



**THE CHINESE UNIVERSITY OF HONG KONG
INTERNATIONAL SUMMER SCHOOL (JULY SESSION)
29 JUNE – 2 AUGUST 2021**

MGNT3580 GLOBAL ENTERPRISE MANAGEMENT

No. of Credits: 3

Time: Tuesday, Wednesday & Thursday 09:30-12:15 (HKT) (GMT+8)

Note: All times on the Syllabus are in Hong Kong time (HKT) (GMT+8)

Location: Online (Zoom)

Instructor: Prof. Tatiana Kostova

Moore School of Business, University of South Carolina

Email: kostova@sc.edu

Teaching Assistant USC: Dr. Chei Hwee Chua

E-mail: cheihwee.chua@gmail.com

Teaching Assistant CUHK: Momomi Sato

E-mail: mgnt3580@cuhk.edu.hk

COURSE DESCRIPTION

One of the important trends of modern business is globalization. Organizations, particularly multinational corporations (MNCs), are continuously expanding across national borders. This course focuses on multinational corporations as a context in which issues in managing the globalization of an organization are examined. This course covers both the macro and the micro aspect of global business management. The macro aspect involves the considerations of the various contexts of the host nation, including the legal, economic and cultural. The micro aspect involves the internal operating environment of the organization, including organizational culture and structure, staffing and training needs, and dealing with business partners across national borders. Regional examples will be emphasized.

Due to the circumstances in 2021, the class will be delivered virtually online using a combination of Blackboard and Zoom platforms. Additional instructions for the technology and processes will be sent to students before the start of the class. Since this class is highly interactive including a lot of case analysis and discussions, our goal is to emulate as much as possible a typical classroom environment aiming at maximum synchronous delivery, whereby all students log in and take part in the course at the same time. However, recognizing the potential technology and time difference challenges, we will maintain a certain level of flexibility, ensuring that all students, regardless of their specific circumstances, will be able to achieve the learning objectives.

LEARNING OUTCOMES

- Understand current trends, benefits, and risks in international business
- Learn to conduct political risk assessment and comparative economic and institutional analysis
- Learn basic cultural frameworks and understand how culture affects business
- Knowledge of different strategies used by MNCs in global operations and their pros and cons
- Knowledge of organizational structures and control mechanisms in MNCs
- Knowledge of basic approaches to motivation and how they apply across cultures
- Understand cognitive biases and how to avoid them for better decision-making
- Know types of innovation driving MNC competitiveness and how to effectively manage innovation
- Learn best practices in managing organizational change
- Learn best global leadership principles and practices

- Learn the main challenges and opportunities in doing business in emerging markets
- Develop a global mindset, and cross-cultural, teamwork, communication, analytical skills

RECOMMENDED TEXTBOOK (UP TO ONE TEXTBOOK ONLY)

A custom textbook with all teaching materials (cases) is compiled on Harvard Online to be purchased by students - <https://hbsp.harvard.edu/import/808597>.

GRADING WEIGHTS

Course requirements and student evaluation are as follows:

A. Class participation (individual)	15%
B. Country Analysis (individual)	10%
C. Midterm exams (2 exams, 20% each)	40%
D. Group project (small group)	35%
15% - Text (graded by instructor)	
10% - Presentation (peer evaluated by whole class)	
10% - Individual contribution (peer evaluation by team members)	

A. Class Participation

Class participation will be evaluated based on the quantity and the quality of individuals' contribution. On occasion, without notice, students will be called upon to make the opening statement describing the facts of a case or to address a specific issue during class discussion. Those taking the class or a specific class session asynchronously, will have to complete additional assignments in lieu of the in-class case discussion, and their participation grade will be partly based on those assignments.

B. Country Analysis

This is an individual research/writing assignment aimed at developing an understanding of the economic and cultural environments in different countries as well as developing skills for conducting such research. Each student will choose a country, research its business and cultural environment, and write a report. Specific guidelines for this assignment will be posted on Blackboard. The final report (max 3 pages) is due before class on Thursday, July 8.

C. Midterm Exams

There will be two 1-hour exams in the class, each covering approximately half of the class material. The first mid-term will be on Wednesday, July 14 and the second – on Tuesday, July 27. The exams will include short essay questions. A study guide and sample questions will be provided one week before each exam.

D. Group Project

During the second week of class, students will be assigned to 4-5 people project teams. Each team will choose (a) a country and (b) an MNC, which is currently conducting business in that country but is headquartered in another country (e.g., German company in Brazil, or Chinese company in France). Teams will be responsible for researching the MNC and the host country and for writing and presenting a paper entitled "Getting ready for an international assignment". The paper includes three parts. Part I is an assessment of the country's economic, political, and cultural environments. Part II presents an analysis of the company and its subsidiary in that country. Part III discusses the potential organizational and managerial problems in the subsidiary given the characteristics of the country and the company/subsidiary and offers recommendations of how to counter these problems.

The paper should demonstrate students' knowledge and understanding of the critical issues of accepting an international assignment, their ability to collect the necessary country-, industry-,

organization-, and subsidiary-level data, as well as their teamwork and presentation skills. It should be based on thorough research of various sources including library resources, company documentation, personal interviews, and personal experience in a country and/or a company. The final paper (max 15 pages) is due before class on Wednesday, July 28.

GRADE DESCRIPTOR

- A: Outstanding performance on all learning outcomes.
- A-: Generally outstanding performance on all (or almost all) learning outcomes.
- B: Substantial performance on all learning outcomes, or high performance on some learning outcomes which compensates for less satisfactory performance on others, resulting in overall substantial performance.
- C: Satisfactory performance on the majority of learning outcomes, possibly with a few weaknesses.
- D: Barely satisfactory performance on a number of learning outcomes.
- F: Unsatisfactory performance on a number of learning outcomes, or failure to meet specified assessment requirements.

ASSIGNMENT SUBMISSION & FEEDBACK

- Country Analysis: Submit via e-mail to kostova@sc.edu before class on July 8th.
- Exam I: July 14
- Exam II: July 27
- Group Project: Submit paper and PPT slides by e-mail to kostova@sc.edu before class on July 28.

CLASS SCHEDULE

Week	Date	Topics	Readings/Assignment
1	1 <i>Tue, June 29</i>	Introduction to International Management	
	2 <i>Wed, June 30</i>	Political, Economic, and Institutional Environments of MNCs: Analysis	https://www.eurasiagroup.net/files/upload/top-risks-2021-full-report.pdf
2	3 <i>Tue, July 6</i>	Political, Economic, and Institutional Environments of MNCs: Implications	Case: Wal-Mart in Europe Case: Uber Competing Globally
	4 <i>Wed, July 7</i>	National Culture and Cross-Cultural Communication	Case: Dolce & Gabbana: Racism, Stereotypes, or Being Funny?
	5 <i>Thu, July 8</i>	Strategy of MNCs	Case: Philips versus Matsushita: The Competitive Battle Continues Assignment: "Country Analysis" report due (email to kostova@sc.edu before class)
3	6 <i>Tue, July 13</i>	Organization Structure and Control Systems in MNCs	Case: Kentucky Fried Chicken (Japan) Ltd.
	7 <i>Wed, July 14</i>	Exam #1 Motivating the Global Workforce	Case: Lincoln Electric: Venturing Abroad
	8 <i>Thu, July 15</i>	Decision-Making in a Cross-Cultural Context	Case: Ideal Standard France: Pat Paterson
4	9 <i>Tue, July 20</i>	Managing Global Alliances and Organizational Change	Case: Nissan Motor Company
	10 <i>Wed, July 21</i>	Managing Innovation in MNCs	Case: P&G Japan: The SK-II Globalization Project

	11 <i>Thu, July 22</i>	Emerging Markets: Challenges and Opportunities	<i>Case: Haier: Taking a Chinese Company Global in 2011</i> <i>Case: Alibaba Goes Public (A)</i>
5	12 <i>Tue, July 27</i>	Exam #2 Global Leadership and Best Management Practices	<i>Case: GE's Two-Decade Transformation: Jack Welch's Leadership</i>
	13 <i>Wed, July 28</i>	Group Project Presentations	Assignment: Complete projects due (e-mail paper and PPT slides to kostova@sc.edu) before class)
	14 <i>Thu, July 29</i>	Group Project Presentations Course Summary and Conclusion	

ACADEMIC POLICIES

Attention is drawn to University policy and regulations on honesty in academic work, and to the disciplinary guidelines and procedures applicable to breaches of such policy and regulations. Details may be found at <http://www.cuhk.edu.hk/policy/academichonesty/>.

With each assignment, students will be required to submit a signed declaration that they are aware of these policies, regulations, guidelines and procedures.

- In the case of group projects, all students of the same group should be asked to sign the declaration, each of whom is responsible and liable to disciplinary actions should there be any plagiarized contents in the group project, irrespective of whether he/she has signed the declaration and whether he/she has contributed directly or indirectly to the plagiarized contents.
- For assignments in the form of a computer-generated document that is principally text-based and submitted via VeriGuide, the statement, in the form of a receipt, will be issued by the system upon students' uploading of the soft copy of the assignment. A user manual of VeriGuide can be found at: https://academic.veriguide.org/academic/documents/VeriGuide_Academic_Student_User_Manual_CUHK.pdf.

Assignments without the properly signed declaration will not be graded by teachers.

Only the final version of the assignment should be submitted via VeriGuide.

The submission of a piece of work, or a part of a piece of work, for more than one purpose (e.g. to satisfy the requirements in two different courses) without declaration to this effect shall be regarded as having committed undeclared multiple submission. It is common and acceptable to reuse a turn of phrase or a sentence or two from one's own work; but wholesale reuse is problematic. In any case, agreement from the course teacher(s) concerned should be obtained prior to the submission of the piece of work.