1. **INTRODUCTION:**

The huge wave of globalization that took place over the last two decades has come to an end. The big winners are those companies that have established a significant international footprint—especially in emerging markets—pulling ahead of companies with a regional or domestic focus. But globalization is not dead. Rather, it is morphing into a more nuanced and more complex phase, with the inexorable forces that drove the previous phase still very much alive. The emerging markets will continue to be the key source of growth, owing to their favorable demographics, rising middle classes (which will increasingly define consumer demand and choices), and new generation of “challenger” companies (which will seek partners in their quest to become global market leaders). As we move into this next stage of globalization, the gaps between the global haves and the non-global have-nots are likely to widen even further, creating a real chasm.

2. **COURSE OVERVIEW, LEARNING GOALS AND OBJECTIVES:**

This Global Perspective course explains why global business will continue to play a key and dominant role in the world economy. The course takes an integrative, multi-functional approach to the kind of broad organizational issues confronted by top executives. We will examine critical strategic issues that require a general management approach, using all the core business functions covered in the MBA curriculum, rather than a strictly functional one. An integrative perspective is essential because the formulation and implementation of effective strategies requires a precise understanding of the interrelationships among the different functions and the relationships of these functions to the global business environment. Therefore, the course is structured around **six pillars:** (i) the role of globalization: whereto from here and the current state of the world economy?; (ii) the importance of manufacturing and service sectors and how the U.S. is re-gaining global competitiveness; (iii) the strategic role of digitization – information and communications in fostering the development of globalization; (iv) the globalization of finance and capital which has developed greater need for portfolio diversity; (v) the search for talent and labor has spread its nets to the global market place; and (vi) the effective integration of these five pillars into a cohesive sustainable global strategy.
3. **THE LEARNING GOALS ARE:**

- Will have an appreciation of and sensitivities for the global marketplace
- Will be effective communicators
- Will have an interdisciplinary perspective, including political and cultural dimensions
- Will be knowledgeable about team dynamics and the characteristics of effective teams
- Will be critical thinkers.

4. **THE COURSE OBJECTIVES ARE:**

- To familiarize participants with the current literature of global perspectives
- To understand the complexities and challenges of multi-functional organizational opportunities and challenges facing global corporations
- To focus attention on strategic issues confronting contemporary international businesses
- To facilitate the development of strategic thinking
- To further refine research, analytical, critical-thinking, team building, and communication skills.

5. **COURSE MATERIALS:**

- **Required Text Readings:**
  
  
  II. “2013 Depth Index of Globalization” by Pankaj Gremawat and Steven A. Altman, IESE Business School. This publication is available online and has been posted on the blackboard under course content.

- **Recommended Readings:**

6. **GRADING, WEIGHTS and SCALE:**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>F</th>
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<tbody>
<tr>
<td>Exam/Quizzes 2</td>
<td>20</td>
<td>93-100</td>
<td>90-92</td>
<td>77-79</td>
<td>60-69</td>
<td>59 and below</td>
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<tr>
<td>5 Case Reports</td>
<td>50</td>
<td>90-92</td>
<td>87-89</td>
<td>70-76</td>
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<tr>
<td>Class participation &amp; rebuttals</td>
<td>10</td>
<td>87-89</td>
<td>83-86</td>
<td>80-82</td>
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<tr>
<td>Group Presentations</td>
<td>10</td>
<td>83-86</td>
<td>80-82</td>
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<tr>
<td>Team and Peer Evaluation</td>
<td>10</td>
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<td><strong>Total Points</strong></td>
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- **Exam/Quiz:** There will be two mid-term exam/quizzes. The first one is scheduled for February 18, 2015, (during the first class session), while the second is scheduled for April 1 (also during the first class session). The exams will consist of short essays, concept related questions, and true/false. Students will be required to apply concepts and frameworks from assigned readings and cases and in-class discussions. **This component represents 20% of the total grade.**

- **Group Case Reports:** You can access cases and course reading materials at the following linked website: [https://cb.hbsp.harvard.edu/cbmp/access/33354961](https://cb.hbsp.harvard.edu/cbmp/access/33354961). The class will be divided into 5-7 Groups. Groups will prepare, analyze and selected groups will be asked to present their results during class sessions. Select your own teams of no more than 6-8 students. Since diversity and close coordination is a key part of management in dealing with complex, multi-functional organizational challenges, consider complementary functional expertise and individual schedules and location to ease coordination. Your case presentations will be judged according, but not limited, to the following criteria: analytical concepts; presentation content, clarity and conviction; identification of issues and suggested recommendations; and complexity of the assignment. During the course of the semester, you are required to submit nine case reports – the first case—“Haier: Taking a Chinese company global”—is not graded and getting the teams to start working together and serves as a trial run of your analytical and presentation skills. You are required to submit a 5-8 page power-point presentation with notes at the bottom of the slide, explaining where required, your key points. These reports must be submitted via EM prior to the class. Although there are 9 cases, your grade will reflect the 5 best cases, while the other four will be dropped. **This component represents 50% of the total grade.**

- **Class Participation and Rebuttals:** Since this course is a discussion/case-based course, your participation is critical to the learning experience. Much of the learning that will take place in this class comes from the chance to express ideas, listen to what others have to say, and discuss these ideas in order to develop your critical-thinking knowledge. Please take advantage of this opportunity to gauge and hone your communication skills. To do this you must prepare all assigned materials and participate
in-class discussions, exercises and assignments. Do not underestimate the value of what you and your classmates have to say. Please note that you will not be successful by simply attending class and consistently being unprepared. This component represents 5% of the total grade.

- **Team and Peer Evaluations**: As this is a case based course, a significant amount of time will be spent among designated team members. Each Group will be required to undertake an evaluation of their team members and guidelines will be issued for your evaluations. One of the many important criteria for a manager is to have periodically an evaluation of this staff. Honesty, fairness and directness are the principal prerequisites of this important managerial function. Due to the importance I place on this component of your grade, this component represents 10% of the total grade.

7. **Assignment policy**:

All assignments and exams must be handed in on schedule and in-class (no e-mails). Late assignments and missed exams will drop a letter grade for every day they are late. You are to work only with your team members on the team assignments, not with other members of the class or anyone outside this section. Team members will receive the same grade, but if the team feels a particular student(s) did not adequately contribute, please do not include his/her name on the assignment. At the same time, please be fair and provide ample communication and time. That student will be given an individual assignment to be assigned by the Professor.

All work should be the original product of those turning in the assignment and uphold the University’s Honor Code. If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services.
Tentative Course Schedule MBA 6245 Section 10–Spring 2015

This is an indicative class schedule for the semester. It provides participants on the class format and expectation of the course outline. The weekly format sessions are divided into two periods with about a 15 minute break between periods. The professor will confirm on a weekly basis the specifics of the class schedule, proposed guest lecturers, reading assignments, etc. or any changes to the proposed schedule.

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPICS AND READINGS</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>January 14</td>
<td>**** WELCOME ****&lt;br&gt;Lecture: Course Introduction and Participant Introductions and Objectives&lt;br&gt;Lecture: “An Introduction to Globalization”&lt;br&gt;</td>
</tr>
<tr>
<td>Week 2</td>
<td>January 21</td>
<td><strong>Read</strong>: “Depth Index of Globalization, 2013” Pankaj Ghemawat and Steven A. Altman, IESE Business School. Article posted on blackboard.&lt;br&gt;<strong>Class Discussion</strong>: Significance of the Depth Index Analysis. Can it be used in the formulation of business strategy?&lt;br&gt;</td>
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<td></td>
<td>8:30–9:40</td>
<td><strong>Read</strong>: “Haier: Taking a Chinese Company Global”. <em>Case in Coursepack&lt;br&gt;SUBMIT 5-8 PAGE CASE REPORT</em>: The Haier Case will be prepared in Groups and submitted on January 26, 2015, by 12:00 noon latest via EM to me. **NOT GRADED.&lt;br&gt;Case Presentation: A group will be randomly selected to make presentation.&lt;br&gt;Case Wrap-Up: Concluding Remarks.&lt;br&gt;</td>
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<td></td>
<td>7:10–8:20</td>
<td><strong>Read</strong>: “Nissan Motors: Implementing a Strategy for Change”. <em>Case will be posted on blackboard on January 24, 2015.&lt;br&gt;SUBMIT 5-8 PAGE CASE REPORT</em>: The Nissan Motors Case will be prepared in Groups and submitted on February 2, 2015, by 12:00 noon latest via EM to me. **Case Presentation: A group will be randomly selected to make presentation.&lt;br&gt;Case Wrap-Up: Concluding Remarks.&lt;br&gt;</td>
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<tr>
<td>WEEK</td>
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<td>TOPICS AND READINGS</td>
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| Week 5 | February 11 | **Read:** “Growth and Competitiveness in the United States: The Role of its Multinational Companies (MNCs), McKinsey Global Institute, June 2010, Executive Summary Only. Article posted on blackboard.**  
  **Read:** “Redefining Global Competitive Dynamics”, 2014 BCG Global Challengers. BCG Publication. Article posted in Blackboard.  
  **Lecture:** “The Case for Improving U.S. Competitiveness”  |
|       | Session 1: 7:10-8:20 | **Read:** “Note on the Global Hotel Industry”. Case in Coursepack and available one week prior.  
  **SUBMIT 5-8 PAGE CASE REPORT:** “Note on the Global Hotel Industry” case will be prepared in Groups and submitted on February 9, 2015, by 12:00 noon latest via EM to me.  
  **Case Presentation:** A group will be randomly selected to make presentation.  
  **Case Wrap-Up:** Concluding Remarks.  |
|       | February 11 | **Read:** “Two Ways to Fly: Lan Airlines and Southwest”. Case in Coursepack and available one week prior.  
  **SUBMIT 5-8 PAGE CASE REPORT:** “The Two Ways to Fly: Lan Airlines and Southwest” will be prepared in Groups and submitted on February 23, 2015, by 12:00 noon latest via EM to me.  
  **Case Presentation:** A group will be randomly selected to make presentation.  
  **Case Wrap-Up:** How Business Models puts Strategy into Action  |
| Week 6 | February 18 | **Mid-Term Quiz # 1**  |
|       | Session 1: 7:10-8:20 | **Read:** “LG’s Entry into the Global Marketplace”. Case will be available on the blackboard on February 14, 2015.  
  **SUBMIT 5-8 PAGE CASE REPORT:** The LG Case will be prepared in Groups and submitted on February 23, 2015, by 12:00 noon latest via EM to me.  
  **Case Presentation:** A group will be randomly selected to make presentation.  
  **Lecture and Case Wrap-Up:** Concluding Remarks  |
|       | February 25 | **Read:** “Winning in Emerging Markets”, by Khanna and Palepu, Part 1 only  
  **Read:** BRICs vs. Mortar: Winning at M&A in Emerging Markets” published by Boston Consulting Group. Article posted on blackboard.  
  **Lecture:** “The Growing Importance of Emerging Markets”.  |
|       | Session 1: 7:10-8:20 | **Read:** “The Mobile Revolution: How Mobile Technologies Drive a Trillion Dollar Impact”, BCG Publication. This article will be posted on blackboard.  
  **Lecture:** “Digitization and Communication: Opportunities in the public sector”.  |
|       | February 25 | **Read:** “Winning in Emerging Markets”, Part 2, Chapters 3-5 only  
  **Read:** “The Mobile Revolution: How Mobile Technologies Drive a Trillion Dollar Impact”. BCG Publication. This article will be posted on blackboard.  
  **Lecture:** “Digitization and Communication: Opportunities in the public sector”.  |
| Week 8 | March 4 | **Read:** “The Rise and fall of Nokia”. Case will be posted on the blackboard one week prior.  
  **SUBMIT 5-8 PAGE CASE REPORT:** The Nokia Case will be prepared in Groups and submitted on March 2, 2015, by 12:00 noon latest via EM to me.  
  **Case Presentation:** A group will be randomly selected to make presentation.  
  **Lecture and Case Wrap-Up:** Concluding Remarks  |
|       | Session 1: 7:10-8:20 | **Read:** “The Rise and fall of Nokia”. Case will be posted on the blackboard one week prior.  
  **SUBMIT 5-8 PAGE CASE REPORT:** The Nokia Case will be prepared in Groups and submitted on March 2, 2015, by 12:00 noon latest via EM to me.  
  **Case Presentation:** A group will be randomly selected to make presentation.  
  **Lecture and Case Wrap-Up:** Concluding Remarks  |
<p>| Week 9 | March 11 | ***** SPRING BREAK – NO CLASSES  |</p>
<table>
<thead>
<tr>
<th>WEEK</th>
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<th>TOPIC AND READINGS</th>
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| Week 10 | March 18      | **Session 1:** 7:10-8:20  
Read: “The Financial Crises in Retrospect”. Article will be posted on blackboard.  
Lecture: “Global Financial Markets: From Boom to Bust...”?

**Session 2:** 8:30-9:40  
Read: “Bank of America (in 2010) and the new financial landscape”. **Case in Coursepack.**  
SUBMIT 5-8 PAGE CASE REPORT: The BofA case will be prepared in Groups and submitted on March 16, 2015, by 12:00 noon latest via EM to me.  
**Lecture and Case Wrap-Up:** Concluding Remarks |
| Week 11 | March 25      | **Session 1:** 7:10-8:20  
Read: “How do Private Equity create value”. Article will be posted on blackboard.  
Read:  
Lecture: “The Emergence of New Financial Actors”.

**Session 2:** 8:30-9:40  
Lecture: “The Role & Importance of Foreign Investment and Multilateral Institutions” |
| Week 12 | April 1       | **Session 1:** 7:10-8:20  
Mid-Term Quiz # 2  
**Session 2:** 8:30-9:40  
Read: “HBRs 10 Must Reads on Strategy”, **Article in Coursepack**  
Lecture: “Corporate Strategy: Effectiveness or Mythical” |
| Week 13 | April 8       | **Session 1:** 7:10-8:20  
Lecture: “Corporate Strategy: Its Evolution”  
**Session 2:** 8:30-9:40  
Read: “Emirate Airlines: Connecting the Unconnected”. **Case in Coursepack.**  
SUBMIT 5-8 PAGE CASE REPORT: The Emirates Airlines case will be prepared in Groups and submitted on April 6, 2015, by 12:00 noon latest via EM to me.  
**Lecture and Case Wrap-Up:** Concluding Remarks |
| Week 14 | April 15      | **Session 1:** 7:10-8:20  
Lecture: “Key Challenges and Opportunities in Global Business”  
**Session 2:** 8:30-9:40  
Read: “Revenue Flows and Human Rights” A paradox for Shell Nigeria”. **Case in Coursepack and will be available one week prior.**  
**SUBMIT 5-8 PAGE CASE REPORT:** The Shell Oil case will be prepared in Groups and submitted on April 13, 2015, by 12:00 noon latest via EM to me.  
**Case Presentation:** A group will be randomly selected to make presentation.  
**Lecture and Case Wrap-Up:** Concluding Remarks |
| Week 15 | April 22      | **Session 1:** 7:10-8:20  
**Documentary:** “Globalization and the Poverty of the World: The Effects of Globalization on Wealth”. **Class Discussion:** “From Shareholders to Stakeholders”.  
**Session 2:** 8:30-9:40  
An Overall Course Assessment and Wrap-Up  
**Lecture:** The Key Learning Points in Global Perspectives |