**Managing in a Global Economy**

**MASY1-GC 1200** | **107** | **Fall 2023** | **09/05/2023 - 12/15/2023 | 3 Credit**

**Modality:** In-person

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

**General Course Information**

**Name/Title:** Alex Coelho

**NYU Email:** acc17@nyu.edu

**Class Meeting Schedule:** 09/05/2023 - 12/15/2023 | 06:20pm - 08:55pm | Tuesdays

**Class Location:** 7 East 12th, Room LL33

**Office Hours:** Instructor will be flexible and available to meet with students upon request.

**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 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) History, 2) Learning Principles, and 3) Instructional Design in Practice.

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](https://brightspace.nyu.edu/).

**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

Please submit all assignments to the appropriate section of the course site in [NYU Brightspace](https://brightspace.nyu.edu/). 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.

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

I expect you to attend all class sessions. Attendance will be taken into consideration when determining your final grade. 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**

**Required Material can be purchased through the NYU bookstore or online (either new or used) or rented, when available.**

1. **Transnational Management: Text, Cases, and Readings in Cross-Border Management**, Bartlett, Christopher A., Beamish, Paul W., 8th Edition, 2018 Cambridge University Press. ISBN: 978-1108422437.
2. **Case Analysis Coach: Harvard Business Publishing**: NYU Bookstore will provide access upon purchase.If this is the first course that incorporates case study method, I would strongly suggest that you purchase and read this tutorial. It will help you in this class and future classes where case studies are used.
3. **Case Studies** not in Text will be announced in NYU Brightspace and available through NYU Bookstore, or online through HBS Publishing where a link is provided.
4. **Additional case studies,** not in the text, will be noted below and on NYU Brightspace and are available from HBS Publishing ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu))
5. **Additional short articles and lectures** will be posted on NYU Brightspace. Students must review NYU 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.

# Assessment

**Participation.……………….……20%**

**Mid-term Exam…………………..35%**

**Final Exam & Presentations.….45%**

**Total………………………….… 100%**

**Class participation – 20%**

1. It is required that students be active participants in the group case studies that occur in class. The purpose of case analysis is involvement in real world situations that require solutions to be reached amongst your colleagues. Accordingly, class participation will be measured on topic discussions and case study review/discussions.
2. Each student must contribute to the in-class discussions that will take place. Preparation is key: student must read the assigned case studies before class. Students will be evaluated on their individual and collective contributions to the discussion.
3. The Final Exam will require that each student present and discuss their paper/findings to the class.

**Mid-term exam – 35%**

* A Group exercise will be assigned as Mid-Term Exam.

**Final exam – 45%**

* **Prior to the exam, two cases will be assigned to be read.**
* The submission should be in **Microsoft Word**.

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.

**Course Outline**

**Start/End Dates:** 09/05/2023 - 12/15/2023 | Tuesdays

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

**No Class Date(s):** Tuesday, 10/10/2023

**Special Notes:** Due to Legislative Monday, there will be no class on Tuesday, October 10, 2023. This day is reserved for Monday class sessions only.

# Course outline:

### SESSION 1 - Class 1, Tuesday, September 5

* **Course Overview**
* **Syllabus Overview**
* **Student introductions**
* **Group formation**

**Assignments to be read before class:**

* **Case Analysis Methodology**
* **Transnational Management:** Chapter 1; Expanding Abroad: Motivations, Means and Mentalities.

**Objective and Outcomes:**

* Understand what you may have learned in school is only part of the picture. In with the “new” out with the “old?” Failures of Neoclassical economics and new theories that better describe a dynamic global economy.
* Understand and apply key roles of a corporation and shareholder value may dictate expansion (growth) internationally? Why Shareholder value?
* Understand and apply the Motivations, Means and Mentalities for international expansion.

### SESSION 2 - Class 2, Tuesday, September 12

**Assignments – To be read before class: Transnational Chapter 2; Understanding the International Context** – Doing business internationally and understanding the conflicting environmental forces

* **Case** **1.3:** MABE: Learning to be a Multinational pp. 47 (“I”)
* **Case 2.4:** Mahindra & Mahindra in South Africa; pp. 134 (“G”)

### SESSION 3 - Class 3, Tuesday, September 19

**Assignments – To be read before class**

* Distance Still Matters (CAGE), HBS Course pack;
* **Case 2.2:** MTN and the Nigerian Fine, pp. 104 (“I”)
* **Case 2.3:** IMAX: Expansion in BRIC Economies page 118 (“G”)

### SESSION 4 - Class 4, Tuesday, September 26

**Assignments – To be read before class**

* **Case:** The Globalization of CEMEX, HBS Course pack (“I”)
* **Case:** Intel: Strategic Decisions in Locating a New Assembly and Test Plant (A) – **HBS Course pack** (“G”)

### SESSION 5 - Class 5, Tuesday, October 3

**Developing Transnational Strategies** –Developing and understanding strategies for Global Companies

**Assignments – To be read before class**

* **Transnational Management:** Read Chapter 3, Developing Transnational Strategies; Building Layers of Competitive Advantage, pp. 208-222
* **Case 4.2**: Lundbeck Korea: Managing an International Growth Engine, page 245 (“I”)
* Resource-based view of the firm, “RBVF” - Paper by Birger Wernerfelt

### SESSION 6 - Class 6, Tuesday, October 17

**Midterm EXAM – Case analysis – TBA**

1. This exam will follow a similar discipline as previous cases we have discussed in class.
2. A case will be assigned to be read before class.
3. During class time you will be given several themes of analysis and questions to be answered through a written analysis and requiring supporting arguments.

### SESSION 7 - Class 7, Tuesday, October 24

**Transnational Management chapter 4: Developing a Transnational Organization, Managing Integration, Responsiveness and Flexibility -** How do we develop a transnational organization? What are the integrations and is it necessary to be responsive and flexible when developing this organization?

**Assignments – To be read before class**

* **Read Chapter 4:** Developing a Transnational Organization, pp. 215
* **Case:** ECCO A/S Global Value Chain Management, HBS Course pack (“I”)
* **Case:**  Global Leadership in a Dynamic and Evolving Region: Molinas@The Coca-Cola Company (A) only – **HBS Course Pack – (“G”)**

### SESSION 8 - Class 8, Tuesday, October 31

**Assignments – To be read before class**

* **Reading** Matrix Management: Not a Structure, A Frame of Mind, HBS Course pack
* **Case 4.1:** Kent Chemical: Organizing for International Growth **(“G”)**
* **Case:** Managing a Global Team: Greg James at Sun Microsystems, HBS Course pack (“I”)

### SESSION 9 - Class 9, Tuesday, November 7

**February 27 Worldwide Innovation and Cross-Border Collaboration -** How do we create worldwide innovations and whom do we involve? Understand cross-border knowledge management

**Assignments – To be read before class**

* **Read Chapter 5:** Creating Worldwide Innovation and Learning, pp. 293
* **Case 5.2:** Applied Research Technologies, Inc.: Global Innovation’s Challenges, pp. 324 (“G”)
* **Group presentation of Case 5.2** (every group will present a 20mn summary of the case)

### SESSION 10 - Class 10, Tuesday, November 14

**Assignments – To be read before class**

* **Read Chapter 6**: Engaging in Cross-Border Collaboration: Managing Across Corporate Boundaries, pp 477-493 (more Japan readings)
* **Case 6.2**: Eli Lilly in India: Rethinking the Joint Venture Strategy, p. 376

### SESSION 11 - Class 11, Tuesday, November 21

**Assignments – To be read before class**

* **Case 7.3**: Silvio Napoli at Schindler India, p. 452 (“I”)
* **Case 3.2:** Yushan Bicycles: Learning to Ride abroad, page 176 (“G”)

### SESSION 12 - Class 12, Tuesday, November 28

**Assignments – To be read before class**

* **Read Chapter 8** – Shaping the Transnational Future: Defining and Evolving Global Role
* **Case 6.3 – Amazon and Future Group: Rethinking the Alliance Strategy (“G”)**
  + Each group will present to class a summary of the case

### SESSION 13 - Class 13, Tuesday, December 5

**Assignments – To be read before class**

**Managing Global Deals:**

### Case: CASE: HBS, The Fuji-Xerox Merger, HBS (9-919-002), Guhan Subramanian and Annie Zhao

### CASE: H. J. HEINZ M&A – Kellogg (KEL848), Revised April, 2019, David Stowell and Nicholas Kawar.

* **Discuss Final Exam format**
* Assign two cases for Final Exam
* Assign Groups for Final Exam

### SESSION 14 - Class 14, Tuesday, December 12

**Final Exam (two cases to be announced)**

**Case I – TO BE PRESENTED IN CLASS BY GROUPS**

**Case II – WRITTEN EXAM**

* Case Analysis Period
* Assign one case per group
* The Analysis submission should be in **Microsoft Word**.

- Following the analysis period will be group presentation and class discussion.

**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.