

Managing in a Global Economy

MASY1-GC 1200 | 202 | Spring 2024 | 01/25/2024 - 05/02/2024 | 3 Credit

Modality: Online

Course Site URL: <https://brightspace.nyu.edu/>

General Course Information

Name/Title: Simon Jean Ergas, Adjunct Assistant Professor, He/Him/His

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Class Meeting Schedule: 01/25/2024 - 05/02/2024 | Thursdays | 07:00pm – 09:35pm

Class Location: Online

Office Hours: Monday 2 – 3.30 p.m. EST location NYU mid-town or Skype – Please contact me via e mail/ and how to arrange appointments.

Description

This course examines three facets of a modern economy; markets, government, and international trade, and explores the connections among them. The course covers economic principles that power global businesses and organizations today and discusses how modern economies, markets, and governments are no longer contained within national boundaries. Upon completion of this course, students learn how a market-based economy operates in today's global environment.

Prerequisites

N/A

Learning Outcomes

At the conclusion of this course, students will be able to:

- Evaluate stakeholders across different global markets to understand markets, supply chain, and products
- Assess the internal economic drivers that compel organizations to operate and compete globally
- Analyze the impact of cultural differences in implementing a business strategy
- Analyze an enterprise strategy based on managerial roles and responsibilities
- Assess organizational challenges to manage across corporate and national boundaries in order to identify strategic opportunities

Communication Methods

Be sure to turn on your [NYU Brightspace notifications](#) and frequently check the “Announcements” section of the course site. This will be the primary method I use to communicate information critical to your success in the course. To contact me, send me an email. I will respond within 24 hours.

Credit students must use their NYU email to communicate. Non-degree students do not have NYU email addresses. Brightspace course mail supports student privacy and FERPA

guidelines. The instructor will use the NYU email address to communicate with students. All email inquiries will be answered within 24 hours.

Structure | Method | Modality

This course is online and we will meet once a week Thursday. Students should check Brightspace daily for assignments or additions to course materials. The course content shall be delivered via lecture format, complemented by a focused and lively discussion.

This shall also include case studies and working in groups. Case studies to be discussed in class shall be assigned each week. Students shall be assigned to groups, whose composition may change each session. The case studies to be discussed in class are distinct from the industry case study and final case study assignments.

Expectations

Learning Environment

You play an important role in creating and sustaining an intellectually rigorous and inclusive classroom culture. Respectful engagement, diverse thinking, and our lived experiences are central to this course, and enrich our learning community.

Participation

You are integral to the learning experience in this class. Be prepared to actively contribute to class activities, group discussions, and work outside of class.

Assignments and Deadlines

Students shall need to complete assignments, which shall relate to the topic which is discussed in each class, and work on an industry study- based on a specific industry that they have selected for in-depth review. The industry study shall culminate in a final case study.

There shall be 11 assignments on the specific topic covered in each class.

There shall be 6 brief essays on the specific industry selected by each student

There shall be a final case study centered on the specific industry selected by each student where students shall design a plan for international expansion

Length of Assignments

Assignments should be between 300 and 500 words

Industry Case Studies should be between 300 and 500 words

Length of Final Case Study

The final case study should be a maximum of 600 words in length.

Late Submissions

Assignments submitted late shall not be accepted. Students shall place their assignments in the drop boxes specified. These shall lock at the expiry of the due date and time. All assignments shall be due at 5.00 p.m. on the due date.

Course Technology Use

We will utilize multiple technologies to achieve the course goals. I expect you to use technology in ways that enhance the learning environment for all students. All class sessions require the use of Zoom. All class sessions require the use of technology (e.g., laptop, computer lab) for learning purposes.

Feedback and Viewing Grades

I will provide timely meaningful feedback on all your work via our course site in NYU Brightspace. You can access your grades on the course site Gradebook.

Attendance

Students are expected to attend all on-site class sessions. Excused absences are granted in cases of documented serious illness, family emergency, religious observance, or civic obligation. In the case of religious observance or civic obligation, this should be reported in advance. Unexcused absences from sessions may have a negative impact on a student's final grade. Students are responsible for assignments given during any absence.

If for some reason (excused absence) you will not be in class, you must notify the instructor prior to the scheduled session if you will not be attending and the reason.

Each unexcused absence or being late may result in a student's grade being lowered by a fraction of a grade. A student who has three unexcused absences may earn a Fail grade.

Refer to the [SPS Policies and Procedures page](#) for additional information about attendance.

Textbooks and Course Materials

The required text for the course shall be (It is available at Amazon.com):

International Business, Authors: Ricky Griffin and Michael Pustay | 9th Edition April 18, 2019

Publisher: Pearson | ISBN: 13-978-0135181003 | ISBN: 10-0135181003

Slides

For each class, I shall be preparing extensive slides. These shall be made available at the start of the course.

There are reasons for this:

To reinforce the content of the class and, in particular, the key concepts

To allow students to take notes directly on the relevant slides

Please read the slides thoroughly before each class. This shall allow for a livelier discussion. I expect you to be ready to discuss the discussion topics and the case studies.

However, the main thrust of the course shall come from dynamic interaction in our class sessions. It is absolutely critical that you share your insights.

Grading | Assessment

Class participation	12.5 %
6 Industry case studies each assignment to count for 5 %	30.0 %
11 Homework Assignments/ assignment to count for 2.5 %	27.5 %
Final case study	30.0 %
Total	100.0 %

The industry case studies, the homework assignments, and the final case study are to be completed individually.

With regard to the industry case studies, students shall be expected to show a progressively more in-depth knowledge of their industry as the semester progresses.

The focus of the assignments shall advance from the descriptive to the analytical. There shall be equal weightings for structure – clarity of presentation – and content.

Homework assignments shall focus on lesson topics. Students shall be expected to provide, concise, tersely written papers reflecting a strong grasp of the subject matter.

There shall be equal weightings for structure – clarity of presentation – and content.

The final case study shall be the synthesis of all of the main themes covered in the course. This shall be reflected in applying macro and micro analysis to the industry selected. Each section shall be weighted equally.

*Please note that you will be provided with the parameters and the additional criteria on how you will be measured for each of the assessments listed above in class.

See the [“Grades” section of Academic Policies](#) for the complete grading policy, including the letter grade conversion, and the criteria for a grade of incomplete, taking a course on a pass/fail basis, and withdrawing from a course.

Course Outline

Start/End Dates: 01/25/2024 - 05/02/2024 | Thursdays

Time: 07:00pm - 09:35pm

No Class Date(s): Thursday, 03/21/2024

Special Notes: Spring Break 03/18/24 - 03/24/24

All assignments shall be due at 5.00 p.m. on the due date.

Week 1 - 01/25/24

Lesson 1 Evolution of the world economy – the path to globalization

Learning Objectives: Students shall understand the evolution of the world economy focusing on the transition from the domestic economy to the multi-national and ultimately to the present global economy. The analysis shall be on a dual level covering both the political and economic

spheres and the interaction between the two. Students shall learn to analyze dynamic situations with regard to business planning.

Learning Outcomes: Students shall be able to apply these concepts to the analysis of the present situation with regard to both sovereign – macro analysis – and as a reference to identifying opportunities in new economies and markets. The focus is on being able to recognize “trigger” points, spot trends, and see opportunities.

Readings before Class 1
International Business Chapters 1 & 2

Assignments:

Student information form due 01/25/24

1 - Do a comparative analysis of the BRICS. What characteristics do they have in common? How are they different? 02/01/24

Choice of Industry for industry case study – 01/29/24

Industry Case Study – We think across borders!

The focus of the course is on transnational management, with the aim of enabling students to manage across frontiers and to think in terms of business units and not countries. Examples of industries might be commodity sectors such as grain or commodity trading or highly specialized high-value-added industries in the tech sector. In the first case, the focus is on ensuring supply channels and financing and transport capacity in the second it is on gaining and retaining a decisive intellectual property advantage.

Week 2 - 02/01/24

Lesson 2 - Review of the major economies and economic integration

Learning Objectives: The students shall advance in their knowledge of the global economy and shall start to explore the issues linked to the interconnections or lack thereof between the major economies as well as starting to come to grips with the issues linked to economic integration. This shall be critical when we commence discussing international cooperation and trade agreements.

Learning Outcomes: Students shall be able to start assessing the extent of interrelationships between markets and economies, and more importantly, start to discern the difference between a national economy and a market. This corresponds to the major thrust of the course, which is to transcend national boundaries and view the economy not strictly in terms of national economies but also in terms of product markets.

Readings before class 2
International Business Chapters 1 and 2

Assignments: 2 - Please discuss, in writing, if globalization is making the world economy more or less cyclical? Why or why not? 02/08/ 24

Industry case study 1 – 02/15/24

Define your industry clearly in terms of sizing and product. Who are the major players -how has industry structure changed in the last decade? What are the barriers to entry?

Week 3 – 02/08/24

Lesson 3 - The National Environment

Learning Objectives: Students shall learn about and be able to identify critical issues which may impact the conduct of business in a world economy. Despite being increasingly global, the world economy is still subject to the constraints of national legislation. Political risk is highlighted, this includes the risk from outright or de-facto nationalization, sanctions, and embargoes. Students shall increase their awareness of the political structures which may impede the translation of a marketing project into an effective business plan.

Learning Outcomes: Students shall be able to identify and assess the potential import of specific domestic constraints in the formulation and execution of a business plan. This shall be critical when defining the appropriate strategy for international expansion and the most suitable mode of entry into a foreign market.

Readings before class 3

International Business Chapters 2 and 3

Assignments: 3 - Please present in writing arguments for and against a uniform commercial code for global transactions - Due 02/15/24

Week 4 - 02/15/24

Lesson 4 – Culture

Learning Objectives: To illustrate the increasing importance of cultural issues in a rapidly globalizing economy and to highlight that cultural convergence on multiple planes has lagged the expansion of cross-border economic flows. Students shall become familiar with differences in social and political organization, as well as the pitfalls of using a common language.

Learning Outcomes: Students shall become familiar with the critical issues regarding cultural differences and be able to identify, assess their importance and integrate them into a business plan, as well as assign to them the necessary importance in intra-personal relationships both within their organization and with external counterparties.

Readings before class 4

International Business Chapters 3 and 5

Assignments: 4 - Please present in writing - Are nationalizations ever justified? Please present points supporting your point of view - Due 02 /22 /24

Industry case study 2 – 03/07/24

What was the industry's performance during the recession? To what extent is the industry cyclical? Did having a global production/supply or distribution base ease the impact of the downturn?

Week 5 – 02/29/24

Lesson 5 - International Trade

Learning Objectives: Students shall become familiar with the critical issues driving international trade as well as the theoretical foundations underpinning government policies, with regard to both protectionism and free trade. The lesson shall tackle the issue of the trade from both the macro and the micro perspective, with students introduced to the critical concept of foreign direct investment.

Learning Outcomes: Students shall be able to better assess the context and scope for international trade and integrate the existence or the prospective risk of impediments to commerce in their analysis.

They shall also be able to at the micro level to better assess the specific drivers for trade in a specific industrial segment.

Readings before class 5

International Business Chapters 6 & 7

Assignments: 5 - Please compare the relative advantages of protectionism and free trade. Are national development plans justified? Due 03 /07/ 24

Industry case study 3 – Due 03/ 21/ 24

What specific challenges if any, must your industry meet to maintain its viability? Much is being spoken about a return to a more protectionist stance. How would this sector fare in a more restrictive trade environment?

Week 6 – 03/07/24

Lesson 6 -The International Financial System

Learning Objectives: Students shall learn about the international financial system at both the supranational and national level and its critical importance in the global economy. The focus shall be on the new perspectives on the financial sector in the wake of the 2008 – 2009 financial crisis and the increased regulation of this key area.

Learning Outcomes: Students shall be able to integrate key issues regarding the availability of financing from different sources, private, sovereign, and supranational into a prospective international strategy, along with macro considerations regarding a possible recrudescence of systemic risk.

Readings before class 6

International Business Chapters 6 & 7

Assignments: 6 - Please present in writing: Should we return to the Gold Standard? Due date 03 / 14 / 24

Industry case study 4 – 03/ 21 / 24

What is your industry's reference currency? What is your industry's sensitivity to currency fluctuations? What is the price elasticity of demand for its products?

Week 7 – 03/14/24

Lesson 7 - Transaction Exposure and Economic Exposure

Learning Objectives: Students shall learn about transaction exposure, as linked to foreign exchange risk and the much broader concept of economic exposure. The focus shall be on the distinction between short-term risks attaching to contractually agreed transactions to longer-term trends impacting a company's strategic objectives.

Learning Outcomes: Students shall be able to assess the FX transaction risk in a company's operations and also integrate scenarios incorporating economic exposure into a global business plan.

Readings before class 7

International Business Chapter 8

Assignments: 7 - Do you consider concentration in banking a positive? Due 03/21/24

Week 8 - 03/21/24

Lesson 8 - National Development Plans

Learning Objectives: Students shall learn about the role of national development plans in economic development as well as the impact of these plans on specific sectors and the creation of a long-term national competitive advantage. This shall be integrated with the key issue of trade agreements both present and prospective.

Learning Outcomes: Students shall be able to assess the importance of national development plans and the role of government subsidies and financing with regard to prospective competitors and/or business partners. With regard to trade agreements, students shall better grasp the complexities of targeting economies linked by trade agreements, to the detriment of non-members.

Readings before class 8

International Business Chapter 9

Assignments: 8 - Are government quotas and subsidies justified? Discuss the US sugar policy Due 03 / 28 / 24

Industry case study 5 – 04/ 04 / 24

What is the industry's predominant form of financing? Does the industry finance itself via supplier credit, debt – short or long term, or stock? What share of the industry's revenue is listed? If the industry is largely privately held, do you anticipate market structure changes as the younger generation sells the companies or takes the company public?

Week 9 – 03/28/24

Lesson 9 - International Cooperation

Learning Objectives: Students shall learn about the rise of international cooperation both on a government-to-government basis as well as movements promoting a particular viewpoint, with the aim of forcing legislative changes. The overview shall cover both the UN-linked agencies as well as alliances between countries espousing a commonality of interests.

Learning Outcomes: Students shall be better able to integrate the political and supranational aspects into their business strategy. The analysis of changes in public opinion, likely to change the legislative and business landscape shall be critical.

Readings before class 9

International Business Chapter 10

Assignments:

9 - Should NAFTA be expanded into a currency union? Please give arguments for and against
- Due 04/04/24

Week 10 – 04/04/24

Lesson 10 International Strategic Management

Learning Objectives:

Students shall learn about international strategic management and its complexity when compared to planning a strictly domestic strategy. There shall be an extensive presentation of the different product strategies as well as the role of joint ventures and alliances.

Learning Outcomes:

Students shall be in a position to select the most appropriate strategy for a specific business segment and carefully weigh the advantages – for example, building niche markets – versus the disadvantages, possibly incurring higher operating costs – of specific strategies. In addition, students shall be able to identify the reasons for seeking international alliances and structuring these appropriately.

Readings before class 10

International Business Chapter 11 – 13

Assignments:

10 - Please discuss the advantages and disadvantages of joint ventures – 04/11/24

Week 11 - 04/11/24

Lesson 11 - Global Corporate Organization and Operations

Learning Objectives: Students shall learn about corporate organization, geared to the business segment and the commonalities within different business segments, with regard to both products and geographical targets. This is combined with an overview of the issues relating to operations and the role of operations in driving corporate organization.

Learning Outcomes: Students shall learn to assess the most appropriate form of organization for a given business segment and/or geographical strategy, as well as evaluating the incremental costs stemming from operational necessities.

Readings before class 11: International Business Chapters 14, 15 & 17

Assignments: 11- Please discuss in writing: We speak the same language are we saying the same thing?

Or

11 - What are the risks of an extended supply chain? Due 04/18/24

Industry case studies 6 – Due 04/25/24

Would you invest in the industry? Please explain, why or why not! Which in your opinion would be the best access route—via a listed company or via buying a family-owned firm

Final case study Due – 05/05/24

Final case study for Managing in a Global Economy

Please design a viable strategy for a company in your industry. Some factors may include: For the health care sector - need for customer proximity, for the pharmaceutical area regulatory and distribution issues, for e commerce on marketing strategy and regulatory, for luxury cars on availability of skilled labor.

In the case of shipping – for example - you shall want to assess constraints posed by local port regulations and / or laws forcing transport of certain goods by national flag carriers. For the insurance sector you may be concerned by an obligation to reinsure locally.

You have identified a potentially profitable new foreign market. Please explain what factors would be most important in the case of your specific industry. List these. Also, what form of organization you shall adopt to best suit your needs. The company's characteristics are:

Mid-size

Limited foreign experience

Losing market share in home market (where applicable)

Possible structure of paper:

Brief summary of industry

Key factors to assess for launch in new market – remember to look at all functions!

Now that you are ready to go international:

Changes you will make to your organizational structure and marketing strategy that you shall adopt.

Week 12 – 04/18/24

Lesson 12 - Global Corporate Organization and Operations

Learning Objectives: Students shall complete their overview of strategy and organization with the fundamental concepts of marketing and gearing these to the strategy stemming from the specific product segment and / or geographic targets.

Learning Outcomes: Students shall be able to structure a global marketing strategy with regard to a specific sector, identifying the major drivers – cultural or linked to a specific stage of economic development of the geographic market.

Readings and/or Assignments: Readings before class 12

International Business 16 & 19

Final case study Due – 05/05/24

Final case study for Managing in a Global Economy

Please design a viable strategy for a company in your industry. Some factors may include: For the health care sector - need for customer proximity, for the pharmaceutical area regulatory and distribution issues, for e commerce on marketing strategy and regulatory, for luxury cars on availability of skilled labor.

In the case of shipping – for example - you shall want to assess constraints posed by local port regulations and / or laws forcing transport of certain goods by national flag carriers. For the insurance sector you may be concerned by an obligation to reinsure locally.

You have identified a potentially profitable new foreign market. Please explain what factors would be most important in the case of your specific industry. List these. Also, what form of organization you shall adopt to best suit your needs. The company's characteristics are:

Mid-size

Limited foreign experience

Losing market share in home market (where applicable)

Possible structure of paper:

Brief summary of industry

Key factors to assess for launch in new market – remember to look at all functions!

Now that you are ready to go international: Changes you will make to your organizational structure and marketing strategy that you shall adopt

Week 13 – 04/25/24

Lesson 13 - International Marketing

Learning Objectives: Students shall complete their overview of strategy and organization with the fundamental concepts of marketing and gearing these to the strategy stemming from the specific product segment and / or geographic targets.

Learning Outcomes: Students shall be able to structure a global marketing strategy with regard to a specific sector, identifying the major drivers – cultural or linked to a specific stage of economic development of the geographic market.

Readings and/or Assignments:

Readings before class 12: International Business 16 & 19

Final case study Due – 05/03/23

Final case study for Managing in a Global Economy

Please design a viable strategy for a company in your industry. Some factors may include: For the health care sector - need for customer proximity, for the pharmaceutical area regulatory and distribution issues, for e commerce on marketing strategy and regulatory, for luxury cars on availability of skilled labor.

In the case of shipping – for example - you shall want to assess constraints posed by local port regulations and / or laws forcing transport of certain goods by national flag carriers. For the insurance sector you may be concerned by an obligation to reinsure locally.

You have identified a potentially profitable new foreign market. Please explain what factors would be most important in the case of your specific industry. List these. Also, what form of organization you shall adopt to best suit your needs. The company's characteristics are:

Mid-size

Limited foreign experience

Losing market share in home market (where applicable)

Possible structure of paper:

Brief summary of industry

Key factors to assess for launch in new market – remember to look at all functions!

Now that you are ready to go international:

Changes you will make to your organizational structure and marketing strategy that you shall adopt.

Week 14 – 05/05/24

Lesson 14 - Course review

Topic Description: Review of course linked to final case study.

Readings and/or Assignments: Readings before class 14

PowerPoint Final Case Study

Final case study for Managing in a Global Economy

Please design a viable strategy for a company in your industry. Some factors may include: For the health care sector - need for customer proximity, for the pharmaceutical area regulatory

and distribution issues, for e commerce on marketing strategy and regulatory, for luxury cars on availability of skilled labor.

In the case of shipping – for example - you shall want to assess constraints posed by local port regulations and / or laws forcing transport of certain goods by national flag carriers. For the insurance sector you may be concerned by an obligation to reinsure locally.

You have identified a potentially profitable new foreign market. Please explain what factors would be most important in the case of your specific industry. List these. Also, what form of organization you shall adopt to best suit your needs. The company's characteristics are:

Mid-size

Limited foreign experience

Losing market share in home market (where applicable)

Possible structure of paper:

Brief summary of industry

Key factors to assess for launch in new market – remember to look at all functions!

Now that you are ready to go international: Changes you will make to your organizational structure and marketing strategy that you shall adopt.

At the discretion of the faculty, the syllabus may be modified to better meet the needs of the students and to achieve the learning outcomes established in the syllabus.

NOTES:

The syllabus may be modified to better meet the needs of students and to achieve the learning outcomes.

The School of Professional Studies (SPS) and its faculty celebrate and are committed to inclusion, diversity, belonging, equity, and accessibility (IDBEA), and seek to embody the IDBEA values. The School of Professional Studies (SPS), its faculty, staff, and students are committed to creating a mutually respectful and safe environment (*from the [SPS IDBEA Committee](#)*).

New York University School of Professional Studies Policies

1. **Policies** - You are responsible for reading, understanding, and complying with [University Policies and Guidelines](#), [NYU SPS Policies and Procedures](#), and [Student Affairs and Reporting](#).
2. **Learning/Academic Accommodations** - New York University is committed to providing equal educational opportunity and participation for students who disclose their dis/ability to the [Moses Center for Student Accessibility](#). If you are interested in applying for academic accommodations, contact the [Moses Center](#) as early as possible in the semester. If you already receive accommodations through the Moses Center, request your accommodation letters through the Moses Center Portal as soon as possible (mosescsa@nyu.edu | 212-998-4980).
3. **Health and Wellness** - To access the University's extensive health and mental health resources, contact the [NYU Wellness Exchange](#). You can call its private hotline (212-443-9999), available 24 hours a day, seven days a week, to reach out to a professional who can help to address day-to-day challenges as well as other health-related concerns.
4. **Student Support Resources** - There are a range of resources at SPS and NYU to support your learning and professional growth. For a complete list of resources and services available to SPS students, visit the [NYU SPS Office of Student Affairs site](#).
5. **Religious Observance** - As a nonsectarian, inclusive institution, NYU policy permits members of any religious group to absent themselves from classes without penalty when required for compliance with their religious obligations. Refer to the [University Calendar Policy on Religious Holidays](#) for the complete policy.
6. **Academic Integrity and Plagiarism** - You are expected to be honest and ethical in all academic work. Moreover, you are expected to demonstrate how what you have learned incorporates an understanding of the research and expertise of scholars and other appropriate experts; and thus recognizing others' published work or teachings—whether that of authors, lecturers, or one's peers—is a required practice in all academic projects.

Plagiarism involves borrowing or using information from other sources without proper and full credit. You are subject to disciplinary actions for the following offenses which include but are not limited to cheating, plagiarism, forgery or unauthorized use of documents, and false form of identification

[Turnitin](#), an originality detection service in NYU Brightspace, may be used in this course to check your work for plagiarism.

Read more about academic integrity policies at the NYU School of Professional Studies on the [Academic Policies for NYU SPS Students](#) page.

7. **Use of Third-Party Tools** - During this class, you may be required to use non-NYU apps/platforms/software as a part of course studies, and thus, will be required to agree to the “Terms of Use” (TOU) associated with such apps/platforms/software.

These services may require you to create an account but you can use a pseudonym (which may not identify you to the public community, but which may still identify you by IP address to the company and companies with whom it shares data).

You should carefully read those terms of use regarding the impact on your privacy rights and intellectual property rights. If you have any questions regarding those terms of use or the impact on the class, you are encouraged to ask the instructor prior to the add/drop deadline.