



## **GLOBE: Globalization of Business Enterprises**

**MGMT-36.001**

**Spring 2017**

**Professor Pankaj Ghemawat**

Contact Information:

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**Course meeting times:**      **Mondays, 11am-12:15pm (face-to-face) and  
Wednesdays (online, asynchronously)**  
**Course location:**              **Bobst LL-141**

### **Course Description & Objectives**

The Globalization of Business Enterprise (GLOBE) focuses on globalization and its implications for business. The emphasis will be on going beyond the “just-do-it” approach to globalization to thinking about globalization moves in a way that is anchored in the realities of the global business environment and looks at their personal as well as business implications. From a business perspective, the implications for a range of key functional areas will be discussed, not just the implications for business strategy—although the latter *will* be a key focus.

The GLOBE course is designed to be delivered in a blended format with alternating in-class and out-of-class sessions. The sessions scheduled for Mondays (except February 20<sup>th</sup>) will take place face-to-face in-class while the sessions officially scheduled for Wednesdays (and the February 20<sup>th</sup> session which falls on Monday that is a holiday) will have specific assignments and deliverables.

A week-by-week outline of the course is provided in Exhibit 1. Structurally, the course is split into four modules that review the facts about globalization on a spectrum of macro to managerial to personal aspects and spark reflections about the future agenda for global business leaders. The differences between countries that underlie observed levels and patterns of cross-border integration are also explored, as are their strategic/functional implications. A key element of the course is the use of real-world examples/case studies as bases for many of the discussions.

The four modules are described briefly below:

**I. Introduction to Globalization.**

What do we mean by globalization? How globalized is the world? And is globalization good or bad? This module provides a broad grounding, anchored in the realities of the global business environment, before turning to a discussion of globalization at the company level and how companies can track the pros and cons of cross-border moves.

**II. Where to Compete: The CAGE Distance Framework.**

What similarities and differences across countries matter the most for cross-border interactions in the aggregate, and how do they vary across industries? And what are the implications for businesses? This second module of GLOBE presents the CAGE Distance framework for thinking broadly but systematically about cross-border similarities and differences in terms of the cultural, administrative, geographic, and economic distance between countries.

**III. How to Compete: Strategic Responses to Differences (AAA Strategies).**

Once cross-border differences have been identified, how should businesses deal with them? The third module of GLOBE explores the AAA strategies for responding to differences: Adaptation (to adjust to them), Aggregation (to overcome them), and Arbitrage (to exploit them).

**IV. Globalization and You.**

The fourth and final module looks at some of the implications of the prior discussions in GLOBE for individuals. How globalized are the leaders of the world's largest firms? What are the implications for planning a global career? And how, beyond business, can you stretch your personal horizons to become a better global citizen?

**About Me**

Since I am relatively new to Stern, I thought I would include a few words about myself. I received my AB in Applied Math and my PhD in Business Economics from Harvard, worked briefly at McKinsey & Co. in London, taught at the Harvard Business School between 1983 and 2006 and since then, have been the Anselmo Rubiralta Professor of Global Strategy at IESE Business School in Barcelona. Since September 2014, I have also been Global Professor of Management and Strategy and the Director of the Center for the Globalization of Education and Management at Stern.

For the last 20 years, most of my work has focused on globalization and strategy. While I have developed most of the concepts and materials used in this course, I want to assure you that this is far from an idiosyncratic perspective on globalization. AACSB International, the leading accreditation body for business schools, has recommended this basic course structure to its member schools and the CAGE framework that constitutes its backbone is taught at most leading business schools in North America and Europe.

### **Class Requirements, Grading Policies, & Deliverables**

Slides, announcements, and some course materials will be posted on NYU Classes. You are expected to check the site regularly for announcements and upload deliverables to the site (when indicated).

**Deliverables** are incorporated into Exhibit 1.

### **Cases & Readings**

Required readings can be found on the NYU Classes site and are clearly listed in each specific session outlined.

### **Grading Policies**

Participation:	25%
Pre-class/Post-class Deliverables:	50%
Group Project(s) & Presentations:	25%

*NOTE:* Participation is an essential component of the course and critical to your own individual learning experience. Class participation will be evaluated based on demonstrated preparation through involvement in discussions (regardless of delivery mode) and group exercises. You are fully expected to complete all of the readings and come to class prepared with insights and questions for the discussion. A number of the sessions will be devoted to business cases, and so will consist almost entirely of discussion.

Quality (the thoughtfulness of your comments) counts more than quantity (how frequently you talk), although both matter. Your goal should be to contribute in a meaningful and (reasonably) consistent way to the class discussions.

Quality comments:

- 1) go beyond the facts of a particular reading or case and offer unique insights,
- 2) provide links between the topic under discussion and others covered in the course, and/or
- 3) extend, build upon, or constructively critique others' contributions. Those who will receive the highest participation grades not only speak up more but *are willing to take risks* with their comments to advance class discussions.

### **Stern Grading Policies**

At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have agreed that for elective courses the individual instructor or department is responsible for determining reasonable grading guidelines.

I will broadly follow the typical distribution of grades at Stern but the actual distribution for this course (as well as each individual grade) will depend upon how well each student actually performs in this course. See <http://www.stern.nyu.edu/portal-partners/current-students/undergraduate/academics/academic-policies> for more information.

In line with Grading Guidelines for the NYU Stern Undergraduate College, the process of assigning of grades is intended to be one of unbiased evaluation. This means that students are encouraged to respect the integrity and authority of the professor's grading system and discouraged from pursuing arbitrary challenges to it. If a student feels that an inadvertent error has been made in the grading of an individual assignment or in assessing an overall course grade, a request to have that grade re-evaluated may be submitted. Students should submit such requests in writing to the professor within 7 days of receiving the grade, including a written statement of why he or she believes that an error in grading has been made.

### Regrades

Grading is based upon detailed, consistent, and fair criteria, and great efforts are made to ensure that grades are accurate, unbiased, and error-free. All graded materials will be reviewed at least twice before a final grade is given. I will personally read and evaluate all assignments at least once. Typically, therefore, regrades are not provided. If you strongly believe that an error was made during grading, you may appeal the grading decision. In order to appeal a grade, you must write me a memo describing the perceived error and submit it within one week of receiving the grade. I will then review the entire assignment, meaning that your grade may increase or decrease. These policies exist to make grading as fair as possible across all students.

### **Honor Code & Ethical Guidelines**

All students are expected to follow the [NYU Stern Code of Conduct](#) which specifies your duty to acknowledge the work and efforts of others when submitting work as your own. Ideas, data, direct quotations, paraphrasing, creative expression, or any other incorporation of the work of others must be clearly referenced.

### **Students with Disabilities**

Students whose class performance may be affected due to a disability should notify the professor early in the semester so that arrangements can be made, in consultation with the Henry and Lucy Moses [Center for Students with Disabilities](#) (CSD, 212-998-4980), to accommodate their needs. Please see [www.nyu.edu/csd](http://www.nyu.edu/csd) for more information. If you will need to take an exam at the CSD, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation.

## **Stern Policy in Regard to In-Class Behavior & Expectations**

**The following are policies students should assume are in force in their Stern courses, unless their instructors explicitly establish alternate policies.**

Laptops, cell phones, smartphones, recorders, & other electronic devices **may not be used** in class.

Attendance is required and is part of grade. Faculty will excuse absences only in the case of documented serious illness, family emergency, religious observance, or civic obligation. If you will miss class for religious observance or civic obligation, you must inform your instructor no later than the first week of class. Recruiting activities and business trips are not acceptable reasons for absence from class. If a student is absent from the first day of an intensive course, the instructor may request that the student be removed from the course.

Arriving late, leaving early, coming & going students are expected to arrive to class on time and stay to the end of the class period. Arriving late or leaving class early will have impact on the course grade. Students may enter class late only if given permission by the instructor and can do so without disrupting the class. (Note that instructors are not obligated to admit late students or may choose to admit them only at specific times and instructors are not obligated to readmit students who leave class.)

Late submission of assignments late assignments will either not be accepted or will incur a grade penalty unless due to documented serious illness or family emergency. Instructors will make exceptions to this policy for reasons of religious observance or civic obligation, only when the assignment cannot reasonably be completed prior to the due date and the student makes arrangements for late submission with the instructor in advance.

**Note that the following policies are in force for all Stern classes:**

General Behavior: Students are also expected to maintain and abide by the highest standards of professional conduct and behavior. Please familiarize yourself with Stern's policy on In-Class Behavior & Expectations and the NYU policy on [Bullying, Threatening, and other Disruptive Behavior](#).

Collaboration on Graded Assignments: Students may not work together on graded assignment unless the instructor gives express permission. (See the [NYU Stern Code of Conduct](#))

Recording Classes: At any time, your classes may be recorded for educational purposes.

### **Exhibit 1. Course Schedule**

*Note:*

*(1) Individual lessons' deliverables are also outlined here*

*(2) All online sessions are asynchronous.*

Module	Session	Broad Topic
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I. Introduction to Globalization	1 Monday 01/23 Face-to-face	What Is Globalization? How Globalized is the World? <i>Deliverable(s): complete demographic survey, 1 page paper on How Globalized is the World?</i>
	2 Wednesday 01/25 Online	First Law of Globalization <i>Deliverable(s): submit forum discussion via NYU Classes</i>
	3 Monday 01/30 Face-to-face	Is Globalization Good or Bad? (Part I) <i>Deliverable(s): submit forum discussion via NYU Classes, 1-2 paragraph on topic/harm analysis</i>
	4 Wednesday 02/01 Online	Is Globalization Good or Bad? (Part II) <i>Deliverable(s): 2 1-pager documents on the costs of globalization</i>
	5 Monday 02/06 Face-to-face	Globalization at the Company Level. Case: Coke <i>Deliverable(s): submit questions on case-study via NYU Classes</i>
	6 Wednesday 02/08 Online	Globalization and Business Strategy (Part 1). Case: DaimlerChrysler <i>Deliverable(s): knowledge check questions on session content</i>
	7 Monday 02/13 Face-to-face	Globalization and Business Strategy (Part 2). Case: Cemex <i>Deliverable(s): knowledge check questions on case</i>
II. Where to Compete: The CAGE Framework	8 Wednesday 02/15 Online	Second Law of Globalization <i>Deliverable(s): submit questions on case-study via NYU classes, part 1 of assignment on focal country</i>
	9 Tuesday 02/21 Online	The CAGE Framework. Case: Tutto <i>Deliverable(s): submit forum discussion via NYU Classes, complete assessment of Tutto's global expansion strategy</i>
	10 Wednesday	Business Applications/Cultural Distance

	02/22 Online	<i>Deliverable(s): identify and compare global advertisements</i>
	11 Monday 02/27 Face-to-face	Cultural Distance (discussion of advertisements around the world) <i>Deliverable(s): (1) submit forum discussions via NYU Classes, complete NYU Globe SMART self-assignment. (2) homework Assignment due before class. Please submit your assignment on NYU classes.</i>
	12 Wednesday 03/01 Online	Administrative/Institutional Distance <i>Deliverable(s): submit forum discussions via NYU Classes</i>
	13 Monday 03/06 Face-to-face	International Start-Up (Assignment Discussion: setting up a company in Abu Dhabi) <i>Deliverable(s): (1) submit document on international start-up strategy (2) homework assignment due before class. Please submit your assignment on NYU classes.</i>
	14 Wednesday 03/08 Online	Geographic Distance (Part I) <i>Deliverable(s): knowledge check questions on session content</i>
	15 Monday 03/20 Face-to-face	Application to Brexit Case: Haier <i>Deliverable(s): (1) submit forum discussion via NYU Classes, 1-2 paragraph on company strategy (2) submit document on Brexit assignment, due before class. Please submit your assignment on NYU classes.</i>
	16 Wednesday 03/22 Online	Economic Distance <i>Deliverable(s): knowledge check questions on session content</i>
	17 Monday 03/27 Face-to-face	Group Presentations <i>Deliverable(s): in-class presentation on focal country &amp; industry mix, part 2 of assignment on focal country</i>
III. How to Compete: Strategic Response to Globalization (AAA)	18 Wednesday 03/29 Online	Introduction to AAA and Adaptation. Case: Walmart <i>Deliverable(s): submit forum discussion on case-study via NYU Classes</i>
	19 Monday 04/03	Adaptation Continued <i>Deliverable(s): knowledge check questions on session content</i>

	Face-to-face	
	20 Wednesday 04/05 Online	Adaptation and Aggregation. Case: Sam Palmisano (IBM) vs. Jeff Immelt – comparing two opinions on globalization vs. localization <i>Deliverable(s): NYU Classes discussion forum on which opinion do you agree with and why</i>
	21 Monday 04/10 Face-to-face	Arbitrage. Case: Indian Software Industry <i>Deliverable(s): submit questions on case-study via NYU Classes</i>
	22 Wednesday 04/12 Online	AAA and the Big Shift to Emerging Markets <i>Deliverable(s): submit forum discussion via NYU Classes</i>
	23 Monday 04/17 Face-to-face	Group Presentations <i>Deliverable(s): (1) in-class presentation on NYU &amp; AAA (2) homework Assignment due before class. Please submit your assignment on NYU classes.</i>
IV. Globalization and You	24 Wednesday 04/19 Online	Multi-national Organizations and Their Demographics. <i>Deliverable(s): submit forum discussion via NYU Classes</i>
	25 Monday 04/24 Face-to-face	Cosmopolitanism. Case: Samsung <i>Deliverable(s): submit forum discussion via NYU Classes</i>
	26 Wednesday 04/26 Online	Career Planning (Part I) <i>Deliverable(s): submit "Personal Cartogram" via NYU Classes</i>
	27 Monday 05/01 Face-to-face	Career Planning (Part II) <i>Deliverable(s): (1) submit forum discussion via NYU Classes, and ACHIEVE survey (2) homework Assignment due before class. Please submit your assignment on NYU classes.</i>
	28 Wednesday 05/03 Online	The NY/NYU Experience and You or Personal Globalization <i>Deliverable(s): create and submit brief global career plan summary</i>



**The Globalization of Business Enterprise, MGMT-36.001, Spring 2017**

I have received a copy of Professor Pankaj Ghemawat's syllabus for the above course. I have read, understand, and agree to the format of this course and the policies described in the syllabus (in addition to those outlined in Stern's Code of Conduct). I acknowledge and understand that failure to comply with any of the terms of the syllabus will adversely affect my grade for this course.

Print name:\_\_\_

Student ID#:\_\_\_

Signature:\_\_\_\_\_

Date:\_\_\_

*Please detach this page from the syllabus and bring it to the first day of class.*