**Managing in a Global Economy**

**MASY1-GC 1200 | 400 | Fall 2024 | 09/05/2024 - 12/09/2024 | 3 Credits**

**Modality: In-Person**

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

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# General Course Information

**Name/Title:** Cameron Johnson, Adjunct Instructor

**NYU Email:** [crj7458@nyu.edu](mailto:crj7458@nyu.edu)

**Class Meeting Schedule:** 09/02/2024 - 12/09/2024 | Monday | 2:00 PM - 4:35 PM

**Class Location:** TBA

**Office Hours:** By appointment.

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# 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](https://www.nyu.edu/servicelink/KB0018507) 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 48-72 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 48-72 hours.

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# Structure | Method | Modality

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 in-person.

# 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

It is required that students attend class and are part of the group case studies that will take place in class. Each student is expected to contribute to the in-class discussions around case studies. Each session will require students to read the case studies prior to that session. Each student is required to contribute her or his own ideas, opinions, and feedback during group discussions of the case study. To better facilitate discussion and student engagement, the class will often be divided into groups for case analysis. Note that these groups will not remain static and will change during the semester.

## Assignments and Deadlines

All students must complete all course assignments. You should come to each class session fully prepared, having read the assigned readings and completed the assignment(s), and actively engage in class discussions.

## Missed assignments will lower the student’s grade based on the percentage of the grade allocable to it. Late assignments are permitted only with advance notice to, and permission from the instructor. The associated grade will be lowered according to how late the assignment is submitted.

## 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 might require use of technology (e.g., laptop, computer lab) for learning purposes. You may also use programs such as Grammarly for writing and editing.

**Generative AI Use**

**Welcome with Attribution**

You are welcome/ expected to use generative AI tools (e.g. ChatGPT, Dall-e, etc.) in this class as doing so aligns with the course learning goal [insert course learning goal]. You are responsible for the information submitted based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your use of AI tools must be properly documented and cited.

## Feedback and Viewing Grades

I will provide timely meaningful feedback on all your work via our course site in NYU Brightspace.

## Attendance

Students are expected to attend and be punctual for all classes. 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.

University Calendar Policy on Religious Holidays:

<https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html>

Students who join the course during add/drop are responsible for ensuring that they identify what assignments and preparatory work they have missed and complete and submit those per the syllabus.

Refer to the [SPS Policies and Procedures page](https://www.sps.nyu.edu/homepage/student-experience/policies-and-procedures.html) for additional information about attendance.

# Textbooks and Course Materials

Can be purchased through the NYU bookstore or online (either new or used) or rented, when available.

**Transnational Management: Text, Cases and Readings in Cross-Border Management**, Bartlett, Christopher A., Beamish, Paul W., 8th Edition, Cambridge University Press, 2018

ISBN: 978-1-108-43669-4

Additional case studies, not in the text, will be noted below and on Brightspace and are available as a course pack through Harvard Business Publishing (www.hbsp.harvard.edu) also as a course pack.

**Introduction to International Political Economy;** Balaam, David N. and Dillman, Bradford, 7th 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 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. You can use Grammarly or other tools for writing. I will update the grades on the course site each time a grading session has been completed— typically one week following the completion of an activity.

**Group Project – 20%**

The group presentation will be a case analysis presented to the entire class. The presentation will also be submitted in PowerPoint format. Each group will consist of two or three students, selected randomly by the instructor.

As the presentations will be collaborative, each student will be assessed on their individual input to the group as well as the overall presentation of the group. Equal weight (50%) will be given to the individual input and the collaborative input.

**Class Participation – 10%**

Students will be required, on a weekly basis, to submit to the professor a current article on issues of global management. Submission must be prior to each class and via Brightspace. The professor will randomly call on students to discuss their submission and the relevance to the subject matters discussed in class.

Discussions during lectures will account for 20% of the class participation assessment.

**Mid-term exam – 30%**

The exam will follow the discipline as cases discussed in class. A case will be assigned to be read and analyzed. During class, you will be given several themes of analysis and questions to be answered through written analysis of the case. The final question will ask: “what would you do” and will require supporting arguments. Each student will individually complete the analysis. In addition to the case analysis, there will be short answer and multiple-choice questions.

**Final exam – 40%**

The final exam will follow a similar format. The exam will follow the guidelines for the midterm where themes of analysis will be proposed and questions asked. In addition to the case analysis, there will be short answer and multiple-choice questions.

Late submission of any assignment will negatively impact the student’s grade. Extra credit submissions will not be permitted.

*See the* [*“Grades” section of Academic Policies*](https://www.sps.nyu.edu/homepage/student-experience/policies-and-procedures.html#Graduate1) *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.*

**NYU SPS Graduate Grading Scale**

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| --- | --- | --- | --- |
| **A** | 95-100 | 4.000 | **Exceptional:** Demonstrates exceptional mastery of all learning outcomes of the course and thorough and complete understanding of all concepts. |
| **A-** | 90-94 | 3.667 | **Excellent:** Demonstrates highly competent mastery of all learning outcomes of the course and strong understanding of all concepts. |
| **B+** | 87-89 | 3.333 | **Very Good; exceeds course standards:** Demonstrates mastery of all learning outcomes of the course and understanding of core concepts. |
| **B** | 83-86 | 3.000 | **Good; meets course standards:** Demonstrates mastery of some learning outcomes; understanding of some core concepts could be improved. |
| **B-** | 80-82 | 2.667 | **Somewhat Satisfactory;** meets some course standards and requires improvement: Demonstrates basic understanding of some learning outcomes; improved understanding of all core concepts is needed. |
| **C+** | 77-79 | 2.333 | **Less than Satisfactory; requires significant improvement:** Demonstrates partial understanding of all learning outcomes and core concepts; requires significant improvement. |
| **C** | 73-76 | 2.000 | **Unsatisfactory; requires substantial improvement:** Demonstrates partial understanding of some learning outcomes and core concepts; requires substantial improvement. |
| **C-** | 70-72 | 1.667 | **Unsatisfactory; requires extensive improvement:** Demonstrates poor understanding of all learning outcomes and core concepts; requires extensive improvement. |
| **F** | Below 70 |  | **Fail:** Demonstrates minimal to no understanding of all key learning outcomes and core concepts; work is unworthy of course credit towards the degree. |
| **P** |  |  | **Passing:** If a Pass/Fail grade is allowed, the choice of pass/fail must be made prior to the completion of the fifth week of the term. |

# Course Outline

**Start/End Dates:** 9/02/2024 - 12/09/2024 | Mondays

**Time:** 2:00 PM - 4:30 PM

**No Class Date(s):** No class dates: Monday 09/30/24

**Special Notes:** N/A

# Session 1: 09/02/24 – Introduction to International Political Economy

# Readings

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

● **Globalization Under Fire** (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: 09/09/24 – Expanding Abroad

# Readings

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

● **Does Your Company Have What It Takes to Go Global** (www.hbsp.harvard.edu)

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

# Session 3: 09/16/24 – Understanding the International Context

# 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)

● **Did We Expand Too Quickly?** (http://www.hbsp.harvard.edu)

# Session 4: 09/23/24 – Developing Transnational Strategies

# Readings

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

● **Robotech: Storming into the U.S. Market** (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

# \*No Class 9/30/24

# Session 5: 10/07/24 – Developing a Transnational Organization

# Readings

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

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

# Session 6: 10/14/24 – Creating Worldwide Innovation and Learning

# 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.hpsp.harvard.edu)

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

# Session 7: 10/21/24 – Midterm

As noted above, the midterm will follow the discipline established in class. During class you will be given themes of analysis and questions to be answered through written analysis and supporting arguments. In addition to the case analysis, there will be short answer and multiple-choice questions.

# Session 8: 10/28/24 – Engaging in Cross-Border Collaboration

# 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

# Session 9: 11/04/24 – Global Market Entry

# Readings

● **Case 6-3: Amazon and Future Group: Rethinking the Alliance Strategy**, pp. 392-404

# Session 10: 11/11/24 – Building New Management Capabilities

# 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

# Session 11: 11/18/24 – Models of FDI

# Readings

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

● **Cycles Devinci: Develop an Asia-Pacific Internationalization Strategy** (<http://www.hbsp.harvard.edu>)

# Session 12: 11/25/24 – Shaping the Transnational Future: Defining an Evolving Global Role

# 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: 12/02/24 – Globalization

# Readings

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

● **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 after class on December 2nd.**

# Session 14: 12/09/24 – Final

The final will follow the discipline established in class as well as the midterm. A case will be assigned and you will be given themes of analysis and questions to be answered through written analysis and supporting arguments. In addition to the case analysis, there will be short answer and multiple-choice questions.

**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*](https://www.sps.nyu.edu/homepage/about-us/idbea/about-idbea.html)).

**New York University School of Professional Studies Policies**

1. Policies - You are responsible for reading, understanding, and complying with [University Policies and Guidelines](http://www.nyu.edu/about/policies-guidelines-compliance.html), [NYU SPS Policies and Procedures](http://sps.nyu.edu/academics/academic-policies-and-procedures.html), and [Student Affairs and Reporting](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/student-services.html).

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](https://www.nyu.edu/students/communities-and-groups/student-accessibility.html). If you are interested in applying for academic accommodations, contact the [Moses Center](https://www.nyu.edu/students/communities-and-groups/student-accessibility/academic.html) 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](https://www.nyu.edu/students/communities-and-groups/student-accessibility.html) 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](https://www.nyu.edu/students/health-and-wellness/wellness-exchange.html). 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](https://www.sps.nyu.edu/homepage/student-experience/resources-and-services.html).

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](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html) 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](https://www.nyu.edu/servicelink/KB0018471), 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](https://www.sps.nyu.edu/homepage/student-experience/policies-and-procedures.html) 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.