

## Managing in a Global Economy

**MASY1-GC 1200 | 100 | Spring 2024 | 01/23/2024 - 04/30/2024 | 3 Credit**

**Modality:** In-person

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

### General Course Information

**Name/Title:** Lawrence Delson, Adjunct Assistant Professor

**NYU Email:** ld9@nyu.edu

**Class Meeting Schedule:** 01/23/2024 - 04/30/2024 | Tuesday | 06:20pm - 08:55pm

**Class Location:** Bldg: MIDC Room 506

**Office Hours:** Thursday 5:50-6:15 pm or via Zoom, Google Meet. Please contact the professor via e-mail/NYU Brightspace to schedule

### 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**

There are 14 session topics in this course. The session topics are organized into three (3) areas of study: 1) Historical, 2) Strategic, and 3) Organizational.

Active learning experiences and small group projects are key components of the course. Assignments, papers, and exams will be based on course materials (e.g., readings, videos), lectures, and class discussions. Course sessions will be conducted synchronously on NYU Zoom, which you can access from the course site in [NYU Brightspace](#).

### **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. As part of class participation and discussions, you are required, on a weekly basis, to submit a current brief article that addresses some aspect of global management/business. You will submit that article to me no later than Wednesday morning prior to class. I will randomly call on students to summarize the article they have submitted.

#### Assignments and Deadlines

Please submit all assignments to the appropriate section of the course site in [NYU Brightspace](#). If you require assistance, please contact me BEFORE 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 use of Zoom. All class sessions require 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 class sessions. **Punctuality is a component of attendance.** 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**

Transnational Management: Text, Cases and Readings in Cross-Border Management

Bartlett, Christopher A., Beamish, Paul W., 8<sup>th</sup> Edition, Cambridge University Press, 2018  
ISBN: 978-1-108-43669-4

Additional case studies, not in the text, and as noted on Brightspace are available as a course pack through Harvard Business Publishing (<https://hbsp.harvard.edu/import/>) Purchase of the course pack is required.

Introduction to International Political Economy; Balaam, David N. and Dillman, Bradford, 7<sup>th</sup> Edition, Routledge, 2019 ISBN: 978-1-138-20699-1. Five chapters are highly recommended reading. However, reading the entire publication will be most beneficial.

Additional short articles, videos and lectures will be posted on Brightspace. Students must review Brightspace for these articles.

### **Grading | Assessment**

Your grade in this course is based on your performance on multiple activities and assignments. Since all graded assignments are related directly to course objectives and learning outcomes, failure to complete any assignment will result in an unsatisfactory course grade. All written assignments are to be completed using APA format and must be typed and double-spaced. Grammar, punctuation, and spelling will be considered in grading. Please carefully proof-read your written assignments before submitting them for a grade. I will update the grades on the course site each time a grading session has been completed— typically three (3) days following the completion of an activity.

<b><u>DESCRIPTION</u></b>	<b><u>PERCENTAGE</u></b>
Group Project/Case Analysis	20%
Participation	10%
Midterm	30%
Final Exam	40%
<b>TOTAL POSSIBLE</b>	<b>100%</b>

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:** 01/23/2024 - 04/30/2024 / Tuesday

**Time:** 06:20pm - 08:55pm

**No Class Date(s):** Tuesday - 3/19/2024

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

### **Session 1 - 01/23/24**

**Introduction to International Political Economy:** Chapters 1,6,7,8, & 9

#### **The State of Globalization in 2023 ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu))**

Course introduction. Discussion of economic theory. Does economic theory help managers of global enterprises? What presumptions do entities make?

#### **Objectives and Outcomes**

Understand new theories of economic development and the global economy

How does corporate and shareholder value dictate international expansion

Understand the motivations, means and mentalities for international expansion

### **Session 2, 01/30/24 – Readings**

**Transnational Management:** Chapter 1, Expanding Abroad, pp. 11-29

**Does Your Company Have What It Takes to Go Global? ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu))**

**Case 1-2: Cameron Auto Parts: Early Internationalization**, pp. 39-47

#### **Objectives and Outcomes**

Analyze the different opportunities for initial internationalization

Identify the initial steps in the process of internationalization and the impact on management of such expansion

### **Session 3, 02/06/24 – Readings**

**Transnational Management:** Chapter 2, Understanding the International Context, pp. 64-83

**Case 2-4; Mahindra & Mahindra in South Africa**; pp. 134-149

**Why Target’s Canada Expansion Failed ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu))**

#### **Objectives and Outcomes**

Categorize potential obstacles to successful global management

Prioritize management’s response to such obstacles

### **Session 4, 02/13/24 – Readings**

**Transnational Management:** Chapter 3, Developing Transnational Strategies, pp. 151-167

**Robotech: Storming into the U.S. Market ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu))**

**Case 3-1: United Cereal: Lora Brill’s Eurobrand Challenge**, pp. 167-176

**Case 3-2: Yushan Bicycles: Learning to Ride Abroad**, pp. 176-183**Objectives and Outcomes**

Analyze the development of strategies to meet particular market demands and to respond to internal conditions of the entity

Define the strategies necessary for global management in vastly different environments.

**Session 5, 02/20/24 – Readings**

**Transnational Management:** Chapter 4 Developing a Transnational Organization, pp. 215-235

**Dominos Pizza Japan: Fortressing or Market Expansion** ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu))

**Case 4-2: Lundbeck Korea: Managing an International Growth Engine**, pp. 245-259

**Objectives and Outcomes**

Evaluate different strategies that management utilizes to respond to the impact of culture global expansion

**Session 6, 02/27/24 – Readings**

**Transnational Management:** Chapter 5, Creating Worldwide Innovation and Learning, pp. 293-306

**Case 5-1: P&G Japan: The SK-II Globalization Project**, pp. 306-324

**L'Oréal Masters Multiculturalism** (<http://www.hbsp.harvard.edu>)

**What Makes You “Multicultural”?** ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu))

**Objectives and Outcomes**

- Identify the evolution of innovation is a tool for global expansion
- Analyze how entities use innovation development centrally and innovation development regionally assist an entity's global priorities

**Readings for the Midterm will be assigned at the conclusion of class on February 27**

**Session 7, 03/05/24****Midterm**

The midterm will follow the discipline established in class. A case will be assigned to read prior to class. During class you will be given themes of analysis and questions to be answered through written analysis and supporting arguments. In addition, there will be five short answer questions that are independent of the case study. Your submission must be via **Brightspace** and must be in **Word**.

**Session 8, 03/12/24 – Readings**

**Transnational Management:** Chapter 6, Engaging in Cross-Border Collaboration, pp. 345-364

**Case 6-1: Nora-Sakari A Proposed JV**, pp. 364-376

**Case 6-2: Eli Lilly in India, Rethinking the Joint Venture Strategy**, pp. 376-392

### Objectives and Outcomes

- Evaluate the different types of alliances as a tool for globalization
- What are the benefits? What are the obstacles?

### Session 9, 03/26/24 – Readings

**Case 6-3: Amazon and Future Group: Rethinking the Alliance Strategy**, pp. 392-404  
**Bringing Tim Horton to China** ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu))

**Tiffany and Swatch: Lessons from an International Strategic Alliance**  
([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)) Optional additional reading

**Family Mart in China: The Divorce of a 20-Year International Partnership**  
([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)) Optional additional reading

### Objectives and Outcomes

- Further consideration of strategic alliances

### Session 10, 04/02/24 – Readings

**Transnational Management: Chapter 7 Building New Management Capabilities, Key to Effective Implementation**, pp. 407-425

**Case 7-1: Unilever's Lifebuoy in India, Implementing the Sustainability Plan**, pp. 436-452

**Case 7-3: Silvio Napoli at Schindler India**, pp. 452-468

### Objectives and Outcomes

- Understand how management addresses current themes: cultural differences, sustainability

### Session 11, 04/09/24 – Readings

**Case 7-4: Larson Inc. in Nigeria**, pp. 468-473

**Beam Suntory: Striving for Optimal Post-Acquisition Integration**

**Costco Expansion Strategy** ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu))

### Objectives and Outcomes

- Consider how management responds to local conditions
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### Session 12, 04/16/24 – Readings

**Transnational Management: Chapter 8 Shaping the Transnational Future: Defining an Evolving Global Role**, pp. 476-496

**Case 8-3: Unilever's New Global Strategy: Competing Through Sustainability**, pp. 520-538

### Session 13, 04/23/24 – Readings

**Johnson and Johnson's Choice of Regional Headquarters and Innovation Hub**  
(<http://www.hbsp.harvard.edu>)

**How Global Brands Can Respond to Local Competitors** (<http://www.hbsp.harvard.edu>)

**Readings for the examination will be assigned at the conclusion of class on April 23**

### **Session 14, 04/30/24**

The final will follow the discipline established in class as well as the midterm. A case will be assigned to read the week prior to the final. During class you will be given themes of analysis and questions to be answered through written analysis and supporting arguments. In addition, there will be short answer questions independent of the case analysis. Your submission must be via **Brightspace** and must be in **Word**.

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### **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](mailto: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.