political, and cultural environments, discusses international business tractions such as trade and investments across these environments, as well as how to strategically manage international business operations.

The course follows the hybrid virtual learning model, combining synchronous sessions and asynchronous sessions (anytime of the week until next Monday noon).

- **Synchronous sessions** are hosted during the course regular hours, where students can interact with the professor at real time. At each synchronous session (except the kickoff class), student teams will present their weekly progress of the GVT, followed by the professor's comments and their responses. The rest of the session is reserved for the lecture on the next weekly GVT.

- **Asynchronous sessions** are self-managed by the students, including watching pre-recorded course lectures, completing weekly online quizzes, working on global virtual team projects, and communicating with the professor and the industry/innovation/technology partner on their team working progress.

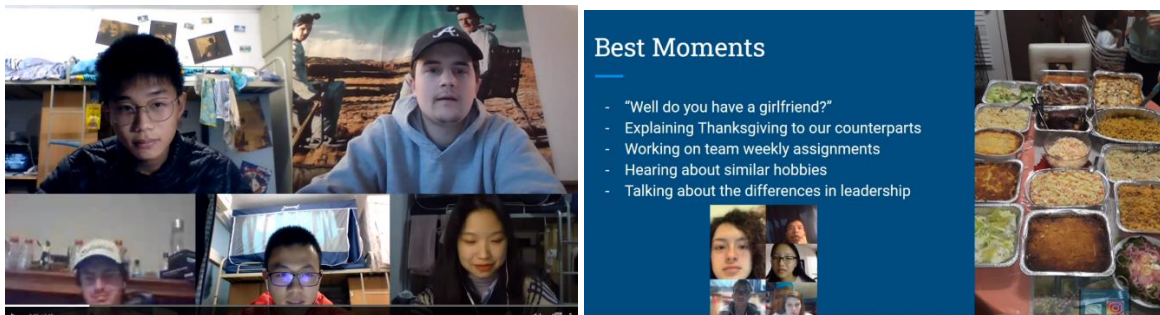
While collaborations and communications for global virtual team projects may combine emails, web meetings, and any other media, a minimum of 30 minutes each week should be allocated for virtual face-to-face web meetings. Recommended software for web meetings includes Zoom, WebEx, and Skype:

- Free meeting scheduling tool [Doodle](#)
- Zoom [FAQs](#), [Sharing screen](#), [recording](#)
- WebEx [FAQs](#), [Sharing screen](#), [recording](#)
- Skype [FAQs](#), [Sharing screen](#), [recording](#)
- If you use screen recording, [Google Chrome Extension Awesome Screenshot](#)

Special considerations: In the case of collaborating with students from China, be aware of the social media, apps, and websites that are blocked by the Chinese firewall, or social media, apps, websites that are blocked by the US executive orders.

- Blocked in China: <https://www.saporedicina.com/english/list-of-blocked-websites-in-china/>
- Blocked in the US: <https://www.whitehouse.gov/presidential-actions/executive-order-addressing-threat-posed-tiktok/> and <https://www.whitehouse.gov/presidential-actions/executive-order-addressing-threat-posed-wechat/>

Please take a look at Global Virtual Teamwork highlights among previous students [here](#).



Course Outline

Attend synchronous session on Monday [Zoom Link](#) (You need to log into [Zoom UNCC first](#))
The recording will be made available at each week's link within 48 hours after the class.

Week	Topics	Zoom Recording
Module 1: Fundamentals of international business management		
1	An overview of international business	Link
2	Global marketplaces <i>***Application for your preferred business/tech partner***</i>	Link
3	Spring Recess – No classes <i>***UNCC teams formed by the professor and business/tech partners***</i>	Link
4	Resources, capabilities, and core competencies for international competition <i>***Biweekly teamwork report 1 due next Monday noon***</i>	Link
5	Competitive advantages and their geographic, cultural, and institutional contingencies	Link
6	Business-level international strategy <i>***Biweekly teamwork report 2 due next Monday noon***</i>	Link
7	Competitive rivalry and competitive dynamics in the foreign market <i>***Team in-class presentation 1 on Global Tech Launch plans***</i> <i>***Global virtual teams formed by the professor***</i>	Link
Module 2: Foreign market assessment and interviews		
8	Developing a business development proposal and a global virtual team (GVT) <i>***Biweekly teamwork report 3 due next Monday noon***</i>	Link
9	Foreign market assessment and GVT field interviews 1	Link
10	Foreign market assessment and GVT field interviews 2 <i>***Biweekly teamwork report 4 due next Monday noon***</i>	Link
11	Foreign market assessment and GVT field interviews 3	Link
12	Foreign market assessment and GVT field interviews 4 <i>***Biweekly teamwork report 5 due next Monday noon***</i>	Link
13	Foreign market assessment and GVT field interviews 5	Link
14	Finalizing the product-market fit abroad and developing a foreign market entry plan <i>***Team in-class presentation 2 on Global Tech Launch findings***</i>	Link
15	Synthesis and presentation to the industry/innovation/technology partners <i>***Final market entry plan (and pitch video) due next Monday noon***</i>	Link

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

Grading policies

Section		Max
Participation	<p>Attending synchronous sessions is required. The professor will call student names at randomness, and host ad-hoc breakout discussions.</p> <ul style="list-style-type: none"> • <i>1 point per week x 15 weeks = 15 points</i> 	15 points
In-class presentation	<p>Each team will have two team presentations (weeks 7 and 14).</p> <ul style="list-style-type: none"> • <i>14 points for each presentation x 2 presentations</i> • <i>The presentation performance is based on</i> <ul style="list-style-type: none"> ○ <i>Thoroughness of answering all the questions</i> ○ <i>Efficacy of applying class theories, models, and tools</i> ○ <i>Strength of using data analysis and reasoning to make a point</i> 	28 points
Weekly quizzes	<p>Between week 1 and week 8, there is a self-paced online quiz each week following the asynchronous lecture. In total, there are 8 online weekly quizzes, totaling 24 single-choice questions that are graded towards final grade (1 point each). You have two attempts for each graded quiz, and only the last attempt will be graded.</p> <ul style="list-style-type: none"> • <i>1 point for a single-choice question x 24 questions</i> 	24 points
Weekly work report	<p>There are totally 5 bi-weekly teamwork reports (3 points each). Each report is a one-to two-page summary of the working progress towards the final market entry plan. The report is graded based on</p> <ul style="list-style-type: none"> • <i>Thoroughness of answering all the questions</i> • <i>Efficacy of applying class theories, models, and tools</i> • <i>Strength of using data analysis and reasoning to make a point</i> 	15 points
Final market entry plan	<p>The final market entry plan is evaluated jointly by the professor and the industry/innovation/technology partner based on</p> <ul style="list-style-type: none"> • <i>Identification of a product-market fit abroad (6 points)</i> • <i>Identification of the competitive ecosystem and contacts for customers, users, partners, influencers, and competitors (6 points)</i> • <i>Getting at least one local customer/user/partner/influencer to initiate inquiries with the partner (6 points)</i> 	18 points

Note: A late submission has a penalty of 1% for each hour.

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>.

Detailed Course Outline and Schedule

Week 1 / January 25, 2021	
An Overview of International Business	Asynchronous session to be completed by next Monday noon
Learning goals: <ul style="list-style-type: none">• Understand the course learning objectives• Understand the global virtual team project process• Be able to follow the course structure, grading policies, and schedules• Be able to locate course resources• Be able to connect with classmates and find potential international teammates• Be able to define the fundamental concepts in international business and strategic management	<ul style="list-style-type: none">• Asynchronous lecture #1• Weekly online quiz #1
By next Monday noon , complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click here .	

Week 2/ February 1, 2021

Global Marketplaces and the Role of Cultures

Learning goals:

- Be aware of the basic facts about global marketplaces
- Be aware of the major country profiles in North America, Western Europe, Eastern Europe and Central Asia, Asia, African and Middle Eastern countries, and South America
- Be able to conduct external environment analysis
- Identify the five competitive forces and explain how they define an industry's foreign market
- Discuss what firms need to know about their competitors/partners/customers and different methods used to collect intelligence about them
- Be able to identify the key elements in national cultures
- Be able to conduct basic quantitative and qualitative analysis of cultures
- Be aware of notable cultural differences that may affect effectiveness of communications
- Be able to analyze the behavioral differences for workplace and customer markets across cultures

Asynchronous session to be completed by **next Monday noon**

- Asynchronous **lecture #2**
- Weekly online **quiz #2**
- *****[Application](#) for your preferred business/tech partner*****

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

Week 3/ February 8, 2021

Spring Recess – No classes

- ****UNCC teams formed by the professor and business/tech partners****

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

Week 4/ February 15, 2021

Resources, Capabilities, and Core Competencies for International Competition

Learning goals:

- Understand comparative advantage theories of international trade
- Understand resources and capabilities-based view of global competition
- Define capabilities and core competencies at the business level
- Define the geographic, cultural, and institutional contingencies of capabilities and core competences

Asynchronous session to be completed by **next Monday noon**

- Asynchronous **lecture #3**
- Weekly online **quiz #3**
- ******Biweekly teamwork report 1 due next Monday noon******

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

Week 5/ February 22, 2021

Competitive advantages and their geographic, cultural, and institutional contingencies

Learning goals:

- Define competitors, competitive rivalry, competitive behavior, and competitive dynamics.
- Describe market commonality and resource similarity as the building blocks of a competitor analysis.
- Explain awareness, motivation, and ability as drivers of competitive behavior.
- Discuss factors affecting the likelihood a competitor will take competitive actions.
- Describe factors affecting the likelihood a competitor will respond to actions taken by its competitors.
- Explain competitive dynamics in slow-cycle, in fast-cycle, and in standard-cycle markets.

Asynchronous session to be completed by **next Monday noon**

- Asynchronous **lecture #4**
- Weekly online **quiz #4**

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

Week 6 / March 1, 2021

Business-Level International Strategy

Learning goals:

- Define business-level strategy at home and abroad
- Discuss the relationship between foreign customers and business-level strategies in terms of who, what, and how.
- Explain the differences among business-level strategies in the global market
- Use the five forces of competition model to explain how above-average returns abroad
- Describe the risks of using each of the business-level strategies in a foreign market

Asynchronous session to be completed by **next Monday noon**

- Asynchronous **lecture #5**
- Weekly online **quiz #5**
- *****Biweekly teamwork report 2 due next Monday noon*****

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

Competitive rivalry and competitive dynamics

Learning goals:

- Define competitors, competitive rivalry, competitive behavior, and competitive dynamics.
- Describe market commonality and resource similarity as the building blocks of a competitor analysis.
- Explain awareness, motivation, and ability as drivers of competitive behavior.
- Discuss factors affecting the likelihood a competitor will take competitive actions.
- Describe factors affecting the likelihood a competitor will respond to actions taken by its competitors.
- Explain competitive dynamics in slow-cycle, in fast-cycle, and in standard-cycle markets.
- ****Team in-class presentation 1 on Global Tech Launch plans****

Asynchronous session to be completed by **next Monday noon**

- Asynchronous **lecture #6**
- Weekly online **quiz #6**
- ****Global virtual teams formed by the professor****

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

Week 8 / March 15, 2021

Developing a business development proposal

Learning goals:

- Develop a six-week roadmap for foreign market assessment and field interviews
- Define the product-market fit hypotheses
- Define the methods through which to test the hypotheses
- Define success metrics that indicate a profitable market entry

Asynchronous session to be completed by **next Monday noon**

- Asynchronous **lecture #7**
- Weekly online **quiz #7**
- ******Biweekly teamwork report 3 due next Monday noon******

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

Week 9 – 13 / March 22 – April 19, 2021

Foreign market assessment and field interviews

Learning goals:

- Test hypotheses
- Refine research- and interview questions
- Revise hypotheses

Asynchronous session to be completed by **next Monday noon**

- **Field interviews and work reports**
 - Conducting 10 weekly interviews as a team covering potential customers, users, influencers, partners, and competitors
 - Discuss findings against your hypotheses
 - Refine research- and interview questions each week
 - Revise hypotheses towards a higher chance of profitable market entry
- ******Biweekly teamwork report 4 (week 10) and report 5 (week 12) due next Monday noon******

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

Week 14 / April 26, 2021

Finalizing the product-market fit abroad and developing a foreign market entry plan

Learning goals:

- Be able to use data and evidence to analyze the product-market fit
- Be able to develop a foreign market entry plan, including identifying contacts of customers, channels, influencers, partners, and competitors

****Team in-class presentation 2 on Global Tech Launch plans****

Asynchronous session to be completed by **next Monday noon**

- Asynchronous **lecture #8**
- Weekly online **quiz #8**

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

Week 15/ May 3, 2021

Synthesis and presentation to the partner

Learning goals:

- Be able to engage data and evidence to influence international business decision making
- Be able to articulate the opportunities and risks about foreign market entry plan to the business clients

Asynchronous session to be completed by **next Monday noon**

- ****Final market entry plan (and pitch video) due next Monday noon****

By next Monday noon, complete your self-paced learning and online quizzes in Canvas, if any. Submit your teamwork biweekly report, if required by this week, at Google Form. Click [here](#).

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