



**Bryan School of Business and Economics
MBA 718-51: Global Business in Practice
Spring 2020 (January 13-April 29, 2020)**

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

Instructor: Nir Kshetri, Ph D

Email: nbkshetr@uncg.edu

Office location: 368 BRYAN

Office hours: T1-2 PM

Phone: 334-4530 (O)

Fax: 334-5580

Class location: Bryan Building 204

Class time: T2:00- 4:50 pm

Texts

None

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, practices and processes of conducting businesses in the globalized 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 online discussions, exams, case analysis and research on various aspects of international business.

Evaluation and Grading Policy

Class attendance and participation (75 points)

More details will be announced in the class.

Online Participation and Contribution (150 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.

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

One of the posts is required to be on the topic “Online video contribution”. Your posts on this topic will be about videos available online (e.g., YouTube) to help understand some concepts related to global business. As an example of a post, see the item “McDonald's Celebrates 20th Birthday in Russia” (Nir Kshetri).

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 related your discussion with materials from your textbook or those discussed in the class?

- c) Have you related 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 evenly distributed throughout the session/semester?
- f) Are they sufficient long (that is, at least 2-3 paragraphs)?
- g) Are they insightful and provide the reader with new ideas?

The last day for posting on Discussions is 4/29/2020. Please copy all your posts in **ONE** word document and email me on or before 5/1/2020. Make sure that each post has the date you posted.

Any item posted (your original post as well as your comments/responses to the posts of other participants) will count as a post.

Quiz 1 (25 points)

More details will be available.

Quiz 2 (25 points)

More details will be available.

Exam 1 (125 points)

More details will be available.

Exam 2 (100 points)

More details will be available.

Exam 3 (200 points)

More details will be available.

Assignments (300 points): (Assignment 1: 100 points, Assignment 2: 200 points)

Assignment 1:

Case Analysis of the following:

Facebook's Libra may be quite attractive in developing countries

(<https://theconversation.com/facebooks-libra-may-be-quite-attractive-in-developing-countries-119206>)

You will prepare of a report on the potential success of Facebook's cryptocurrency Libra in one of the following emerging markets: a) Brazil, b) India. This assignment is closely related to **Part B: Institutional Environment and the Business Climate**.

You are expected to cover the following:

- a) Provide general assessments of Facebook's Libra in the context of emerging markets.
- b) Perform a SWOT analysis for Facebook from the standpoint of the deployment of Libra in the market you selected.
- c) How would technological, political, policy-related, legal, cultural and consumer-related factors would affect the acceptance, diffusion and adoption of Libra in the market you selected?
- d) What are some of the key benefits that Libra would provide to emerging economies such as the one you selected?
- e) What recommendations would you provide for Facebook in order to successfully launch Libra and operate in the market you selected?

Please cite all the sources of your information. Your analysis is expected to be about 2,500-3,000 words in length excluding tables, figures and references.

More details are available on Canvas. Please see "Assignment 1: Case analysis guidelines" in Discussions.

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 countries/economies. The two countries/economies you selected must be from the list in the item---Assignment 2 countries/economies--- in Discussions.

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 14). You may also include data related to "Trust index" for the two economies you selected (see: <https://ourworldindata.org/trust>)

You are expected to answer the following questions:

- f) Provide general assessments of the stages of the CF industries and markets in the two economies you selected.
- g) Which of the two economies you selected has a better developed CF industry and why?
- h) How do economic, political and cultural factors explain the differences between the CF industries of the two economies you selected?
- i) How do economic, political and cultural factors in the two countries you selected affect entrepreneurs' willingness to go for equity-based crowdfunding (ECF) instead of other conventional sources of entrepreneurial financing?
- j) Are the effects of economic, political and cultural factors different on ECF compared to other types of CF in the two countries you selected?
- k) What recommendations would you provide for the regulators of the economies you selected to develop the CF industry?
- l) If the U.S. CF platform, SeedInvest enters into one of the countries you selected, what modifications in its business model does it need to make to account for those differences?

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" as close as possible.

Your analysis is expected to be about 4,000 words in length excluding tables, figures and references.

Grading Scale:

Points possible for the various evaluation components are summarized below:

Component	Points possible
Class Attendance, Participation and Contribution	75
Online Participation and Contribution	150
Quiz 1	25
Quiz 2	25
Exam 1	125
Exam 2	100
Exam 3	200
Assignment 1	100
Assignment 2	200
Total	1,000

Scoring System for the Final Grade

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

Score	Grade	Score	Grade
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970 – 1,000	A	790 – 819	B-
930 – 969	A-	760 – 789	C+
870 – 929	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 (1/13-19)	<ul style="list-style-type: none"> Course Overview Part A: Globalization: Drivers and Consequences Unit 1: Globalization: Enabling and constraining factors and imperative for internationalization Reading 1: Kshetri, Nir (2011) "The Global Financial Crisis: Evidence from China and 	<ul style="list-style-type: none"> Handout/readings in Canvas

	<p>India," Thunderbird International Business Review, Special issue on the 2008 Financial Crisis, 53(2), March/April, pp. 247-262.</p> <ul style="list-style-type: none"> • Reading 2: Kshetri, Nir (2019). "Blockchains and International Business" IEEE IT Professional <p>Part B: Institutional Environment and the Business Climate</p> <ul style="list-style-type: none"> • Reading 3: Kshetri, Nir (2016)."Cybersecurity Strategies of Gulf Cooperation Council Economies," Georgetown Journal of International Affairs, March, https://www.georgetownjournalofinternationalaffairs.org/online-edition/cybersecurity-strategies-of-gulf-cooperation-council-economies 	
2 (1/20-26)	<p>No Physical class this week: Only online activities</p>	<ul style="list-style-type: none"> • Handout/readings in Canvas • You must have at least one item posted in Discussions in Canvas by the end of this week • Quiz 1 will open on 1/21 at 5 PM and will be available for 48 hours
3 (1/27-2/2)	<p>Part B: Institutional Environment and the Business Climate (cont.)</p> <ul style="list-style-type: none"> • Unit 2: Formal institutions and economic environment • Unit 3: Informal institutions and their consequences • Unit 4: Ethical and Moral Aspects in International Business <p>Reading 4: 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.</p> <p>Case: Israel's emergence as a hotbed for cybersecurity-related entrepreneurship</p>	<ul style="list-style-type: none"> • Handout/readings in Canvas
4 (2/3-9)	<p>Part B: Institutional Environment and the Business Climate (cont.)</p> <ul style="list-style-type: none"> • Reading 5: Chapter 4 in Kshetri, Nir. 2019. Global Entrepreneurship: Environment and Strategy, Routledge: New York 	<ul style="list-style-type: none"> • Handout/readings in Canvas • You must have at least two items posted in Discussions in Canvas by the end of this week

	<ul style="list-style-type: none"> • Reading 6: Chapter 5 in Kshetri, Nir. 2019. Global Entrepreneurship: Environment and Strategy, Routledge: New York • Case: Blockchain-based Land Registry and Formalization of the Informal Sector in Developing Economies 	
5 (2/10-16)	<p>Part B: Institutional Environment and the Business Climate (cont.)</p> <ul style="list-style-type: none"> • Reading 7: Kshetri, Nir and Voas, J. (2020). "Thoughts on General Data Protection Regulation and Online Human Surveillance ", IEEE Computer • Case: Start-Up Chile in the Chilecon Valley 	<ul style="list-style-type: none"> • Handout/readings in Canvas • Exam 1 will open on 2/11 at 5 PM and will be available for 48 hours
6 (2/17-23)	<p>Part C: Entering Foreign Markets</p> <ul style="list-style-type: none"> • Unit 5: Modes of entering and developing operations in foreign markets • Unit 6: Foreign Direct Investment <p>Part D: Operating in Foreign Markets</p> <ul style="list-style-type: none"> • Reading 8: Kshetri, Nir (2020). "China's Social Credit System: Data, Algorithms and Implications" IEEE IT Professional, Case: Qatar Financial Center meets mega-entrepreneurial interests 	<ul style="list-style-type: none"> • Handout/readings in Canvas • You must have at least three items posted in Discussions in Canvas by the end of this week
7 (2/24-3/1)	<p>Part D: Operating in Foreign Markets (cont.)</p> <ul style="list-style-type: none"> • Unit 7: Global Production, Outsourcing and Logistics • Unit 8: Global Marketing and R&D • Unit 9: Regional Economic Integration • Case: Blockchain adoption in supply chain networks in Asia Case: Blockchain systems are tracking food safety and origins, https://theconversation.com/blockchain-systems-are-tracking-food-safety-and-origins-106491 	<ul style="list-style-type: none"> • Handout/readings in Canvas • Assignment 1 due: 2/28 /2020. Please submit before 11:59 PM • You must have at least ten items posted in Discussions in Canvas by 4/29
8 (3/2-8)	Spring Break	
9 (3/9-15)	<p>Part D: Operating in Foreign Markets (cont.)</p> <ul style="list-style-type: none"> • Reading 9a: Kshetri, Nir (2020). " Artificial intelligence in developing countries" IEEE IT Professional. • Reading 9b: Kshetri, Nir (2020). " Artificial 	<ul style="list-style-type: none"> • Handout/readings in Canvas • Exam 2 will open on 3/10 at 5 PM and will be available for 48 hours • You must have at least five items posted in Discussions in Canvas by the end of this week

	<p>intelligence in human resource management in the Global South”Unit 10: Institutions, policies and political processes in the world trading system</p> <ul style="list-style-type: none"> • Unit 11: Organizational and strategic processes in international business • Reading 10: Kshetri, Nir, and L.L. Alcantara (2016) “Drivers of Cross-national Variation in Advertising Spending: A Longitudinal Analysis of the Effects of Freedom and Foreign Direct Investment,” Australasian Marketing Journal 	
10 (3/16-22)	<p>Part E: Entrepreneurship and Financing</p> <ul style="list-style-type: none"> • Unit 12: Sources of Entrepreneurial Finances and Their Variation across the World • Reading 11: Kshetri, Nir (2020). "Blockchain-Based Financial Technologies and Cryptocurrencies for Low-Income People: Technical potential versus practical reality" • Case: Xiaomi’s global ambition • Case: Flipkart’s search of e-commerce opportunities in rural India 	<ul style="list-style-type: none"> • Handout/readings in Canvas • Quiz 2 will open on 3/17 at 5 PM and will be available for 48 hours
11 (3/23-28)	<p>Part E: Entrepreneurship and Financing (cont.)</p> <ul style="list-style-type: none"> • .Reading 12: Kshetri, Nir (2020). " The Nature and Sources of International Variation in Formal Institutions Related to Initial Coin Offerings: Preliminary Findings and A Research Agenda” • Reading 13: Kshetri, Nir (2017). " Here's how blockchain can help the world's poorest people”, World Economic Forum: https://www.weforum.org/agenda/2017/05/heres-how-blockchain-can-help-the-worlds-poorest-people 	<ul style="list-style-type: none"> • Handout/readings in Canvas • You must have at least six items posted in Discussions in Canvas by the end of this week
12 (3/30-4/5)	<ul style="list-style-type: none"> • Reading 14: Kshetri, Nir (2015). "Success of Crowd-Based Online Technology in Fundraising: An Institutional Perspective," Journal of International Management • Reading 15: Palmquist, Matt (2015) “Navigating the Crowdfunding Landscape”, http://www.strategy-business.com/blog/Navigating-the-Crowdfunding-Landscape?gko=03b81 	<ul style="list-style-type: none"> • Handout/readings in Canvas

13 (4/6-12)	<ul style="list-style-type: none"> • Reading 16: Kshetri, Nir (2018). "Informal institutions and Internet-based equity crowdfunding," <i>Journal of International Management</i> • Case: Crowdfunding in Latin America • Case: Colombian Entrepreneurial Ecosystem 	<ul style="list-style-type: none"> • Handout/readings in Canvas • Exam 3 will open on 4/7 at 5 PM and will be available for 48 hours. • You must have at least seven items posted in Discussions in Canvas by the end of this week
14 (4/13-19)	<ul style="list-style-type: none"> • Assignment 2 presentations 	<ul style="list-style-type: none"> • Handout/readings in Canvas
15 (4/20-26)	<ul style="list-style-type: none"> • Assignment 2 presentations 	<ul style="list-style-type: none"> • Handout/readings in Canvas • You must have at least eight items posted in Discussions in Canvas by the end of this week
16 (4/27-29)	<ul style="list-style-type: none"> • Assignment 2 preparation for final submission 	<ul style="list-style-type: none"> • Assignment 2 due: 4/29/2020. Please submit before 11:59 PM • You must have at least ten items posted in Discussions in Canvas by the end of this week • The last day for posting on Discussions is 4/29/2020.

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 (2019). "Blockchains and International Business" IEEE IT Professional

Reading 3: Kshetri, Nir (2016). "Cybersecurity Strategies of Gulf Cooperation Council Economies," *Georgetown Journal of International Affairs*, March, <https://www.georgetownjournalofinternationalaffairs.org/online-edition/cybersecurity-strategies-of-gulf-cooperation-council-economies>

Reading 4: 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 5: Chapter 4 in Kshetri, Nir. 2019. *Global Entrepreneurship: Environment and Strategy*, Routledge: New York.

Reading 6: Chapter 5 in Kshetri, Nir. 2019. *Global Entrepreneurship: Environment and Strategy*, Routledge: New York

Reading 7: Kshetri, Nir and Voas, J. (2020). "Thoughts on General Data Protection Regulation and Online Human Surveillance ", IEEE Computer.

Reading 8a: Kshetri, Nir (2020). "China's Social Credit System: Data, Algorithms and Implications" IEEE IT Professional

Reading 8b: Kshetri, Nir (2020). "China's Emergence as the Global Fintech Capital and Implications for Southeast Asia", Asia Policy.

Reading 9a: Kshetri, Nir (2020). "Artificial intelligence in developing countries" IEEE IT Professional.

Reading 9b: Kshetri, Nir (2020). "Artificial intelligence in human resource management in the Global South"

Reading 10: Kshetri, Nir, and L.L. Alcantara (2016) "Drivers of Cross-national Variation in Advertising Spending: A Longitudinal Analysis of the Effects of Freedom and Foreign Direct Investment," *Australasian Marketing Journal*.

Reading 11: Kshetri, Nir (2020). "Blockchain-Based Financial Technologies and Cryptocurrencies for Low-Income People: Technical potential versus practical reality"

Reading 12: Kshetri, Nir (2020). "The Nature and Sources of International Variation in Formal Institutions Related to Initial Coin Offerings: Preliminary Findings and A Research Agenda"

Reading 13: Kshetri, Nir (2017). "Here's how blockchain can help the world's poorest people", World Economic Forum (<https://www.weforum.org/agenda/2017/05/heres-how-blockchain-can-help-the-worlds-poorest-people>)

Reading 14: Kshetri, Nir (2015). "Success of Crowd-Based Online Technology in Fundraising: An Institutional Perspective," *Journal of International Management*. 21(2), 100–116.

Reading 15: Palmquist, Matt (2015) "Navigating the Crowdfunding Landscape" (<http://www.strategy-business.com/blog/Navigating-the-Crowdfunding-Landscape>) Strategy & Business Magazine (<http://www.strategy-business.com/>), Recent Research column, September 17.

Reading 16: Kshetri, Nir (2018). "Informal institutions and Internet-based equity crowdfunding," *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/>

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.

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. 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.

Instructor Information

Nir Kshetri is Professor at University of North Carolina-Greensboro and a research fellow at Kobe University. He has authored nine books, one of which has been selected as an Outstanding Academic Title by Choice Magazine. He has also published over 140 articles in various journals. Nir has been quoted/interviewed and/or his work has been featured by hundreds of media outlets worldwide such as Wall Street Journal, Foreign Policy, Scientific American, Bloomberg TV, CBS News, TV Mundo (Peru), ABF TV (Brazil), Fortune, Time, Christian Science Monitor, SF Gate, U.S. News & World Report, Asia Times, Channel News Asia, New York Daily News, New Boston Post, Observer and Salon. His scholarly works and popular press publications have millions of readers worldwide. In March 2018, he gave a TED Talk about the potential roles of cryptocurrencies in fighting poverty.

Nir was the winner of 2016 Bryan School Senior Research Excellence Award. He was awarded Pacific Telecommunication Council's Meheroo Jussawalla Research Paper Prize twice (2010 and 2008). He was the winner of IEEE IT Professional's Most Popular Paper Award in 2019 and 2018 and Outstanding Contribution in Authorships award in 2019. He also won the Blockchain Connect Conference's Most Influential Blockchain Research Paper in 2019. He has provided consulting services to Asian Development Bank and various UN agencies. In December 2018, he spoke at the Plenary Session, Digital Technology and Sustainable Development: South-South Cooperation in the Digital World at the Hong Kong Summit of the United Nations Office for South-South Cooperation (UNOSSC) and the Finance Center for South-South Cooperation (FCSSC), a special consultative body of the United Nations Economic and Social Council (ECOSOC).

Nir has travelled to over 100 countries. He has taught classes or presented research papers (about 200) at various national and international meetings/conference in Azerbaijan, Argentina, Belgium, Canada, Chile, China, Colombia, Croatia, Czech Republic, Denmark, Dominican Republic, Ecuador, Estonia, France, Germany, Greece, Guatemala, Hong Kong, India, Indonesia, Italy, Japan, Kazakhstan, Lithuania, Macao, Malaysia, Mexico, Mongolia, Morocco, Myanmar, Nepal, New Zealand, Oman, Peru, Portugal, Rwanda, Romania, Serbia, Sri Lanka, South Africa, South Korea, Singapore, Slovenia, Sri Lanka, Sweden, Switzerland, Thailand, Taiwan, the Philippines, the U.K., the U.S., Tunisia, Turkey, Uganda, United Arab Emirates, Vanuatu and Vietnam.

