**Managing in a Global Economy**

**MASY1-GC 1200| 200| Fall 2023 | 9/07/2023 - 12/14/2023 | 3 Credits**

**Modality: Online (Sy)**

**Course Site URL:** https://brightspace.nyu.edu/d2l/home/195619

**General Course Information**

**Name/Title:** Roseanna DeMaria, Adjunct Professor, She/Her/Hers

**NYU Email:** rd82@nyu.edu

**Class Meeting Schedule:** 9/07/2023 - 12/14/2023 | Thursdays | 7:00 pm - 9:35 pm

**Class Location:** Online(Sy)

**Office Hours:** By Appointment. We will find a mutually convenient time on Monday through Friday between 6 am EDT/EST and 8 pm EDT/EST. We will meet in our ZOOM classroom. All times referenced in this syllabus are EDT/EST

**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.

**EMAIL:** I will respond to email messages within 24 to 48 business hours. Email is my preferred mode of communication. Credit students must use the email in Brightspace to communicate with me and each other about the course. Brightspace email supports student privacy and FERPA guidelines. You **MUST** use the email in our course for **all** email communications with me.

**PHONE**: (201) 960-0100 I check my voicemail regularly at this number. Absent an unusual circumstance you will hear back from me within 24 to 48 business hours.

**Structure | Method | Modality**

This course is Online (Sy) and will meet once a week on Thursday. Zoom is the online instruction platform used at NYU. Brightspace is the learning management system we will use for assignments, announcements, and emails. Be sure to familiarize yourself with our Brightspace course shell. It contains critical content to help you successfully learn our material. Our weekly ZOOM sessions will be highly interactive. You must prepare carefully for our discussions. In between our weekly sessions on ZOOM you will be participating in asynchronous discussion forums and blogs. This course will explore the critical issues surrounding managing in a global economy from a business case perspective. The team-based operating model requires you to experience managing in a global economy issues directly by confronting them in case study problems and by living them in the team-based, virtual operating model. These assignments and the action learning projects demand effective, subject-matter- based thinking for successful execution. Your performance, and therefore your grade, is dependent on developing relevant subject-matter-based thinking skills. You will not simply study management in a global economy in this course; you must live it to succeed. The course uses a case study approach that is highly interactive simulating real business experiences. Learning is optimized in this multidimensional approach to enable you to confront managing in a global economy challenges in your professional life with effective tools to drive solutions.

**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. The course material consists of case studies, videos, articles, and an asynchronous online course on business case development that you will complete before our first class. Prior to each class and after each class, the course requires significant online participation (e.g., discussion forums, learning journal blog) to enhance the classroom learning. The class sessions require intense interaction within teams and across teams through class participation in case scenarios, group discussions, and group presentations designed to allow you to demonstrate your mastery in applying the course content to real-life situations.

**Assignments and Deadlines**

The required assignments will include:

1) **Action Learning Client Project** *(Team Grade):* Your Action Learning Client Project assignment requires you to apply your lessons learned to a current managing in a global economy problem for an operating business. You will be given a MGEE client, and your team will compete for the client’s business. ***DUE: FINAL PRESENTATION DECK DUE IN COURSE MAIL TO ME BY MIDNIGHT ON MONDAY December 4th & YOU MUST ALSO EMAIL A COPY TO THE CLIENT BY THAT DEADLINE. YOU WILL MAKE YOUR PRESENTATION TO THE CLIENT ON THURSDAY DECEMBER 7th.* This assignment is worth 10% of your final grade.**

2)  **Learning Journal in the Form of Your Blog** *(Individual Grade):* You will keep a weekly learning journal for the course in the form of your personal blog where you will apply our learnings to real life business situations. There will be 13 Learning Journals during this semester. (***DUE: Weekly - Every Friday By Midnight. The First Submission Is Due on Friday September 8th. Your Last Submission Is Due on Monday December 11th.* This assignment is worth 50% of your final grade.**

3)  **Discussion Forum Participation** *(Individual Grade):* Throughout the course discussion forums will be used to enhance the quality of our learning both collectively and individually. There will be 6 discussion forums this semester based on the cases assigned. ***DUE: Each new discussion forum begins on Friday and ends at midnight on the following Tuesday prior to the case assignment - with the SOLE EXCEPTION of our FIRST Virtual Introduction Forum Which Concludes at NOON on Wednesday 9/6.)* This assignment is worth 30% of your final grade.**

4)  **Daily Case Study Projects** *(Team Grade):* Every class will include an in-class project based on the case study assigned for that session. There will be 13 Daily Case Study Projects this semester. ***DUE: Daily Per Session* This assignment is worth 10% of your final grade.**

5)  **Peer Review Sheets:** This is the vehicle where group members can rate and comment on the relative contribution of each group member. Peer reviews are common in any workplace where there are 360-degree performance reviews. It is critical that students learn how to provide constructive feedback around the performance of their peers. It should also be noted that the peer-review sheets will be reviewed by the professor to identify any common themes of team members not participating, not being an effective team member, etc. If the professor notices that there are potential issues with a team member’s performance, the professor will contact that team member to discuss this feedback in the context of the student’s development and growth*.* ***DUE: Due in My Email Inbox by Midnight December 8th***

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 and in our weekly sessions. I encourage you to ask questions about the feedback that you do not completely understand. You can access your grades on the course site Gradebook.

Attendance

Students are expected to attend 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 no later than the first week of class. Recruiting activities, job interviews and incompatible travel plans, for example, are considered **unexcused** absences even if notification is given in advance. Unexcused absences from sessions will have a negative impact on your final grade. Students are responsible for assignments given during any absence. Each unexcused absence will result in a failing grade for the missed session’s Team Project. A student who has three unexcused absences may earn a Fail grade for the course.

Students will receive credit for attendance only when they arrive to class on time and stay to the end of the class period. Students may enter class late or leave class early only if given permission by the instructor and if it can be done without disrupting the class.

Attendance is required for ALL class sessions. Our learning model is an intense, interactive, action-learning model that requires complete engagement in every session. Each class session is a ‘living the learning’ experience that cannot be made up. Inclusion happens IN the team learning experience. You must live it to learn it. Hence, watching an archived session is woefully inadequate to achieve our learning goals. In the rare case of an excused absence that you proactively discuss with me, I will create a make-up assignment for you. However, since the learning will be very limited absent the interactive class experience the highest possible grade you can receive for the make-up assignment is a B-.

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**

**Required Online Program: Business Case Development**

You must complete the ENTIRE Harvard Manage Mentor (HMM) Business Case Development online program as part of this course. We will use business cases in *all* of our case study discussions. You must send your Certificate of Completion to me through our Brightspace Assignment submission tab. You can purchase the HMM module through the below link with the other materials.

*If you experience technical difficulty, please contact the HBSP Technical Support Group: Phone: 1-800-810-8858 (outside the U.S. and Canada, 1-617-783-7700); Monday – Friday 8am to 8pm  
E-mail: techhelp@hbsp.harvard.edu.*

**Required Readings, Case Studies & Videos**

The required readings consist of case studies, articles, videos and the online HMM Business Case Development program (see above). These materials can be obtained electronically from Harvard Business School Publishing (HBSP) using the below link. It is critical that you access these materials WELL BEFORE the course start date because you must prepare carefully for every class session in this graduate course.

*If you have any problems accessing the HBSP website for printed materials, you should contact HBSP Customer Service* or visit the website.

*Phone: (800) 545-7685 (+1 617-783-7600 outside U.S. and Canada)  
Monday – Friday 8am to 8pm  
E-mail: custserv@hbsp.harvard.edu*Course link for printed materials and HMM: <https://hbsp.harvard.edu/import/1074099>

The entire list of individual materials can be found in Course Outline below. The case studies, articles and HMM Business Case Development online program are required. HMM is $10.00 and each case study is $4.25. As indicated below the suggested textbook ($36.49) is optional.

Total Cost (exclusive of optional textbook): $69.50

**Suggested Readings**

The written and presentation assignments require a comprehensive, thoughtful, and creative approach to business problem solving. I strongly recommend that students complete the unassigned sections of Harvard Manage Mentor for a more complete practical understanding of essential business skills. Additionally, I recommend the following to enhance your approach and contribute to the quality of your recommendations.

[Transnational Management: Text and Cases in Cross-Border Management](https://www.amazon.com/Transnational-Management-Text-Cases-Cross-Border/dp/1108436692/ref=sr_1_fkmr1_1?crid=36C0B55M83KUM&keywords=Managing+Across+Borders:+The+Transnational+Solution+(2d+ed.)&qid=1658428415&sprefix=managing+across+borders+the+transnational+solution+2d+ed.+,aps,423&sr=8-1-fkmr1) by Christopher A. Bartlett and [Paul W. Beamish](https://www.amazon.com/Paul-W-Beamish/e/B001IXO1B2?ref=sr_ntt_srch_lnk_fkmr1_1&qid=1658428415&sr=8-1-fkmr1) | Mar 1, 2018

**Grading | Assessment**

Your grade for this course will be based on the quality of your engaged participation in class and online, along with the required assignments for this course. Each class will be highly interactive and distinct. Accordingly, it will not be possible to make-up a missed class. You must attend all 14 classes to pass the course per the above attendance policy. Your grade for this course will be based on your engagement in class and the required assignments for this course. All written assignments must be well written in correct grammar and spelling consistent with graduate-level work. You must carefully proofread your written work. Failure to do so will result in grade reduction. Missed assignments receive a zero grade. Late submissions are unacceptable. As such, the highest grade you can receive on a late assignment will be a C (73 – 76). The latest I will accept an assignment is 24 hours past the deadline. After that it will be treated as a missed assignment. I will post all grades regularly throughout the course.

**DESCRIPTION** **PERCENTAGE**

* 1 Action Learning Client Project (Team Grade): 10%
* 13 Learning Journal Posts (Individual Grade): 50%
* 6 Discussion Forums (Individual Grade): 30%
* 12 Daily Class Projects (Team Grade): 10%

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:** 9/07/2023 - 12/14/2023 | Thursdays

**Time:** 7:00 pm - 9:35 pm

**No Class Date(s):** Thursday, 11/23/23, Thanksgiving Recess

**Special Notes:** N/A

PLEASE PAY CLOSE ATTENTION TO OUR COURSE ANNOUNCEMENTS SINCE WE MAY NOT ADHERE STRICTLY TO THE FOLLOWING SCHEDULE. IN ADDITION TO THE BELOW ONLINE PROGRAM AND READING ASSIGNMENTS THE CONTENT LIST IN THE BRIGHTSPACE COURSE DETAILS THE ONLINE POSTING ASSIGNMENTS.

**SESSIONS ONE & TWO (DATE: 09/07/23 & 09/14/23)**

***LEARNING LANDSCAPE: The Transnational Challenge: Geographic Dispersion & Cultural Diversity; Organizational Capability – The Next Battleground; New Organizational Challenge - Beyond Structural Fit***

**HMM Online Program: Business Case Development (09/06/23): Email your HMM Certificate of Completion to me via the email in our Brightspace course per the above Communication Policy.**

**LEARNING CONTRACT EMAIL 09/06/23**

**LEARNING JOURNAL DUE 09/08/23 & 09/15/23 MIDNIGHT**

**FORUM DUE NOON 09/06/23: Virtual Introduction Forum**

Present your: Core Purpose, Core Values, Envisioned Future & Your Biggest Leadership Failure Along with What You Learned from That Failure *(n.b., This is the only forum due on a Wednesday because everyone must read it to engage effectively as a global, virtual MGEE team in our session.)*

**READINGS:   
“Jollibee Foods Corp. (A): International Expansion” Christopher A. Bartlett & Jamie O’Connell 09/14/23**

**SESSIONS THREE & FOUR (DATE: 09/21/23 & 09/28/23)**

***LEARNING LANDSCAPE: The Transnational Challenge: Administrative Heritage - Organizational Asset & Constraint; The Transnational as The Emerging Organizational Model***

**LEARNING JOURNAL DUE 09/22/23 & 09/29/23 MIDNIGHT**

**FORUM DUE MIDNIGHT 09/26/23: Philips versus Matsushita**

What recommendations would you make to Gerald Kleisterlee? What recommendations would you make to Eumio Ohtsubo?

**READINGS:**

**“Lincoln Electric: Venturing Abroad” Christopher A. Bartlett & Jamie O’Connell (09/21/23) “Lincoln Electric’s Harsh Lessons from International Expansion” Donald F. Hastings (09/21/23)  
“Philips versus Matsushita: A New Century, A New Round” Christopher A. Bartlett (09/28/23)**

**SESSIONS FIVE & SIX (DATE: 10/05/23 & 10/12/23)**

***LEARNING LANDSCAPE: Characteristics of the Transnational: Building Competitiveness – The Integrated Network; Developing Flexibility – Specialized Roles & Responsibilities; Facilitating Learning – Multiple Innovation Processes***

**LEARNING JOURNAL DUE 10/06/23 & 10/13/23 MIDNIGHT**

**FORUM DUE MIDNIGHT 10/10/23: Asea Brown Boveri**

If Barnevik is convinced he needs a global matrix to respond to his strategic task, what can he do to make sure ABB’s new organizational model succeeds where so many other companies have failed?

**READINGS:**

**“Acer, Inc.: Taiwan’s Rampaging Dragon” Christopher A. Bartlett & Anthony St. George (10/05/23)  
“Acer America: Development of the Aspire” Christopher A. Bartlett & Anthony St. George (10/05/23)**

**“Asea Brown Boveri” Robert L. Simons & Christopher A. Bartlett (10/12/23)**

**SEVEN & EIGHT (DATE: 10/19/23 & 10/26/23)**

***LEARNING LANDSCAPE: Building & Managing the Transnational: Legitimizing Diversity – Balancing Multiple Perspectives; Managing Complexity – Developing Flexible Coordination; Building Commitment – Creating A Matrix in Manager’s Minds***

**LEARNING JOURNAL DUE 10/20/23 & 10/27/23 MIDNIGHT**

**FORUM DUE MIDNIGHT 10/24/23: McKinsey & Co** What is your evaluation of Rajat Gupta’s “four pronged” approach to knowledge development and application within McKinsey? As a senior partner what advice would you give him?

**READINGS:  
“Proctor & Gamble Europe: Vizir Launch” Christopher A. Bartlett (10/19/23)  
“McKinsey & Co.: Managing Knowledge and Learning” Christopher A. Bartlett (10/26/23)**

**SESSIONS NINE & TEN (DATE: 11/02/23 & 11/09/23)**

***LEARNING LANDSCAPE: Transformation of The Transnational: Developing Transnational Managers – New Roles & Tasks; Managing the Transformation Process – Rationalization, Revitalization, Regeneration***

**LEARNING JOURNALS DUE 11/03/23 & 11/10/23 MIDNIGHT**

**FORUM DUE MIDNIGHT 11/08/23: GE’s Two-Decade Transformation: Jack Welch’s Leadership**How does such a large, diversified conglomerate like GE continue to grow so profitably? Have Welch’s initiatives added value? If so, how? How important was Welch to GE’s success? Explain.

**READINGS:  
“Ingvar Kamprad and IKEA” Christopher A. Bartlett & Ashish Nanda (11/02/23)   
“GE’s Two-Decade Transformation: Jack Welch’s Leadership” Christopher A. Bartlett & Anthony St. George (11/10/23)**

**SESSIONS ELEVEN & TWELVE (DATE 11/16/23 & 11/30/23)**

***LEARNING LANDSCAPE: Social Responsibility – Brand Impact***

**LEARNING JOURNAL DUE 11/17/23 & 12/01/23 MIDNIGHT**

**FORUM DUE MIDNIGHT 11/14/23 Hitting the Wall: Nike & International Labor Practices** Does Jeff Ballinger have a convincing argument about Nike? Does Nike have a convincing response?  
How would you change/improve the Nike response?

**READINGS:  
“Hitting the Wall: Nike and International Labor Practices” Debora L. Spar & Jennifer Burns (11/16/23)  
“International Sourcing in Athletic Footwear: Nike and Reebok” Philip M. Rosenzweig (11/30/23)**

**SESSIONS THIRTEEN & FOURTEEN (DATE 12/07/23 & 12/14/23)**

**\*\*\*\*Client Project Presentation Materials Must Be E-Mailed to The Client at Their Email Address and To Me by Midnight MONDAY 12/04/23 \*\*\*\***

**\*\*\*\*Client Presentations on 12/07/23 \*\*\*\***

**\*\*\*\*FINAL LEARNING JOURNAL DUE MONDAY 12/11/23 MIDNIGHT\*\*\*\*\*\***

**\*\*\*\*Peer Review Sheets Due by Midnight WEDNESDAY 12/08/23 Must Be Emailed to Me via the Brightspace Email\*\*\*\***

**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.