

## SYLLABUS

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**YEAR COURSE OFFERED:** 2017

**SEMESTER COURSE OFFERED:** Spring

**DEPARTMENT:** Management

**COURSE NUMBER:** MANA 7351

**NAME OF COURSE:** Management of global organizations

**NAME OF INSTRUCTOR:** Nikhil Celly  
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**The information contained in this class syllabus is subject to change without notice. Students are expected to be aware of any additional course policies presented by the instructor during the course.**

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### **Course description**

The objective of this course is three fold. First, to understand why firms expand internationally, second to recognize how foreign operations differ from domestic ones, and thirdly, to learn how to manage global organizations. It provides students with the necessary knowledge for a career in multinational enterprises, and in firms operating in the global economy.

### **Learning Objectives**

1. Prepare students to understand the motivations for firm internationalization.
2. To understand the challenges, rewards, and risks of operating internationally.
3. To formulate strategies for managing global firms.
4. To prepare students for careers in global companies.

### **Grading**

The assessment is based on a group project, class participation and case write-up. The weights of the components in determining the final grade are:

- |                        |     |
|------------------------|-----|
| 1. Class participation | 30% |
| 2. Case memos (one)    | 30% |
| 3. Group project:      | 40% |

### Class Participation (online and in-class)

1. Each member of the class is expected to participate in class discussions. Each student's participation in each class session will be noted. Three levels of performance will be noted: 1) No participation. 2) Some meaningful comment or question. 3) Leadership in the discussion.
2. Letter grades for cumulative classroom participation will be awarded at the end of the course. Four levels of performance will be recognized: A, for consistent meaningful contributions and at least occasional leadership contributions. B, for consistent meaningful contributions. C, for occasional meaningful contributions. D, for little or no contribution.

### Case memo (3 pages)

You are encouraged to select the case from the assigned course cases, however the instructor reserves the right to make the final case assignment. The memo should cover the following questions:

- Answer the case questions posted online. When answering the questions, draw on the readings for the day and prior class discussions to help support your work. Feel free to question or debate the readings as necessary. However be prepared to defend your statements. You may also wish to refer to additional material that you find (through your initiative) as an update to the case to support your claims.

### Group project (12 pages)

Groups of 4-5 students will be formed to work on the project. The project will involve selecting an organization in any emerging market. The report will involve a) identifying a strategic issue facing the firm b) analyzing the industry, competitors and firm and c) recommending future actions for the firm. Further details will be provided in class

### Attendance

Students are expected to attend all classes and have read all the assigned readings before class. If you have to miss a class for a valid reason, please email the instructor beforehand to avoid penalty on your class participation grade. Students who have more than three non-approved absences will receive a penalty of a half-a-grade reduction (e.g., from A- to B+). Late arrivals and early exits from the class are disturbing to your fellow students and the instructor. As such, these are strongly discouraged, and would also be treated as equivalent to absences.

### **Recommended text**

CA Bartlett and PW Beamish, Transnational Management: Text, Cases and Readings in Cross-Border Management, McGraw-Hill; 7<sup>h</sup> Edition.

## **Academic honesty**

The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course.

A discussion of the policy is included in the University of Houston Student Handbook, which can be found at

<http://www.uh.edu/dos/hdbk/acad/achonpol.html>. Students are expected to be familiar with this policy.

## **Accommodations for students with disabilities**

The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone 713-743-5400), and present approved accommodation documentation to their instructors in a timely manner.

## **Course evaluations**

The Bauer College of Business has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to the instructors and the Bauer College through the evaluation process.

## **Classroom civility**

As students enrolled in courses offered by the Bauer College, you are expected to adhere to the ethical principles described in the Bauer Code of Ethics and Professional Conduct (Bauer Code), in addition to those required by the UH Student Handbook. You may review the Bauer Code by clicking on the following link -

<http://www.bauer.uh.edu/BCBE/BauerCode.htm>. You may obtain a copy of the UH Student Handbook from the Dean of Students Office located in room 252 of the University Center, or by visiting the publications webpage on the Dean of Student's website at <http://www.uh.edu/dos/pub.html>. Students are expected to conduct themselves as follows:

- . Timely arrivals and departures - It is expected that you arrive on time and prepare to leave after class has been dismissed.

- . Attention during class - It is expected that you provide your full attention during class. This means that you should avoid unnecessary discussions with fellow students; using your computer to surf the internet, play games, or check email; read newspapers or magazines; or other activities not directly related to the classroom instruction.

- . Unauthorized use of cell phones during class - Please turn your cell phones off before coming to class. If you find it necessary to keep your phone turned on, please put it on vibrate mode.

. Respect for other students - Everyone is encouraged to participate in class discussion. While doing so, it is important to allow everyone to fully express his or her opinion. The classroom environment must be operated in a manner that encourages full participation from each student.

. Preparation for class - You are expected to prepare for class by reading all assignments. Your preparation will show by the quality of your questions and comments.

. Harassment - Making harassing or obscene comments or gestures to other students, faculty, or staff members will not be tolerated. This includes sending harassing or obscene email or voice messages to other Bauer students, faculty, or staff.

### List of discussion/lecture topics

The tentative course schedule and readings are as follows:

| <b>Session</b>                              | <b>Topics</b>                             | <b>Reading Assignments</b>  |
|---|---|---|
| <i>I. Introduction and entry strategies</i> |   |   |
| Session 1                                   | Course Outline                            | 1. Syllabus   |
|   | Motives for International Expansions      | 1. Chapter 1 ( <i>Textbook</i> )<br>2. Case: Jollibee Foods Corporation (A): International Expansion  |
| Session 2                                   | Exporting (contractual)                   | 1. Chapter 1 ( <i>Textbook</i> )  |
|   | Licensing (contractual)                   | 1. Chapter 5 ( <i>Textbook</i> )<br>2. Case: <a href="#">THE ESPRESSO LANE TO GLOBAL MARKETS</a> , Ivey.  |
| Session 3                                   | Outsourcing and in sourcing (contractual) | 1. Article: Manufacturing Offshore Is Bad Business ( <i>HBR</i> )<br>2. Case: <a href="#">GLOBAL SOURCING AT ANHEUSER-BUSCH INBEV: TAPPING (BEER) INTO THE CHINESE SUPPLIER MARKET</a> , Ivey<br>4. Article/videos: Ikea in China |
| Session 4                                   | Joint Ventures (equity)                   | 1. Chapter 6 ( <i>Textbook</i> )<br>2. GM – SAIC JV articles<br>3. Case: Eli Lilly in India (Ivey)  |

- Session 5 Acquisitions (equity)
1. Article: The new M and A Playbook (HBR)
  2. Case: [DOW'S ACQUISITION PROGRAM, Ivey](#)

## *II. Environment Strategies*

- Session 6 Managing the cultural and legal environment
1. Chapter 2 (*Textbook*)
  2. Article: The Silent Language in Overseas Business (HBR)
  3. Case: [Larson in Nigeria, Ivey case.](#)
- Session 7 Managing Political Environment
1. Article: How MNCs Cope with Host Government Intervention
  2. Case/videos: [HUAWEI ENTERS THE UNITED STATES, Ivey](#)
- Session 8 Managing Economic Environment
1. Chapter 8 (*Textbook*)
  2. Case: Mattel and the Toy Recalls (A) (Ivey)
  3. Article: Emerging markets (hand out in class)

## *III. Organization Strategies*

- Session 9 Evolution of Multinational Enterprises
1. Chapter 4 (Textbook)
  2. Reading 1-1 (Textbook)
  3. Case: Philips and Matsushita (HBS)
- Session 10 Structuring Global Organizations
1. Reading 4-3 (*Textbook*)
  2. Case: Corning Glass Works: International (HBS)
- Session 11 Headquarters-Subsidiary Relations
1. Reading 4-2 (*Textbook*)
  2. Case: Acer America: Development of the Aspire (HBS)
- Session 12 Managing Human Resources
1. Article: The Right Way to Manage Expats (HBR)
  2. Case: Colgate-Palmolive: Managing International Careers (HBS)
- Session 13 Creating world-wide innovation
1. Ch 5 (Textbook)
  2. Article: TBD
  3. Case: P&G Japan: The SK-II Globalisation Project

## *IV. Conclusion*

- Session 14 International Business Ethics
1. Case: [ETHICS OF OFFSHORING: NOVO NORDISK AND CLINICAL TRIALS IN EMERGING ECONOMIES, Ivey](#)
  2. Article: Tomorrow's global giants (HBR)
  3. Case: [Tata's globalization \(HBS\)](#)
- Emerging markets MNEs
- Session 15 Final project presentations

## About your professor

### **Nikhil Celly**

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Dr. Celly is a competitive strategy and international business professor with a keen interest in smart technologies. He received his Ph.D. in Business Administration (Strategic Management) from the Richard Ivey School of Business at the University of Western Ontario in Canada. Nikhil also has a Master's degree in Electrical Engineering from the University of Rochester, New York where he specialized in Medical Imaging.

Dr. Celly's research is in the areas of competitive strategy, firm restructuring and layoffs, and international strategy. He has conducted research on firms in the US, Canada, India, China, Hong Kong, Russia and Japan. This research has been published in top academic publications such as the *Strategic Management Journal*, and presented at numerous conferences including the *Academy of Management*, *Academy of International Business* and *Strategic Management Society* conferences. Nikhil has also authored several strategy cases on mergers and acquisitions, joint ventures and diversification of multinationals such as Eli Lilly, Huawei, Tencent, Haier and Bharti-Airtel. These have been featured in various strategic management texts and employed in MBA and corporate training programs.

Dr. Celly has taught strategy, emerging markets and competitiveness courses in the US, Canada, China and Hong Kong. Prior to joining the C.T. Bauer College of Business, Nikhil taught for six years in the top ranked MBA (FT and Economist global Top 30) program at the University of Hong Kong. He has conducted executive courses on strategy and emerging markets for Sothebys' UK, various non-profit organizations and banking executives, as well consulted for select organizations such as Cisco and The World Bank.

Prior to joining academia, Nikhil worked as a senior manager in a software and people management-consulting firm, two start ups with venture funding including from the International Finance Corporation (IFC), and founded a consulting and training firm.