



**Bryan School of Business and Economics**  
**MBA 718-41D: Global Business in Practice**  
**Summer 2015 (11 MAY- 19 JUNE)**

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*This syllabus is subject to change as the semester/session progresses to accommodate instructional and/or student needs.*

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**Instructor:** Nir Kshetri, Ph D  
**Graduate Assistant:** TBA

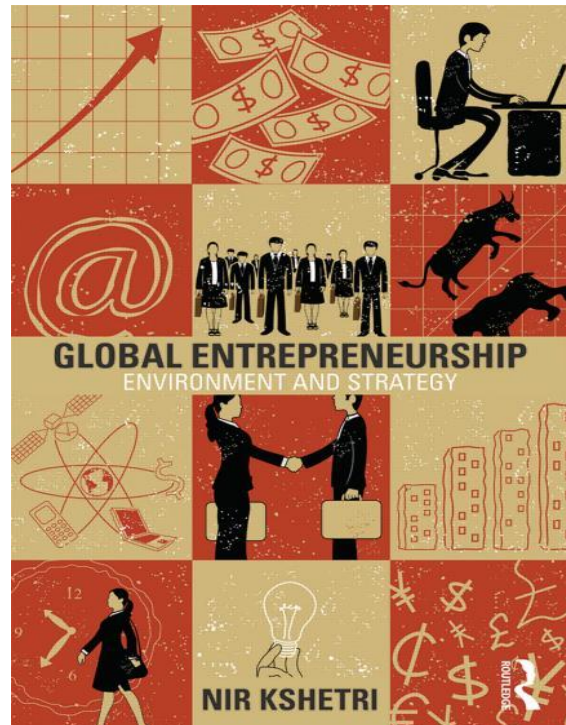
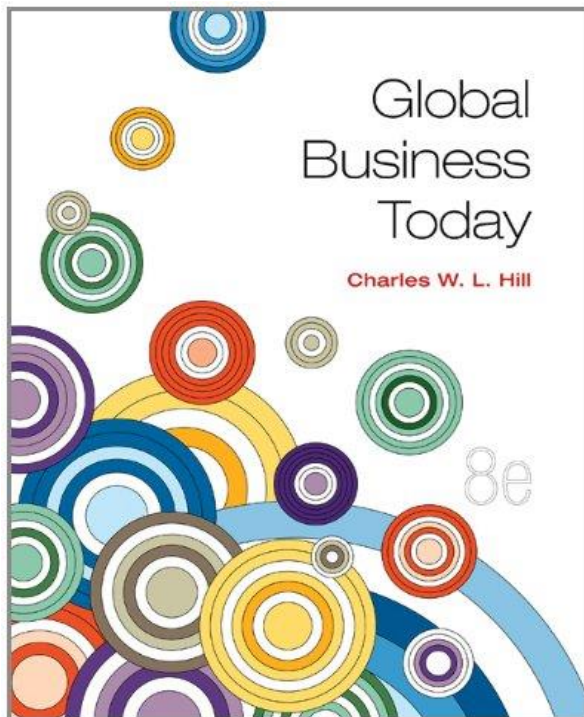
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**Suggested Texts:**

Charles W. L. Hill. *Global Business Today*

Kshetri, Nir. 2014. *Global Entrepreneurship: Environment and Strategy*, Routledge: New York



## **Prerequisites/Co-requisites:**

MBA 703 (Economic Policies and the Impact on Global Outcomes) and the pre-requisite courses are MBA 706 (Marketing Management), MBA 707 (Financial Management), MBA 708 (Operations for Competitive Advantage), MBA 716 (Leadership and Sustainable Business) and MBA 717 (Technology and Innovation).

## **Catalog Description:**

Principles and practices of conducting business in a global environment.

## **Student Learning Outcomes:**

**At the completion of the course, students will be able to:**

- 1) Identify the key ethical and environmental issues that are typically connected with international business.
- 2) Describe the public policy and political factors that can affect the risks of entering and operating in a foreign country.
- 3) Analyze institutional, cultural and economic differences affecting business across regions of the world.
- 4) Analyze the pros and cons of various methods of effectively entering and operating in a foreign country.
- 5) Explain the importance of managing and leading in a global economy while remaining responsible to the local particularities (in other words, “glocally”) and relate it to the international strategies available for multinational companies.

## **Teaching Methods and Assignments for Achieving Learning Outcomes:**

The course will be organized around short lectures, in-class and online discussions, field trips and preparation and presentation of an international business plan.

## ***Evaluation and Grading Policy***

### ***Online Participation and Contribution (200 points)***

Participation in online discussion is an important component of this course. You are expected to login regularly, read items posted by other course participants and contribute to the discussion

topics. The purpose of online discussions is to supplement the materials covered in class. Your posts enhance and enrich not only your own learning but also that of your fellow course participants.

Discussion posts are evaluated using the following criteria:

- a) Have you done additional research and included source(s) of your information? You need to include each reference in its complete form, not just the link.
- b) Have you connected your discussion with materials from your textbook or those discussed in the class?
- c) Have you connected your posts with the current business related events (some of them)?
- d) Do your posts refer to other course participants' posts (some of them)?
- e) Are your posts uniformly distributed throughout the session?
- f) Are they sufficient long (that is, at least 2 paragraphs)?
- g) Are they insightful and provide the reader with new ideas?

You are required to post at least **TEN** items.

The last day for posting on Discussions is **June 18, 2015**. Please copy all your posts in **ONE** word document and email me before the end of the semester. Make sure that each post has the date you posted.

### ***Exam 1 (125 points)***

More details will be available.

### ***Exam 2 (125 points)***

More details will be available.

### ***Exam 3 (200 points)***

More details will be available.

***Assignments (350 points): (Assignment 1: 150 points, Assignment 2: 200 points)***

### ***Assignment 1:***

Case Analysis of “Alibaba and the 2,236 cyber thieves”. More details will be available on Canvas.

## Assignment 2

In Assignment 2, you will compare the current state of the crowdfunding (CF) industry/market and supporting economic, political and cultural environments in two of the following economies:

Argentina, Austria, Australia, Argentina, Belgium, Brazil, Canada, Chile, China, Colombia, France, Germany, India, Indonesia, Italy, Mexico, Russia, Saudi Arabia, South Africa, South Korea, the Netherlands, the UAE, the U.S., and Turkey.

First, please prepare a table comparing the economies you selected in terms of the size of the current CF industry and market based on the latest available data as well as economic, political and cultural factors that are likely to affect the growth of the CF industry and market. For an example, see Table 1: The development of the CF industry and related institutions: a comparison of Japan and the U.K. (p. 101) in the article "Success of Crowd-Based Online Technology in Fundraising: An Institutional Perspective" (Reading 10).

You are expected to answer the following questions:

- a) Provide general assessments of the stages of the CF industries and markets in the two economies you selected.
- b) Which of the two economies you selected has a better developed CF industry and why?
- c) Do the economic, political and cultural factors explain the differences between the CF industries of the two economies you selected?
- d) What recommendations would you provide for the regulators of the economies you selected to develop the CF industry?

Please cite all the sources of your information. To cite your sources, follow the format used in the article "Success of Crowd-Based Online Technology in Fundraising: An Institutional Perspective" (Article 7) as close as possible.

Your analysis is expected to be about 2,500 words in length excluding the references.

## Grading Scale:

Points possible for the various evaluation components are summarized below:

Component	Points possible
Online Participation and Contribution	200
Exam 1	125
Exam 2	125
Exam 3	200
Assignment 1	150

Assignment 2	200
<b>Total</b>	<b>1,000</b>

### Scoring System for the Final Grade

The following scoring system will be used for the final grade.

Score	Grade	Score	Grade
950 – 1,000	A	790 – 819	B-
915 – 949	A-	760 – 789	C+
870 – 914	B+	740 – 759	C
820 – 869	B	0 – 739	F

### The following criteria will apply to the grading of assignments

A: Work that demonstrates not only a clear understanding of the material under study, but also a superior ability to utilize that material in the assignment. All criteria are met. The student’s work goes beyond the task and contains additional, unexpected or outstanding features.

B: Work that demonstrates a good understanding of the material under study, and utilizes the material well in the assignment. The student meets the assignment criteria, with few errors or omissions.

C: Work that fails to demonstrate a basic or technical understanding of the material under study, and fails to use relevant material in the assignment. Work may not address one or more criteria or may not accomplish what was asked.

F: Work that is incomplete, inappropriate and/or shows little or no comprehension of the material under study.

### Tentative Course Schedule

Week	Detail	Remarks
1 (5/11-17)	<ul style="list-style-type: none"> <li>Unit 1: Globalization and its drivers</li> <li>Unit 2: Political Economy</li> <li>Unit 3: Differences in Culture</li> </ul> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Reading 1: Kshetri, Nir (2011) "The Global Financial Crisis: Evidence from China and India," Thunderbird International Business Review, Special issue on the 2008 Financial Crisis, 53(2), March/April, pp. 247-262.</li> </ul>	<ul style="list-style-type: none"> <li>Handout</li> </ul>

2 (5/18-24)	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Reading 2: Kshetri, Nir, and Alcantara, Lailani Laynesa (2015). "Cyber-threats and cybersecurity challenges: A cross-cultural perspective", Nigel Holden, Snežina Michailova and Susanne Tietze (Eds) The Routledge Companion to Cross-Cultural Management, London and New York: Routledge.</li> <li>• Reading 3: Chapter 4 in Kshetri, Nir. 2014. Global Entrepreneurship: Environment and Strategy, Routledge: New York.</li> <li>• Reading 4: Chapter 5 in Kshetri, Nir. 2014. Global Entrepreneurship: Environment and Strategy, Routledge: New York</li> <li>• Reading 5: Kshetri, Nir (2010) "Business Perceptions of Regulatory Institutions in Central and Eastern Europe", Baltic Journal of Management, 5(3): pp. 356 - 377.</li> </ul>	<ul style="list-style-type: none"> <li>• Handout</li> <li>• Exam 1 online. This exam will open on 5/21 at 5 PM and will be available for 48 hours.</li> </ul>
3 (5/25-31)	<ul style="list-style-type: none"> <li>• Unit 4: Ethical issues in International Business</li> <li>• Unit 5: Entry Strategy and Strategic Alliances</li> <li>• Unit 6: Foreign Direct Investment</li> <li>• Unit 7: Global Production, Outsourcing and Logistics</li> </ul>	<ul style="list-style-type: none"> <li>• Handout</li> <li>• Assignment 1 due: 5/31 (Please submit by 11:59 PM)</li> </ul>
4 (6/1-7)	<ul style="list-style-type: none"> <li>• Unit 8: Global Marketing and R&amp;D</li> </ul> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Reading 6: Kshetri, Nir (2009) "Institutionalization of Intellectual Property Rights in China," European Management Journal, 27(3) 155-164</li> <li>• Reading 7: Kshetri, Nir (2007) "Institutional Factors Affecting Offshore Business Process and Information Technology Outsourcing", Journal of International Management, 13(1), 38-56.</li> <li>• Reading 8: Kshetri, Nir, Diana Rojas-Torres, and Marleny Cardona Acevedo (2015). "Diaspora Networks, Non-Economic Remittances and Entrepreneurship Development: Evidence from Some Economies in Latin America," Journal of Developmental Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Handout</li> <li>• Exam 2 online. This exam will open on 6/4 at 5 PM and will be available for 48 hours.</li> </ul>
5(6/8-14)	<ul style="list-style-type: none"> <li>• Unit 9: Regional Economic Integration</li> <li>• Unit 10: The Political Economy of International Trade</li> <li>• Unit 11: The Strategy of International Business</li> <li>• Unit 12: The Organization of International Business</li> </ul>	<ul style="list-style-type: none"> <li>• Handout</li> </ul>
6 (6/15-19)	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Reading 9: Kshetri, Nir (2014). "Developing Successful Entrepreneurial Ecosystems: Lessons from a Comparison of an Asian Tiger and a Baltic Tiger", Baltic</li> </ul>	<ul style="list-style-type: none"> <li>• Exam 3 online. This exam will open on 6/17 at 5 PM and will be available for 48 hours.</li> <li>• Assignment 2 due: 6/19</li> </ul>

	<p>Journal of Management, 9(3), 330-356.</p> <ul style="list-style-type: none"> <li>• Reading 10: Kshetri, Nir (2015). "Success of Crowd-Based Online Technology in Fundraising: An Institutional Perspective," <i>Journal of International Management</i></li> </ul>	<p>(Please submit by 11:59 PM)</p>
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## List of Readings

Reading 1: Kshetri, Nir (2011) "The Global Financial Crisis: Evidence from China and India," *Thunderbird International Business Review*, Special issue on the 2008 Financial Crisis, 53(2), March/April, pp. 247-262.

Reading 2: Kshetri, Nir, and Alcantara, Lailani Laynesa (2015). "Cyber-threats and cybersecurity challenges: A cross-cultural perspective", Nigel Holden, Snejina Michailova and Susanne Tietze (Eds) *The Routledge Companion to Cross-Cultural Management*, London and New York: Routledge.

Reading 3: Chapter 4 in Kshetri, Nir. 2014. *Global Entrepreneurship: Environment and Strategy*, Routledge: New York.

Reading 4: Chapter 5 in Kshetri, Nir. 2014. *Global Entrepreneurship: Environment and Strategy*, Routledge: New York

Reading 5: Kshetri, Nir (2010) "Business Perceptions of Regulative Institutions in Central and Eastern Europe", *Baltic Journal of Management*, 5(3): pp. 356 - 377.

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Reading 8: Kshetri, Nir, Diana Rojas-Torres, and Marleny Cardona Acevedo (2015). "Diaspora Networks, Non-Economic Remittances and Entrepreneurship Development: Evidence from Some Economies in Latin America," *Journal of Developmental Entrepreneurship*

Reading 9: Kshetri, Nir (2014). "Developing Successful Entrepreneurial Ecosystems: Lessons from a Comparison of an Asian Tiger and a Baltic Tiger", *Baltic Journal of Management*, 9(3), 330-356.

Reading 10: Kshetri, Nir (2015). "Success of Crowd-Based Online Technology in Fundraising: An Institutional Perspective," *Journal of International Management*

## Academic Integrity Policy:

Students are expected to adhere to the Academic Integrity Policy on all assignments and tests. The syllabus will provide a link to the complete description of the Academic Integrity Policy as found in the UNCG Graduate Bulletin.

<http://academicintegrity.uncg.edu/complete/>

## **Attendance Policy:**

You are expected to attend all the classes. In addition, participation points are given to each of the planned events for attendance. To earn these points, you must stay for the entire period. Students who miss a planned event are expected to get the notes from their classmates, and to request related handouts from the instructor.

## **Final Examination:**

There will be no final proctored examination.

## **Additional Requirements:**

### **Late Work Penalty**

Assignments may not be submitted late. Exceptions will be granted only in rare circumstances and be evaluated on a case-by-case basis.

### **Expectations of Students**

Students in the Bryan School are also expected to adhere to the Student Code of Conduct. Further details may be found at <http://academicintegrity.uncg.edu/complete/> and <http://studentconduct.uncg.edu/policy/code/>. The Bryan School has additional expectations and guidelines for students to follow which can be found at [http://www.uncg.edu/bae/faculty\\_student\\_guidelines.pdf](http://www.uncg.edu/bae/faculty_student_guidelines.pdf).

### **Expectations of Faculty**

The Bryan School expects its faculty to conform to all existing UNCG codes and policies. These are found at [http://provost.uncg.edu/faculty/h\\_section4.asp](http://provost.uncg.edu/faculty/h_section4.asp) In addition, the Bryan School has expectations and guidelines for faculty to follow which can be found at [http://www.uncg.edu/bae/faculty\\_student\\_guidelines.pdf](http://www.uncg.edu/bae/faculty_student_guidelines.pdf).



## Instructor Information

Nir Kshetri is Professor at Bryan School of Business and Economics, The University of North Carolina-Greensboro (UNCG). He is a research fellow at Research Institute for Economics & Business Administration - Kobe University, Japan. Nir holds a Ph D in Business Administration from University of Rhode Island; an M.B.A. from Banaras Hindu University (India); and an M. Sc. (Mathematics) and an M. A. (Economics) from Tribhuvan University (Nepal).

Nir's previously held positions include faculty member at Kathmandu University (Nepal) and visiting lecturer at Lancaster University (U.K.). He has held visiting professorship in Kobe University, Japan, European Business School, Paris, France, Bad Mergentheim Business School, Baden-Wuerttemberg, Germany, Transatlantik-Institut, Fachhochschule Ludwigshafen am Rhein, Germany and Konrad Lorenz University, Bogota, Colombia. During 1997-99, Nir was a consultant and a trainer for the Food and Agricultural Organization (FAO) of the United Nations, German Technical Cooperation (GTZ) and Agricultural Development Bank of Nepal.

Nir is the author of four books. His 2014 book *Global Entrepreneurship: Environment and Strategy* (Routledge: New York, 2014) (<http://www.routledge.com/books/details/9780415888004/>) was selected as an Outstanding Academic Title by *Choice* Magazine (January 2015 Issue). His other books include *Cybercrime and Cybersecurity in the Global South* (Palgrave 2013) (<http://www.palgrave.com/products/title.aspx?pid=583038>), *The Global Cyber-crime Industry: Economic, Institutional and Strategic Perspectives* (Springer-Verlag: Berlin, Heidelberg, New York, 2010) and *The Rapidly Transforming Chinese High Technology Industry and Market: Institutions, Ingredients, Mechanisms and Modus Operandi* (Caas Business School, City of London and Chandos Publishing: Oxford, 2008).

Nir has published eighty four articles in journals such as *Foreign Policy*, *European Journal of Marketing*, *Journal of International Marketing*, *Third World Quarterly*, *Journal of International Management*, *Communications of the ACM*, *IEEE Computer*, *IEEE Security and Privacy*, *IEEE Software*, *Electronic Commerce Research*, *Electronic Markets*, *Small Business Economics*, *Thunderbird International Business Review*, *Telecommunications Policy*, *Journal of International Entrepreneurship*, *Electronic Commerce Research and Applications*, *Baltic Journal of Management*, *IT Professional*, *Journal of Health Organization and Management*, *Journal of Developmental Entrepreneurship*, *East Asia*, *Big Data and Society*, *International Journal of Health Care Quality Assurance*, and others. He has also contributed more than two-dozen chapters to several books.

Nir participated as lead discussant at the Peer Review meeting of the UN's *Information Economy Report 2013* and *Information Economy Report 2015*. Other UN Agencies such as International Telecommunications Union, Comisión Económica para América Latina y el Caribe (CEPAL) and the Internet Governance Forum, the US Army War College and private organizations have invited him to give talks on cybersecurity and other topics. Nir has travelled to about ninety countries. He has given lectures or presented research papers (over 155) at various national and international meetings/conference in Azerbaijan, Argentina, Canada, Chile, China, Colombia, Croatia, Czech Republic, Denmark, Dominican Republic, Ecuador, Estonia, France, Germany, Greece, Guatemala, India, Indonesia, Italy, Japan, Malaysia, Mongolia, Morocco, Myanmar, Nepal, New Zealand, Oman, Portugal, Romania, Serbia, South Africa, South Korea, Singapore, Sweden, Switzerland, Thailand, Taiwan, the Philippines, the U.K., the U.S., Tunisia, Turkey and Uganda.

Nir is recognized by Business Week as a "prominent faculty" in 2013, 2014 and 2015. He is a two-time winner of the Bryan School Teaching Excellence Award (2012 and 2008). Nir's recent research related awards include Best Academic Paper Award at The Business and Entrepreneurship in Africa Conference (May 2013) and best *paper* award at the 5<sup>th</sup> International Conference on Information Systems and Economic Intelligence (2012). A 2012 study ranked him # 2 in terms of the number of articles published in *Journal of International Management* over a 13-year period (1998-2010). Nir received Emerald Literati Network Award for Excellence in 2013 and 2010. He is a two time winner of the Pacific Telecommunication Council's Meheroo Jussawalla Research Paper Prize (2010 and 2008).

Nir has been interviewed and/or quoted in over 60 magazines and newspapers published from Australia, Brunei, Canada, China, Colombia, France, India, Italy, Japan, Malaysia, Mexico, Morocco, New Zealand, Qatar, Tanzania, Thailand, the Philippines, the U.S., United Arab Emirates and other countries including HPC in the Cloud, *Foreign Policy*, *Telecommunications*, *Simply Security*, *The Business Journal of the Greater Triad Area*, *Jamestown News*, *Greensboro News*

and Record, El Nuevo Herald, Mother Nature Network, Gulf-Times.com, The Times of India, news24.com, Canoe.ca, key4biz.it, aufaitmaroc.com, rtbf.be, livemint.com, World News Australia, Brunei Times, Leadership Magazine and High Point Enterprise. Nir's work has also been featured at the UNCG homepage.

