

Syllabus v. 26.09.01.1

SUBJECT.TO.UPDATES*

MGT.2741EM.™ .A

FALL.868②

STUDENT.GUIDE.AND.SYLLABUS

International.Business.Environments

(Global.Sustainable.Management.in.Times.of.Polycrises)

Scheller.College.of.Business

Georgia.Tech?Atlanta?Georgia?96964_6186

Thursdays?

2:96.pm.to.5:71pm. .live

Venue;Room.769?Scheller.College.of.Business

(some.pre_recorded.first.class.part.lectures.on.select.days)

Instructor;James.Hoadley

Office;Room.098C?Scheller.College.of.Business?Tech.Square

Email;james:hoadley@scheller:gatech:edu

Office.hours*: By appointment*

Introductory.considerations.to.course*: The global business environment is entering a period of sustained disruption. Wars, geopolitical rivalry, strategic protectionism, sanctions, export controls, industrial policy, and the renewed use of tariffs are placing direct pressure on the structures that supported decades of expanding international trade and investment. Firms can no longer assume that markets will become steadily more integrated or that goods, capital, technology, information, and services will move across borders with progressively fewer obstacles. Instead, managers increasingly operate in a world in which governments are willing to interrupt, redirect, or restrict those flows in pursuit of national security, political, and economic objectives.

The central question for international business is therefore no longer simply how firms take advantage of globalization, but how they operate when globalization itself becomes contested. Multilateral institutions remain important, yet bilateral arrangements, economic nationalism, competing regulatory systems, supply-chain security, and geopolitical alignment increasingly shape business decisions. International firms must decide where to invest, source, manufacture, transfer technology, and sell while anticipating disruptions that may originate far outside the firm. These pressures coexist with longer-term challenges involving sustainability, climate, demographic change, and rapidly evolving digital technologies. The course therefore places particular emphasis on how global firms respond to:

- (a) wars, geopolitical tensions, sanctions, and other disruptions that can fragment markets and supply chains;
- (b) tariffs, industrial policy, export controls, and other anti-globalization measures that directly challenge established structures of international trade and investment; and
- (c) emerging technologies, sustainability pressures, and other structural changes reshaping international business operations.

In short, managing international business increasingly requires understanding not only the opportunities created by global integration but also the political, economic, and technological forces that can interrupt or reverse it;

**** MGT 6185** is a survey MBA-level management course focusing on the multiple dimensions (macro-economic, political, socio-cultural, technology, ethical, among others) of the fast-changing global business environment and resulting impacts on the strategic, managerial, and organizational choices made by corporate actors. While the emphasis rests on multinational enterprises (which account for the bulk of cross-border transactions: foreign direct investment and trade), attention is also paid to small entrepreneurial and medium-sized "niche" leader firms as well as technology startups "born global" (the source of much global techno-innovation).

The course is conceptually situated at the intersect of environmental factors analysis and corporate/business strategy in the global arena. The course is integrative in that it combines insights from a number of different academic disciplines and functional areas of business. It assumes that theory, in a management course, must eventually lead to better managerial best practices and insights.

The course's approach reflects many of the major issues facing companies with international operations as perceived by managers: motivations for international expansion, demands brought on by operating in foreign environments, strategies

for competing globally under conditions of stress and acute uncertainty (at the industry or firm level), management challenges of anticipating and responding to the threats and opportunities presented by the international business environment while integrating and constantly renewing the firm's strengths and weaknesses .

Objectives*.*

1. to sensitize managers to the forces in the global environment impacting a firm's strategic choices and operations as well as a country's competitiveness in an industry sector (firm and industry levels of analysis), special emphasis is placed on issues of firm's global strategic and operational sustainability
2. to provide theoretical underpinnings to assess, explain, and anticipate managerially relevant changes and crises in the international business environment (at the country, regional, and global levels) as well as this environment's generic attributes, making it different from a primarily domestic one
3. to consider how "global mindset" of future managers and decision makers is adapting to new contexts
4. to illustrate some of the "best practices" of international business competitiveness, in response to the globalization of the past four decades, through a repertory of learning case situations focusing on different country environments , industries, strategies, and fact situations
5. to improve students' presentational communications through oral and written assignments and team skills through joint work with diverse fellow class members (mutual.learning)
6. to sharpen the student's analytical skills by presenting a range of tools and perspectives on key facets of international business environment and how they affect business choices using web-based tools
7. to deepen students' knowledge base of international business and economic issues thereby encouraging future decision makers to monitor and reap the benefits of rapid international business and economic changes and ensuing trends

Your.Instructor:

James Hoadley has taught international business at Georgia Tech since 2005 and has over 20 years of professional and academic experience in international business. From 2005 until June 2026, he served as Associate Director of the Center for International Business Education and Research (CIBER) at Georgia Tech's Scheller College of Business. His

professional background includes eight years working for Seiko EPSON in Japan and later serving as Human Resources Manager for Musashi, a Japanese-owned automotive supplier in South Carolina.

At Georgia Tech, he created the MBA International Practicum and has led 56 company-sponsored consulting projects in nearly 10 international markets for organizations including IBM, The Coca-Cola Company, UPS, and Rakuten. He holds an MBA in Operations Management and International Business from Georgia Tech, a Graduate Certificate in Linguistics (TEFL) from the University of South Carolina, and a BA in International Studies from the University of South Carolina. He is ABD in the DBA program at Grenoble Ecole de Management.

Required Material*:*

1. Textbook: John J. Wild and Kenneth L. Wild, International Business: The Challenges of Globalization, 76th Edition, Pearson, 2023. Pearson eText ISBN-13: 9780137653287; print ISBN-13: 9780137653423.

The course will use **eight selected chapters** rather than proceed sequentially through the book: Chapter 1, Globalization Today; Chapter 2, Ethics, Social Responsibility, and Sustainability; Chapter 3, Cross-Cultural Business; Chapter 4, Political, Economic, and Legal Systems; Chapter 12, International Strategy and Organization; Chapter 13, Analyzing International Opportunities; Chapter 14, Selecting and Managing Entry Modes; and Chapter 16, Managing International Operations. These chapters provide the conceptual backbone for the course while allowing class sessions to remain organized around major issues in the international business environment.

The international trade and tariff module will rely primarily on **supplemental current readings assigned in Canvas** rather than a textbook chapter. Other current topics, especially digital technologies and U.S.-China business relations, will likewise be supplemented with articles, cases, data, and other materials.

Pearson textbook information: <https://www.pearson.com/en-us/subject-catalog/p/international-business-the-challenges-of-globalization/P200000007048/9780137653287> [Links to an external site.](#)

2. Individual short course cases: eighteen short cases, from which to choose one, are made available under the Canvas dashboard, Pages rubric, Directory of Cases folder*. No more than two students can choose the same short individual case.*

3. Group.oral.cases.focused.on.global.enterprise.sustainability.will.come.Harvard. Business.Publishing.Casepak.(76.cases.listed.in.the.syllabus.below).>●cases. from.the.Financial.Times.Business.Sustainability.bank.(made.available.in. canvas)

***Coursepak: <https://hbsp.harvard.edu/import/1453316>Links to an external site.

*** (\$51)

4. Select short readings, targeted articles will be placed in Canvas in Files, Course readings. Some readings are required for class discussion; others are strictly for background and reference (and not required), this will be indicated. **R** for required reading; **O** for optional reading at your discretion.

Pedagogical.Approach;

-The course is structured to address questions of global business practice, policy and theory and rests on:

(a) **First part of the class period:** Eight focused lectures (about 50 minutes each) built around the eight selected chapters from Wild and Wild. Students are expected to complete the assigned chapter before class. A short Canvas quiz follows each assigned textbook chapter. Course slides and supporting materials will be shared in Canvas. The textbook provides the conceptual foundation; current articles, cases, data, and other supplemental materials will be used to connect those concepts to the international business environment of 2026.

(b) * **Second part of the class period:** consists of class discussions based on additional select readings (not in the book), around select themes and think pieces and I expect your individual participation (questions, ideas, points, etc.) of review of graded think pieces. Additionally, during this second part of the class we may have guest speakers, with speakers and dates to be determined (TBD). This part is made up of a mix of lectures with Q&A on select topics, article readings, review of “think pieces,” some short videos, and individual and group presentations by student group on landmark cases, some videos, occasional preparations of brief volunteer (additional credit) assignments, and development of a group project including meeting with the instructor in the definition phase;

(c) **Four** short.think.pieces **assigned** (about a page of response) on macro.trends to be turned in and graded in canvas.

(d) **One practice-oriented web-based learning exercises** (Export-U Certificate ‘s webinars) done on the web at your discretion

(e) **One individual written brief case** (selected from Canvas: Files: Directory of individual cases), first-come-first served. The same case cannot be selected by more than two individual students in the class.

(e) **One group oral global corporate sustainability case presented with a ppt** (selected from the HBR Casepak or supplementary cases found in Canvas-Files-Directory of Group Cases), first come-first served (canvas email me!). We will have teams for this oral case, as a function of class size, towards the last part of the class. This group exercise is focused on global corporate sustainability. You are asked to be a problem-solving consultancy with recommendations, lessons, solutions. I will be glad to work with you with additional material; make an appointment to narrow down your choice and approach. Teams of two for this group project.

(f) **Short quizzes (a few minutes each)**, available in Canvas and automatically graded, on the eight selected Wild and Wild textbook chapters.

-There is no final or mid-term exam

-We will proceed from the macro-environmental level to the micro techniques that firms and decision makers use to position their industry, firm, and product and maximize their competitive advantage in relation to a rapidly evolving and globalizing macro-environment.

-The course syllabus provides a general plan for the course; as few deviations are possible.

Communications:

All updates will be communicated through Canvas announcements. The best way to contact me is by direct email or Canvas email. Please feel free to make an appointment if you would like to discuss course material, assignments, or questions in more detail.

- Again, **check that your correct email is embedded in the Canvas course tool, this is not always the case!**

- Make use of your class instructor as a consulting resource for the assignments and have no hesitation about reaching me during office hours or, as urgency requires, outside of office hours.

Academic Honor Code: All work undertaken in this course is expected to conform to the Georgia Tech Academic Honor Code: <https://policylibrary.gatech.edu/student-affairs/academic-honor-code>Links to an external site.Links to an external site.

AI Fair Use: ChatGPT and other AI generators, using large language models, can be useful for researching and writing.. You should be aware of their limitations: 1. Errors: AI generators make mistakes. 2. Assume the output is incorrect unless you check the claims with reliable sources. 3. Bias: Their output may reflect bias because the data they are trained on may reflect bias or may not include sufficient data from certain groups. 4. Citation: These tools use existing sources without citation. Therefore using their outputs puts you at risk of plagiarism. With these limitations in mind, you are welcome to use AI generators to brainstorm and refine ideas, find reliable sources, outline, check grammar, refine wording, and format bibliographies as may be needed in MGT 6185. . Beyond bibliographies, you **are not allowed to copy “verbatim” and paste material generated by AI and use it in your assignments.** Add a note indicating which AI tool you used and how you used it, including the prompt(s) you used.

Due.Dates.and.Deliverables;

1. Eight.short.quizzes: each of the eight selected Wild and Wild chapters has a short quick-fire quiz (five multiple-choice questions) in Canvas to confirm understanding of the core concepts. Quizzes are graded automatically. $8 \times 2.5\% = 86\%$. Each quiz is due within two weeks of the class session in which the chapter is assigned. Do not fall behind; quizzes not completed by the deadline receive a zero.
2. Four.think.pieces*: I consider these very valuable as they are precisely the kind of exercises you do not usually do in typical classes! Three will be made available through Canvas Assignments, week prior. Deliverable is a short (less than a page) response to the open-ended questions raised. There are three think pieces each worth 5×5 : **20%**. The think pieces are due on the indicated date in the Assignment. They are graded using canvas and must therefore be turned in on canvas. *7st;September.70?8682.8nd;September.80?8682.9rd;October.90?8682.0th;October.70?8682
3. ***One individual case write-up: (cases available free in canvas). Course value: 15% ***Your.write_up.should.be.9.to.0.pages.of.analysis; .Choose.your.individual.case.no.later.than.October.80?8682 .Due;November.80?8682or.earlier;
4. Export_U.Certificate.webinar*: I have selected six short webinars designed to build your knowledge of the techniques of export-import management. Upon completion (should take 60 minutes or about) you will receive a US Department of Commerce export-import management certificate. I will be notified when you have completed. You need to obtain an easy 70 to pass in answering a few short

questions. Course value: **10%** (completion for full credit) , before December 9, 2026. **** **

5. Group.Oral.case.presentation.>.ppt;* (choose case as above). Course value: **25%**. Presentation scheduled last three days of classes. Your ppt, only deliverable, due: on the day of oral presentation or any time later upon request before end of semester. You must choose your group and case project by October 29, 2026. **Final presentation materials are due on the day of your presentation and no later than December 3, 2026.***
6. Attendance**/participation counts** for **10%**. Please do.not.miss.more.than.9. classes; we have fourteen scheduled class sessions. Your questions are requested during the class sessions and guest speaker presentations (look them up, prepare). I will also be calling on you during class, do the required readings (not you don't have to do the additional suggested readings included for reference and for deepening as you may wish).

Grading Scale: 100-90: A; 89-80: B; 79-70: C; 69-60: D; 59 and below: F

Accommodations for Disabilities: If you have established accommodations with the Office of Disability Services, please communicate your approved accommodations at your earliest convenience. If you have a need but have not yet established accommodations through Disability Services, you should contact Disability Services at 404-894-2563 or dsinfo@gatech.edu or <http://disabilityservices.gatech.edu>. [Links to an external site.](#) Disability Services offers resources and coordinates reasonable accommodations for students with disabilities

Guest Speakers

Guest speakers for Fall 2026 are **TBD**. Speakers, topics, and dates will be announced in Canvas as they are confirmed.

Some.Useful.Information.on.assignments

- **Export-U**

Completing it, you will earn a certification by U.S. Department of Commerce and District Export Council). Self***-training web-based export training program is integrated in the class. To.be.found.at https://export_ujcom-webinars.html[Links to an external site.](#)[Links to an external site.](#)?this.series.of.short.webinars.or.modules?marked.GT for students.enrolled.in.this.class.only? with.review.quizzes.at.end.are.designed.to.handle.

most.export.situations.you.might.face; .Each.webinar.provides.practical.bite_sized.
segments.on.specific.international.business.topics; .Prepared.by.the.Small.Business.
Development.Center's.International.Trade.Center?a.key.partner.for.Atlanta's.U;S;.
Export.Assistance.Center.and.supported.in.part.through.the.Georgia.Tech.CIBER.
Center?the.program.is.now.associated.with.[Dimitris.KloussiadisLinks to an external site.](#)?International.Trade.Consultant.with.the.University.of.Georgia.Small.Business.
Development.Center;You.will.receive.a Certificate.of.Completion upon.completing.a.
86_question.self_administered.exam.on.your.own. Found.at https://export_ujcom-exam.html[Links to an external site;](#)[Links to an external site.](#) and.marked.GT.for.
the.quizzes.for.this.class.only; This is an essential part of the course which allows you to
gain expertise in dealing with the export process chain. Send evidence of completion to me
by email. ***

- In_class.Group.oral.presentation.on.Global.Sustainability.Strategy.Case.(from.
case.pack.>.FT);

I will assign.you.in.teams and then you will choose a team Global Sustainability
Strategy from ten select cases in the case pack and eight FT corporate
sustainabilitycases..

You will be given 30 minutes for each live presentation in the last two days of class to
develop an assessment and creative solutions/. Allow a few minutes for Q&A.

For the case you should do the following in your oral presentations:

-

-Consult.with.the.professor.in.a.team.meeting on how to take advantage of case material

-Provide a brief of the relevant factors, events, actors, and decisions in the global
sustainability case;

-Do not merely restate the facts of the case; this is not analysis!

-Explain how the issues fit in the global sustainability (ESG, UN SDGs) readings and
concepts dealt with in the course;

-Define the business opportunity and model displayed in the case and its
applicability to other firms, industries

-Clearly lay out the issues, the costs/benefits associated with courses of action open to the
decision makers and impacts on fulfilment of SDG goals and ESG metrics;

-Explain which further action(s) you would choose/recommend as a constant called in

-Make best use of required and optional readings/references and speakers to address your group case

-Bring the case up to date, if info is available from the net.

-What are the lessons to be derived for corporate decision making, industry-wide initiative, is there a model contained in the approach laid out in the case?

-As a final deliverable, provide your group Global Sustainability written brief and accompanying powerpoint presentation to the instructor.

The group oral case presentation is designed to build up or refine your analytical skills. Make good use of virtual technology and creative but fair use of Chatgpt; consult with instructor for assistance. Performance grades will depend on: (a) time management, (b) clarity, relevance, and quality of presentation, (c) ability to elicit some responses and insights from your colleagues virtually, (d) use of audio-visual supports through screen sharing, (e) ability to relate theory to practice (applying readings to the case), (f) creativity and thoughtfulness of solutions proposed. I will reserve some time for myself to add a few words on the case after the presentation.

Choice of Individual and Group case material:

- List of the individual cases available in Canvas, free of charge, first come-first served, in the Canvas Case Directory (PDF files), no more than two students choosing the same case. The cases are organized by topic and are independent of the Wild and Wild chapter sequence:
 1. Foreign.Direct.Investment.in.the.Middle.East;Riyad.and.Dubai
 2. Jextra.Neighborhood.Stores.in.Malaysia?
 3. Google.in.China
 4. Ethics.of.Offshore;Novo.Nordisk.and.Clinical.Trials.in.Emerging.Economies
 5. Harley_Davidson?Inc;Troubled.Times.in.H_D's.Reliance.on.International.Sales
 6. Polaris.866④
 7. Aregak.Micro_Credit.Organization.in.Armenia

8. Managing.Strategic.Growth.at.Sjoand.™.Thyselius.AB
9. Tata.Motors.and.Fiat.Auto;Joining.Forces
10. Com;AU?
11. People.Management.Fiasco.in.Honda.Motorcycles.and.Scooters.India.Ltd;?
12. People.Management?The.Mantra.for.Success;The.Case.of.Singhania.and.Partners
13. Cross_Cultural.Negotiation;Americans.Negotiating.a.Contract.in.China
14. Wipro.Technologies.Europe.(B)
15. Shell.Oil.in.Nigeria
16. Tata.Motors
17. Transition.at.Whirlpool.Tatramat;From.Joint.Venture.to.Acquisition
18. Cisco.Switches.in.China.;The.Year.of.the.Manager

- List.of.Group.Oral.Global.Sustainability.Strategy.Cases

Please.provide.a.short.problem statement of.how.your.propose.to.address.the.group. case.and.what.strategies.and. lessons.can.be.derived.from.it.and.applied.to.the.sector.at. large.or.other.firms?identify.the.changes.required.in.the.firm.to.achieve.some.of.the. sustainability.goals.pursued;

Select one group or team case Global Sustainability Strategy case from the course pack plus from the supplementary Financial Times Business cases (see below), after being broken up in teams.. . Here is a list of the available cases in the Casepak. Please note that I will include in the Canvas a summary of each case below by week two:

1. Algramo, a Chilean plastics case, leading to an alliance with Unilever, expansion and partnerships in Holland, Indonesia to tackle the plastics waste issue.
2. Upcycling.in.the.Circular.Economy;Novetex.Upcycling.Spinning.Mill.in.Hong. Kong (world's large single-site spinner, new mill, commitment to sustainability)
3. Summa.Equity;Building.Purpose_Driven.Organization, Nordic private equity firm, chose to invest in SDGs-oriented business for long-term growth.

4. Private.Equity.Real.Estate.Investors_Overcoming.the.Challenge.of.Sustainability.™. ESG;Pro_Invest.Group's.ESG Journey: Australian hospitality industry, introduction of new ESG standards in European investments.
5. Chanel.7;A.Sustainability.Journey, how a European/French luxury goods multinational implemented ESG in its global product chain, in five to six years.
6. Royal.Dutch.Shell.and.Beyond;Strategizing.the.Future.of.ESG.Compliance: four recent challenges for this global firm and how it handled commitments to reduce greenhouse gas emissions; shareholder activism. Changing global rules.
7. Oddo.Securities(ESG.Integration: how a European consultancy choose to integrate ESG in its models and operations for global clients.
8. Telsa's.Battery.Supply.Chain;A.Growing.Concern: How to achieve Tesla's goals of 100% recycling for EV batteries. Fictional. Should be analyzed in view of Telsa's

Major EV factory investment in China (more info available).

9. Passion.and.Strategy;Novozymes".Embraces.of.the.UN.Sustainable.Development. Goals: the world's largest and oldest producer of industrial enzymes, a Danish firm, crafts a new global corporate strategy based on the UN SDGs.
10. Are.Chocolate.Eaters.Really.SDG.Smart? The 2030 Agenda for UN Sustainable Development Goals provides a blueprint for shared prosperity in a sustainable world. Overview of the challenges of the cocoa sector, its supply chain, structural issues and possible solutions.

To complement the Harvard choices, current Financial Times Business School case material will be used where appropriate. The following 2026 cases are available as initial options; additional 2026 cases may be added in Canvas as they are published:

11. FT Business School teaching case study: Labubu.Is.Cute?Rare.and.Popular.– .But.Is.the.Craze.Globally.Sustainable? January 9, 2026. Pop Mart's global expansion raises questions about scarcity, consumer behavior, regulation, brand strategy, and sustainable growth.
12. FT Business School teaching case study: The.Promise.and.Pitfalls.of.Biodiversity. Offsets, January 27, 2026. Rio Tinto and biodiversity-offset markets provide a basis for examining environmental externalities, measurement, regulation, and corporate sustainability strategy.

13. FT current case material: Why.Did.They.Make.Mother.Nature.a.Board.Director? May 26, 2026. House of Hackney's governance experiment provides a case for considering regenerative business models, stakeholder representation, measurement, and the practical limits of purpose-driven management.

Note: The 2026 Financial Times case list may be expanded during the semester. Canvas will contain the authoritative set of available FT cases.

NOTE: For a deliverable: Prepare a ppt for team presentation in class, about 25 minutes with Q&A and, subsequently, a word**-processed** Group Case on Global Sustainability Strategy *brief* to have the following characteristics:

in the range of some 10 typewritten, doubled spaced pages

- * -it should have a few supporting sources (web citations fine) with the latest information the sustainability issues addressed (use internet appropriately); *
- * -If you use generative AI tools, note how you used them, what you learned from the process, and how you verified any factual claims or sources*
- * -an outline or overview must precede your actual brief and match your finished business "brief" *
- * -introduction, development of main themes/arguments, and conclusions with lessons for other firms and industry in terms of ESG or UN SDGs implementation *
- * -appendices which support your paper are encouraged and must be "built" into the body of the paper (i.e., explained);*
- * -attention must be paid to a quality business presentational style, conciseness, logic, clarity and organization in preparing the finished product.*

These are the broad criteria on which your written project grade will be determined (on a comparative basis). Please send your final written output by the deadline specified by canvas email.

Sources: Acknowledge sources and means, easy, do not negligently commit some form of plagiarism and violate honor code.

**General References: Optional (O) sources? ideas? suggestions?

- The.Economist?The.World.Ahead.8682(on Canvas; annual review of the major economic, geopolitical, technological, and business trends shaping 2026):
<https://www.economistgroup.com/press-centre/the-economist/the-economist->

[launches-the-world-ahead-2026-with-rich-countries-living-beyond-their-means](#)[Links to an external site.](#)

- Free subscription?incredible.sources.of.data.on.most.countries".economic.performance?production?consumption.?etc;.data.in.compelling.visual.display;

<https://www.visualcapitalist.com/subscribe>[Links to an external site.](#)[Links to an external site.](#)

- An.excellent all_around.master.data.base on.all.aspects.of.international.business.put.together.by.some.faculty.for.your.use;

<https://tesig.aib.world/resources/digital-platforms-database/>[Links to an external site.](#)[Links to an external site.](#)

- Define any major concept or term in international economics and business quickly, allows you to be “up to speed”: https://www.economist.com/economics-a-to-z?utm_medium=cpc.adword.pd&utm_source=google&utm_campaign=a.22brand_pmax&utm_content=conversion.direct-response.anonymous&gclid=EAlaIQobChMlp66YkaHj-QIVB25vBB1vFgQEEAAYASAAEgJEdfD_BwE&gclsrc=aw.ds[Links to an external site.](#)[Links to an external site.](#)

- Morningstar.Sustainability.Atlas (current online edition), a comparative sustainability analysis of 48 country-specific equity indexes covering most global market capitalization: <https://www.morningstar.com/business/insights/research/sustainability-atlas>[Links to an external site.](#)

- Corporate.Knights?8682Global.766, annual ranking and analysis of leading corporate sustainability performers: <https://corporateknights.com/rankings/global-100-rankings/>[Links to an external site.](#)

- Tracking the progress made in implementing the lofty UN SDGS/Agenda 2030, a set of computational metrics at the national levels:* *

<https://www.unsdglearn.org/resources/national-sdg-tracker/>[Links to an external site.](#)[Links to an external site.](#) or <https://data.unescap.org/national-sdg-tracker>[Links to an external site.](#)

Current-reading policy: International business conditions can change rapidly. Readings identified as current events, trade-policy updates, country-risk material, or other time-

sensitive sources may be refreshed during the semester. Canvas will contain the authoritative version of any updated reading assignment.

Tentative.Schedule.of.Topics.and.Assignments.by.Week

Week.7–Module.7?Thursday?August.83?8682

Course.Organization?Administration?Expectations?Introductory.Perspectives

2:96_5:71pm.(we.may.end.earlier)

- In-class get-acquainted exercise: How.Global.Is.This.Room? Students identify three meaningful international connections, meet classmates with different experiences, and help build a class-wide map of our collective international exposure. Explainer sheet and worksheet will be provided in class and posted in Canvas.
- Video: Ghemawatt-Friedman foundational.debate on economic globalization (video, shown in class, 20 minutes)
- Short current-events reading: UN Trade and Development (UNCTAD), “10 Trends Shaping Global Trade in 2026,” January 2026: <https://unctad.org/news/10-trends-shaping-global-trade-2026>Links to an external site.
- Reading: Vinod K. Jain, “The Paradox of Globalization.” (on canvas)
- (O?optional).Listen.on.your.own*: Graham Allison, Ted.Talk, about the **Thucycides’ Trap**, 18 minutes, *<https://www.youtube.com/watch?v=XewnyUJgyA0>Links.to.an.



[external.site;](#)

[Links to an external site.Links to an external site.](#)



(foundational.to.international.business.environment.analysis?does.not.get.any.bigger.as.an.unknown.unknown))

Week.8-Module.8?Thursday?September.9?868②

Globalization.Roadmaps.in.Crisis.Times.for.Manager.I;Six.Lenses

1. Lecture

International.Business.in.a.Changing.World

- Read.Wild.and.Wild?Chapter.7;Globalization.Today

1. Class.Discussion

Globalization.as.a.working.Concept;Six.Lenses.or.Narratives__Roadmaps.for.Managers.I

Look.at.8.short.pieces;

- Excerpts.from.Anthea.Roberts.™.Nicolas.Lamp?Six.Faces.of.Globalization;Who.Wins?Who.Loses.and.Why.it.Matters?. Excerpt;»Unscrambling.Globalization.Narratives?.pp;9_7⑤?.Harvard.U;Press?.(canvas)
- Visual.Capitalist?»Ranked;The.World's.⑩6.Largest.Economies.by.GDP.in.868②? January 8, 2026: <https://www.visualcapitalist.com/ranked-the-worlds-50-largest-economies-by-gdp-in-2026/Links to an external site.>
- Kenneth.Rogoff?Introduction?Our.Dollar?Your.Problem;An.Insider's.View.of.Seven.Turbulent.Decades.of.Global.Finance.and.the.Road.Ahead?

Yale.University.Press?868⑩?pp;7_⑤(a.recent.major.contribution.on.the.international.role.of.the.U;S;.dollar.and.global.finance);

First.think_piece;S™P.Global.Market.Intelligence?Top.76.Economic.Insights.for.868②

Assignment: S&P Global Market Intelligence's Top.76.Economic.Insights.for.868②provides a set of forecasts against which the year can now be evaluated. With most of 2026 visible, assess the list with the benefit of hindsight. Which two insights have had the greatest impact on your industry sector, your firm, or alternatively you personally? Which two have proved least accurate, least important, or most overtaken by events? Explain your choices using current evidence rather than simply agreeing or disagreeing with S&P.

S&P Global Market Intelligence, “Top 10 Economic Insights for 2026”:

<https://www.spglobal.com/market-intelligence/en/news-insights/research/2025/12/top-10-economic-insights-2026Links to an external site.>

For a useful midyear comparison, see S&P Global Market Intelligence, “Midyear Economic Check-In: A World Diverging,” July 2026: <https://www.spglobal.com/market-intelligence/en/news-insights/research/2026/07/midyear-economic-pulse-check-2026>[Links to an external site.](#)

Due no later than September 14, 2026 (Canvas submission and grading with feedback)

Optional reference* **** material on global economic outlook****, if you wish:*

- *(O: optional): Economist Intelligence Unit, Global.Outlook.8682, on trade uncertainty, growth, inflation, investment, and geopolitical risk: <https://www.eiu.com/n/campaigns/global-outlook-2026/>[Links to an external site.](#)
- *(O: optional): International Monetary Fund, World.Economic.Outlook.Update?July.8682; Global.Economy.in.Crosscurrents.of.War.and.Technology, July 8, 2026: <https://www.elibrary.imf.org/display/book/9798229047999/CH001.xml>[Links to an external site.](#)

Week.9? Module.9

Thursday?September.76?8682

Globalization.Roadmaps.in.Crisis.Times.for.Manager.II?Global.Sustainability? ESG? and.Corporate.Challenges

1. Lecture

Read.Wild.and.Wild?Chapter.8?Ethics?Social.Responsibility?and.Sustainability

b .Class.discussion?The.Three.C's.of.the.World.Economy.and.Basic.International.Economics.Concepts.Review

- Visual.Capitalist?The.World's.Largest.Economies.in.8682; Nominal.vs.PPP? July 2, 2026: <https://www.visualcapitalist.com/the-worlds-largest-economies-in-2026-nominal-vs-ppp/>[Links to an external site.](#)
- World.Bank?World.Development.Indicators.Quarterly.Update?July.8682, including the latest population estimates and demographic indicators available through the World Bank data system: <https://datatopics.worldbank.org/world-development-indicators/release-note/jul-2026.html>[Links to an external site.](#)

Instructor's ppt.

1. The.8696.Agenda.for.UN.Sustainable.Development.Goals.and.ESG;A.P78.Trillion. Business.Opportunity__New.Lens.for.Global.Competitiveness?
- Video*: Author Amplified with Global Atlanta, **John McIntyre** talks about his book, The.Role.of .Multinational.Enterprises.in.Supporting.the.UN.SDGs,v****(E****. Elgar, London, UK, 2023), in the process provides core notions and differentiates CSR, ESG and UN *

* *https://www.youtube.com/watch?v=bOjod_nv7lQLinks to an external site;



[Links to an external site.](#)[Links to an external site.](#)

- IMD?Sustainability.Trends.Businesses.Must.Watch.in.8682 The article focuses on the shift from sustainability pledges and reporting toward execution, resilience, and measurable business value in 2026:
<https://www.imd.org/ibyimd/industry/energy/sustainability-trends-businesses-must-watch-in-2026/>Links to an external site.
- Corporate.Knights?The.8682Global.766.List.Puts.Speed.in.the.Spotlight? January 21, 2026. Use the ranking as a current example of how corporate sustainability performance is being measured and compared:
<https://corporateknights.com/rankings/global-100-rankings/2026-global-100/the-2026-global-100-puts-speed-in-the-spotlight/>Links to an external site.

Week.0?Module.0

Thursday?September.73?8682

Globalization.Roadmap.in.crisis.times.III;International.Trade?Tariffs.and.the. Emergence.of.a.new.Paradigm

1. Lecture.on.national.cultures.and.business.process
- Read.Wild.and.Wild?Chapter.9;Cross_Cultural.Business
1. The.rise.of.bilateralism.in.trade.agreements.and.tariffs
- Textbook.note;No Wild and Wild trade chapter is assigned for this module. Current supplemental readings on international trade, tariffs, protectionism, and U.S. trade policy will be assigned in Canvas.

- World.Trade.Organization?World.Tariff.Profiles.8682, for current tariff and non-tariff measure profiles across more than 150 economies:
https://www.wto.org/english/res_e/publications_e/world-tariff-profiles-2026_e.htmLinks to an external site.
- Council.on.Foreign.Relations?»Trump's.New.Tariffs¿What.to.Know? July 17, 2026:
<https://www.cfr.org/articles/trumps-new-tariffs-what-to-know>Links to an external site.
- Council.on.Foreign.Relations?»Tracking.Trump's.Trade.Deals? updated through 2026. Use this as a starting point for the second think piece:
<https://www.cfr.org/articles/tracking-trumps-trade-deals>Links to an external site.
- Georgia.Chamber.Foundation?»Tariffs.Briefing¿Updates.to.Global.Tariffs.and.New.Levies.on.Canada? July 28, 2026, with a Georgia-specific business perspective:
<https://www.gachamber.com/news/georgia-chamber-foundation-releases-latest-tariff-briefing-on-new-global-tariffs-and-canadian-trade-measures/>Links to an external site.
- UN.Trade.and.Development.(UNCTAD)?Global.Trade.Update?July–August.8682, Global.Trade.Continues.to.Expand.amid.Rising.Price.Pressures:
<https://unctad.org/publication/global-trade-update-julyaugust-2026-global-trade-continues-expand-amid-rising-price>Links to an external site.
- Instructor's ppts:

-Understanding.Tariffs (will be used in class and made available on canvas)

(O) Optional: Critical strategic materials:

- UN Trade and Development (UNCTAD), Global.Trade.Update?June.8682,The.Shifting.Dynamics.of.Critical.Minerals.Trade, on concentrated supply, export restrictions, industrial policy, and competing supply-chain partnerships:
<https://unctad.org/publication/global-trade-update-june-2026-shifting-dynamics-critical-minerals-trade>Links to an external site.
- CSIS, “Rare Earth Export Restrictions One Year Later,” April 27, 2026, on China-related supply-chain exposure and policy responses:
<https://www.csis.org/analysis/rare-earth-export-restrictions-one-year-later>Links to an external site.

Second Think Piece, Assignment: Think Piece: Emerging U.S. Trade Agreements — Anticipated Market Access and Business Implications:

Select a country with which the United States has **announced, negotiated, modified, or signed** a trade agreement, framework, tariff arrangement, or formal trade-related understanding within the past **four months**. Use the CFR trade-deal tracker, WTO tariff profiles, USTR materials, and other credible current sources to establish the status of the relationship.

Your analysis should include the following components:

1. Nature of the Agreement:
 - Briefly describe the scope and status of the trade deal
1. Tariff and Non-Tariff Barriers:
 - Assess current U.S. tariffs on key imports from the selected country.
 - Where available, outline anticipated changes under the agreement.
1. : Provide a general overview of potential impacts (gains, losses, impacts on consumers) across U.S. industries, or, if you prefer,
 - focus on one specific industry or firm.

Use at least three credible sources from the web (e.g., USTR, WTO, OECD, think tanks, or reputable news organizations)

Due: September 24, 2026

***Week 5/Module 5, ***

Thursday?September.80?8682

The.Institutional.Context.of.International.Business?Roadmap.for.Managers.

IV. Country.Risk.and.Emergence.of.a.New.Paradigm.(continued)

1. Lecture
 - Read.Wild.and.Wild?Chapter.0?Political?Economic?and.Legal.Systems
1. Class.discussion;4:96-5:01pm?Country.risk.analysis;techniques?information.sources?models

Be familiar with Harvard Business School's Country Analysis: A Framework to Identify and Evaluate the National Business Environment? (on Canvas) (Course material)

- Be familiar with The Heritage Foundation's Index of Economic Freedom. Use it critically as one comparative country-risk and institutional-environment measure among several available frameworks:
<https://economicfreedom.heritage.org/pages/about> [Links to an external site.](#)
- Read: McKinsey & Company, "Managing Geopolitical Value at Stake to Seize Opportunities While Mitigating Risk," April 14, 2026:
<https://www.mckinsey.com/capabilities/geopolitics/our-insights/managing-geopolitical-value-at-stake-to-seize-opportunities-while-mitigating-risk> [Links to an external site.](#)
- Read: Harvard Business Review, "For Multinational Companies, Localization Matters More Than Ever," January 26, 2026 (on Canvas). The article examines how conflicting trade regimes, data-sovereignty rules, local-content expectations, and geopolitical fragmentation are reshaping multinational operating models.
- **(O) Optional:** Council on Foreign Relations, "Trade Trends to Watch in 2026," for a broader view of trade agreements, tariff affordability, and institutional constraints on U.S. trade policy: <https://www.cfr.org/articles/trade-trends-watch-2026> [Links to an external site.](#)

Instructors' ppt's; Country risk analysis; the Twelve Pillars of the World Competitiveness Report (instructor's ppt); A New Trade Paradigm; How Shifts in Trade Corridors Could Affect Business and Strategy; A View of the Future; (will be on canvas)

Third think piece

Assignment; The CIO Insight; Global Outsourcing Report? (the chart with numbers will be placed on canvas nearer the time)

In about a page: (a) explain what variables are missing? (b) are overvalued? (c) undervalued. and (d) if this framework can be applied to other

*strategies of entry beside outsourcing. *

GLOBAL OUTSOURCING ASSIGNMENT MATERIAL 101523825-04-Global-Outsourcing-Report-Cio-Insight (1).pdf

Due: October 3, 2026* (Canvas submission and grading)*

Week 2 - Module 2

Thursday: October 7, 2026

Managing Ethical and Social Responsibility Challenges in Multinational Companies

1. Guest Speaker: TBD
2. Read: Harvard Business Review, "Make the Business Case for Your Sustainability Initiative," July 7, 2026 (on Canvas), on translating sustainability proposals into the investment and operating terms senior managers use to allocate capital.

Review Wild and Wild: Chapter 8: Ethics, Social Responsibility, and Sustainability. No additional textbook quiz is assigned for this session.

(O) Optional / foundational:

- Corporate Knights' Global 766 ranking and methodology, for a current example of how corporate sustainability performance is measured and compared: <https://corporateknights.com/rankings/global-100-rankings/> [Links to an external site.](#)
- "The UN Sustainable Development Goals: Can Multinational Enterprises Lead the Decade of Action?" Journal of International Business Policy (2021), retained as a foundational academic treatment of the MNE-SDG relationship (Canvas).

Fourth Think Piece*: UN SDGs (Sustainable Development Goals) and Responsible Management *

Assignment*: The role of large-scale enterprises (MNEs) is changing as they pursue corporate social responsibility policies. Look over the 17 United Nations Sustainable Development Goals (SDGs), an important focus across Georgia Tech schools/colleges, and choose one SDG that your firm or industry sector could find worthy of support, explain why, and how this support could benefit a business operation and how you would measure its impact.*

Due: October 7, 2026

Week 3 - Module 3

Thursday: October 12, 2026

Strategic Management in the Multinational Company: Content and Formulation

1. Lecture

Read Wild and Wild, Chapter 78: International Strategy and Organization

1. Review of core global entry strategies

Instructor's ppt.

Week 4 Module 4?

Thursday? October 7 12:868?

Small Business and International Entrepreneurship: Overcoming Barriers and Finding Opportunities

1. Guest Speaker: TBD

1. Lecture

Read Wild and Wild, Chapter 13: **Analyzing International Opportunities**

(Fall Break: October 5-6, 2026)

Week 9/Module 9,

Thursday, October 22, 2026

Globalization Roadmaps in Crisis Times for Manager V: Impact of new Digital Technologies on International Business Operations and Multinational Entry Mode Strategies: Content and Formulation

1. Guest Speaker: TBD

Read Wild and Wild, Chapter 70: Selecting and Managing Entry Modes

1. Instructor's ppt on new digital technologies on International business (on canvas); class discussion asking you to contribute and speculate
- International Energy Agency: Key Questions on Energy and AI? April 16, 2026. Focus on the rapid growth of AI-focused data-centre electricity use and the implications for energy security, affordability, and sustainability:
<https://www.iea.org/reports/key-questions-on-energy-and-ai> Links to an external site.
 - UN Trade and Development (UNCTAD): Digital Development Enters the AI Age? July 2, 2026, on the uneven global distribution of digital capacity, digitally deliverable

services, and AI-related opportunity: <https://unctad.org/news/digital-development-enters-ai-age>Links to an external site.

- **(O) Optional:** UNCTAD, “AI-Driven Trade Boom Masks Broader Slowdown,” May 20, 2026, on the growing role of AI-related hardware in global merchandise trade: <https://unctad.org/news/ai-driven-trade-boom-masks-broader-slowdown>Links to an external site.

Week.76–Module.76?

Thursday?October.8?868?

Globalization.Roadmaps.in.Crisis.Times.for.Manager.VI?Coping.with.Business.and.Economic.Relations.with.China?Decoupling.or.Derisking?

Textbook.note?No new textbook chapter is assigned for this module. The session uses current supplemental readings and applies concepts from Chapters 4, 12, and 14.

1. Read?

- Council on Foreign Relations, “The U.S.-China Trade Relationship: What’s Behind the Competition?” updated May 15, 2026: <https://www.cfr.org/backgrounders/contentious-us-china-trade-relationship>Links to an external site.
- Harvard Business Review, “Where Does China Fit in Your Company’s Innovation Strategy?” June 10, 2026 (on Canvas).
- **(O) Optional:** CSIS ChinaPower, “Surveying the Experts: The State of U.S.-China Relations Entering 2026,” January 13, 2026: <https://chinapower.csis.org/survey-experts-us-china-relations-2026/>Links to an external site.
- **Background perspective (optional):** John R. McIntyre, “Decoupling or De-risking: Assessing U.S.-China Bilateral Relations,” presentation to the Atlanta Council on International Relations, 2023 (Canvas). Read this as a pre-2026 perspective and compare its assumptions with the current readings.
- **(O) Optional, background:** Ilaria Mazzocco testimony on China’s electric-vehicle industry and its implications for the United

States: https://www.youtube.com/watch?v=M1nu4GO4_jsLinks to an external site.



1. Group Work* on Group Oral Case Presentation and Written Brief*

Week 77-Module 77

Thursday- November 17, 868

Textbook note: No new textbook chapter is assigned for this session.

1. Guest Speaker: TBD

Week 78-Module 78

Thursday- November 18, 868

Organizational Designs for Multinational Companies

1. Lecture

Read Wild and Wild: Chapter 7; Managing International Operations; Revisit Chapter 78: International Strategy and Organization as useful for organizational design;

1. Class presentations

Week 79-Module 79

Thursday- November 19, 868

Class presentations

Week 70-Module 70

Thursday- November 20, 868 (no class- Thanksgiving Break)

Week 71-Module 71

Thursday- December 9, 868

Class presentations

Concluding*, hope is permitted!*

- UN.Trade.and.Development.(UNCTAD)?Trade.and.Development.Foresights.8682, Global.Economy.Faces.a.Geopolitical.Challenge?May 13, 2026. This serves as a capstone reading linking conflict, energy shocks, AI-related investment, trade, and supply-chain resilience: <https://unctad.org/publication/trade-and-development-foresights-2026-global-economy-faces-geopolitical-challenge>Links to an external site.
- **(O) Optional:** World Trade Organization, Global.Trade.Outlook.and.Statistics?March. 8682, for a current quantitative view of world merchandise and services trade: https://www.wto.org/english/res_e/publications_e/gtos0326_e.htmLinks to an external site.

December.76732.8682, final.exams* (no final exam in MGT 6185)*