



**Professor:** Robert Salomon  
**Office:** Tisch 711  
**Phone:** (212) 998-0223  
**E-mail:** [rsalomon@stern.nyu.edu](mailto:rsalomon@stern.nyu.edu)  
**Website:** [www.robertsalomon.com](http://www.robertsalomon.com)

Office hours: M/W 2-3pm, ...or by appointment

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## **COURSE OVERVIEW**

This course addresses several questions: (1) Why do firms expand abroad? (2) How do firms expand abroad? (3) How does managing a multinational corporation (MNC) differ from managing a domestic firm? (4) How do managers cope with the multiple, and often conflicting, demands they face when managing cross-border operations?

## **COURSE OBJECTIVES**

The central objective of this course is to understand the strategic management of multinational corporations (MNCs). We will examine how, and why, firms decide to develop operations in foreign countries, and how firms can become successful once their operations cross national boundaries. We will also examine how individuals manage business activities effectively in a multinational context.

This course is mainly targeted to help students understand the strategic issues and tradeoffs in a multinational context and assess the strategic performance of MNCs. Consequently, this course is not only pertinent for students who intend to pursue general management careers in MNCs, but also to those interested in management consulting, investment banking, private equity, venture capital, investment management, and other careers in a global context where accurate and concise strategic assessments are crucial.

Notice that this is the “course objectives” section and not the “course guarantees” section. This is more than mere semantics. I cannot guarantee that you “learn” anything. It is up to you to take it upon yourself to accomplish that. What I can do is facilitate your learning through lectures, discussions, and exercises. I’m sure I could lecture endlessly, but that would bore the heck out of both of us – so for most of the course I will act in the role of

moderator and facilitator – setting up a framework for discussion, guiding the group discussion, and providing opportunities to apply what we have read/discussed to help sharpen your analysis skills.

I cannot stress this next point enough, ...you and your classmates *must* actively participate for this course to be a true learning experience!!! Learning goes well beyond memorization and preparation for exams. It is a process – one that is created and enhanced through class discussion and experience.

## **COURSE PREREQUISITES**

Students are expected to have taken basic courses in all of the major functional areas of business. It is assumed that you understand how each functional area relates to each other. If you are not sure whether you have taken the proper prerequisite courses for this class, please contact the administrator of your program.

## **REQUIRED MATERIALS**

There is **one course pack** [denoted CP in the schedule] and **one book** [*Global Vision*, denoted GV in the schedule] that will be used for this course. In addition to the course pack and book, I may distribute material in class. Some of that material will be supplementary, or optional, but unless I specifically state so, assume that readings distributed in class are required readings.

In order to help you organize, I have attached a one-page course schedule to the end of this document. This will inform you of the required reading for each class, which material we are covering, and what assignments are due. Please read the course schedule carefully. Make sure you prepare the right readings for every class. As always, I reserve the right to change, switch, or otherwise supplant any reading, case, or written assignment.

## **COURSE COMMUNICATION**

A NYU Classes website has been created for this course. You should check NYU Classes regularly. The course syllabus, lecture notes, class discussion questions, assignment information, and general course announcements will all be posted on the site.

## **COURSE EVALUATION**

Course grades will be determined by students' relative performance on the following course components:

<b>Participation &amp; Professionalism</b>	25%
<b>Individual Assignments</b>	25%

<b>Group Assignments (in class)</b>	15%
<b>Final Group Project</b>	<u>35%</u>
<b>Total</b>	100%

Participation & Professionalism. Woody Allen once said: “90% of success is just showing up.” He’s right!! Show up regularly, treat the class as you would any professional endeavor, and you have a decent chance of passing. Furthermore, in a hands on class like this one, attendance is essential. And while I understand that you have to balance class with other competing interests, I do expect you to show up. There are no excused absences, though consideration will be given to religious holidays, official university engagements, documented serious illnesses, and emergency situations.

Because you must be present to participate, I will incorporate attendance into your Participation & Professionalism grade. As the course progresses, it will become clear who participates and acts professionally, and who does not. Those who stand out will be rewarded with the maximum in points. Those who show up in person, but not in mind, will receive very low points. Those who do not show up at all will not receive any points.

Finally, because this is a discussion-based course in which we will be doing a number of in-class activities, attendance is critical. **Should you miss more than 25% of the class sessions, you will not only be unable to receive an A in the class, but you will be required to complete make-up work in order to pass the course. If you miss more than 25% of the class sessions, you will be required to: (1) watch the videos for the sessions you missed; and (2) submit a write-up based on the video. If you do not complete the make-up work, you will receive a failing grade.**

In grading class Participation & Professionalism, I will look not just at the quantity, but also the quality of your class contributions, and the way you conduct yourself in class. The dimensions that I look for include:

- Relevance* -- Does the comment bear on the subject at hand?
- Causal Linkage* -- Is the logic of a particular argument traced out?
- Responsiveness* -- Does the comment react to what someone else has said?
- Analysis* -- Is the reasoning employed consistent and logical?
- Evidence* -- Have data from the case been employed to support the assertions made?
- Importance* -- Does the contribution further our understanding of the issues at hand?
- Clarity* -- Is the comment succinct and understandable? Is it on point or does it wander?
- Comportment* -- Is the student behaving in a way that is befitting a professional?

Individual Assignments [IA]. You are required to complete two (2) individual assignments [IA]. The individual assignments will typically ask you to evaluate a managerial situation or to think critically about elements of the course. Try to go beyond simple summaries to

demonstrate thoughtful analysis. Details about the specific assignments will be posted to NYU Classes (see below for details).

*Policies for IA assignments:*

1. Late IA assignments will not be accepted. No excuses, no exceptions.
2. IA assignments must be no longer than two single-spaced pages.
3. IA assignments must be typed in 12-point font with one-inch margins.

Group Assignments [GA]. We will have group work in this class. Each group will consist of 5 members (no exceptions). These groups will remain intact for the duration of the course. There are two types of Group Assignments in this class: In-Class Group Assignments and a Final Group Project.

Group Assignments (in class). In-class group assignments will consist of activities that you will perform in class with a deliverable to be handed in at the end of the class. Details and instructions will be provided in class.

Final Group Project. You are required to complete one (1) final group project. The Final Group Project is an original project that will draw upon the material that we cover in class. You will be required to produce an intermediate deliverable (progress report) in class and perform numerical analyses for your Final Group Project. Details and instructions will be shared in class and posted to NYU Classes.

*Policies for your Final Group Project:*

1. A late Final Project will not be accepted. No excuses, no exceptions.
3. The Final Project must be no longer than ten double-spaced pages, not including accompanying exhibits.
3. The Final Project must be typed in 12-point font with one-inch margins.

Final Exam. There is NO final exam in the course.

## **ACADEMIC INTEGRITY**

I consider you all adults, and I will treat you accordingly. I expect you to abide by, and uphold, the NYU Stern Code of Conduct that you signed at orientation. I trust you will follow University policy and not engage in academic fraud, plagiarism, and/or cheating. As a matter of personal and professional respect, we should not only expect the highest standards of conduct from ourselves, but also from our peers. Violating standards takes away the value and meaning of the educational environment for all of us, and in the event that such a violation occurs, the individual(s) responsible will be subject to University sanctions that may include suspension or expulsion. Furthermore, I reserve the right to disqualify your work as unacceptable and assign a failing mark. So please, don't engage in academic fraud, plagiarism, or cheating! I'm serious, ...don't do it!!

## **LEARNING DIFFICULTIES**

If you have a documented learning disability, please bring it my attention, as I will work with you to create an individualized learning plan. If you are having any trouble in class (e.g., understanding the material or with a particular assignment), I want to know about it as soon as possible. I will do my best to help students who, despite a sincere and solid effort, are experiencing difficulty. It is in your best interest to inform me well before an assignment is due, and certainly well before the end of the semester, if you are having problems in class. It is usually too late for the instructor to do anything if you report learning difficulties after the fact!

## **FAIRNESS IN GRADING**

I hereby declare that I will make a determined effort to ensure that all assignments are graded fairly based on the quality of each student's work. If after careful consideration you are thoroughly convinced that a particular grade of yours should be reviewed and potentially revised, provide the instructor with written justification of your assessment, including a copy of your assignment.

I will first determine whether your request is plausibly justified. If your request is plausibly justified, and if and only if I determine that the number of points involved is large enough that it could change your grade, then I will review your complete assignment again at the end of the semester. Except in the case of obvious administrative errors (i.e.,  $2 + 2 = 3$ ), no re-grading will take place before the end of the semester.

## **LAPTOPS, CELL PHONES, SMARTPHONES, RECORDERS, AND OTHER DEVICES...**

...may not be used in class unless stated otherwise.

Now that I'm done with my rant about policy, grading, and other stuff – I really hope you enjoy taking this class as much as I enjoy teaching it. I subscribe to the school of thought that learning can and should be fun and engaging, ...so let's work, laugh, and learn together.

**COURSE SCHEDULE – FALL 2017**

<b>Session</b>	<b>Date</b>	<b>Prep Materials</b>	<b>Due</b>
1	9/6	Course Introduction and Overview	
2	9/11	Activity: Global Footprint (Globalization, NO READING)	
3	9/13	Activity: Rip from Headlines (Global Expansion, NO READING)	<b>GA</b>
4	9/18	<b>Discussion: Liability of Foreignness (GV: Chapter 1)</b>	
5	9/20	<b>Discussion: Globalization Decisions (GV: Chapters 2 and 3)</b>	
6	9/25	Ingvar Kamprad and IKEA (CP)	
7	9/27	<b>Discussion: Why/When Go Abroad? (CC: Foreign acquisitions; When not to go)</b>	
8	10/2	Logoplaste: Global Growing Challenges (CP)	<b>IA</b>
9	10/4	<b>Discussion: Cultural Environment (GV: Chapter 6)</b>	
10	10/11	Four Seasons Goes to Paris (CP)	
11	10/16	<b>Discussion: Political and Economic Environments (GV: Chapters 4 and 5)</b>	
12	10/18	AES Telasi: Power Trip or Power Play? (***) <b>CASE ON NYU CLASSES</b> (***)	
13	10/23	AES Telasi: Power Trip or Power Play? (Continued)	
14	10/25	<b>Discussion: Pricing Institutional Risk (GV: Chapters 7 and 8)</b>	
15	10/30	Group Exercise: Pricing Institutional Risk (NO READING)	<b>GA</b>
16	11/1	<b>Discussion: Entry Mode (GV: Chapter 9)</b>	
17	11/6	Activity: Rip from Headlines (Entry Mode, NO READING)	<b>GA</b>
18	11/8	<b>Discussion: Alliances (CP: Collaborate with your competitors; Ally vs. acquire)</b>	
19	11/13	<b>Discussion: Acquisitions/Mergers (CP: The dubious logic)</b>	
20	11/15	Activity: Rip from the Headlines (Managing the MNC, NO READING)	<b>GA</b>
21	11/20	<b>Discussion: Managing the MNC (CP: Globalization of markets; Managing differences)</b>	
22	11/27	Special Topics: Brexit and the EU	
23	11/29	Activity: Rip from Headlines (Outsourcing, NO READING)	<b>GA</b>
24	12/4	Special Topics: Emerging Markets	
25	12/6	Group Exercise: Pricing Institutional Risk (NO READING)	
26	12/11	<b>Course/Group Project Review</b>	<b>IA</b>