

Global Strategy
MANA 7397, Summer II, 2015

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COURSE OBJECTIVES

The primary purpose of this course is to discuss the opportunities and challenges associated with the globalization of business enterprises. Frameworks and tools that can be used to assess global strategy options and to identify the levers through which different global strategies can create or destroy value will be introduced. We will examine differences between countries--along cultural, administrative, geographic, and economic dimensions--that impact cross-border integration, and will study specific strategies by which companies can address cross-border differences to create value. Students will experience global strategies in practice through visits to companies in Berlin, Germany, and through case studies.

REQUIRED READINGS

- Pankaj Ghemawat. 2007. *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*. Harvard Business School Press.
- Coursepack link: [TBA](#)

BLACKBOARD LEARN

Blackboard is a password-protected online course management system. In this course, the instructor will use Blackboard to:

- Upload class handouts and Powerpoint presentations for students to download.
- Centralize the delivery of assignments through TurnItIn.
- Centralize the discussion board, which will be used for weekly discussions on readings and group case presentations.
- Post grades. Each student will view his/her individual grades.

You can access Blackboard Learn in the following ways:

- Go to <http://www.uh.edu/blackboard> and click on the white Blackboard Learn button. Use your CougarNet ID and password to log in.
- Log in to AccessUH at <https://accessuh.uh.edu> and enter your CougarNet ID and password.

If you don't know your CougarNet account name, go to <http://accessUH.uh.edu> and click on "Don't know your CougarNet ID?" Enter your PeopleSoft ID, confirm your email address, then check your email for your CougarNet account name.

COURSE EVALUATION

<u>Assignment</u>	<u>Points</u>
Contribution	
- On trip to Berlin	50
- On Web Discussions	15
Group Case Presentation	20
Term Paper:	
- Internal globalization: A self-diagnostic	15
Total	100 points

Contribution

Berlin: The trip to Berlin is an important part of this course. While in Berlin, students are expected to represent the University of Houston in a positive and professional manner, and to participate in all required events. Your attendance, behavior, and involvement on the trip will comprise your participation grade.

Web Discussions: The Blackboard discussion will be based on the week's readings and case studies as specified on the schedule below. Blackboard discussion contribution points will be based on the quality and quantity of each student's postings, as well as the quantity of postings each student has read. High quality postings will build on examples and links to the Berlin trip, the class material, other classes you have taken, and your personal and professional experience in order to support the opinions offered. Students are expected to contribute 2 quality posts per week, for a minimum total of 10 quality posts. To get full credit, students are expected to read at least 90% of the posts. Every week, as we move to a new topic, the previous discussion will be closed (reading old posts is always possible, but no more postings will be allowed on old discussions).

Every week a group will be in charge of submitting 4 questions for class discussion (two questions based on the book chapters and two questions based on the case study of the week). Groups will be formed in Blackboard with the exception of Group 1, which is formed during the Orientation. Keep these ideas in mind when creating your discussion questions:

- Book chapters: How does the chapter material relate to your experiences during the Berlin trip or to your personal or work experience? What insights from the chapter do you want to discuss with the class as a whole? What did you find interesting? What did you agree or disagree with? What would you like to know more about?
- Case Study: Independent from the study questions provided by the instructor for each case, what issues or decisions about the case would you like to discuss with the class as a whole?

Group Case Presentation

Four groups will be formed. Each group will analyze one case study and create a PowerPoint Case Presentation to be posted on Blackboard. Cases are specified below in the schedule. The presentations are worth 25 points each, with each group member getting the same number of points. The page limit for the presentation is 25 slides. **Specific study questions for each case will be provided by the Instructor.**

Group members need to place themselves in feet of the actors of the case and (1) describe and justify their decision about what they would do in the circumstance described at the end of the case, (2) respond to all the questions assigned for the case, and (3) explain their proposed action plan in detail. In preparing group presentations, it is not necessary for students to call the company described in the case, go on the internet, or otherwise attempt to find out ‘what happened’ in the case situation. Naturally, there are multiple reasonable courses of action for a company; the key aspect of the case analysis is the internal consistency of the decision and the congruence of the action plan.

An excellent presentation will (1) describe the group’s decision and justify it, (2) respond to all the questions assigned for the case, (3) provide a detailed action plan, (4) follow the above requirements, (5) provide consistent argumentation across slides, (6) be free of typos, grammar, and punctuation errors, (7) be well-referenced when applicable (sources of the material should be specified in the presentation), (8) be well-organized (with agenda and summary slides), (9) be well-written, (10) look visually appealing, and (11) include thoughtful discussion questions.

Term Paper

Internal globalization: A self-diagnostic (3 pages, double space, 1-inch margins)

The term paper is a thought piece on (1) your personal position about globalization and global strategies, (2) your level of internal globalization, and (3) the implications that the phenomenon of globalization has for your personal and professional goals.

Before writing this thought piece, please fill the **GAP Survey**, which is a short 15-question survey that can offer you food-for-thought about your personal global mindset. An online version is available at www.ghemawat.com/cage/gap/survey.aspx

In writing your thought piece, please answer the following questions: What is your position in the debate about how global the world is? Is the world really flat? Are we in a “semiglobalized” world? According to the GAP Survey, how “globalized” are you? Do you agree with the results of the GAP Survey? Why or Why not? **In reflecting about your global strategy competences in using the “CAGE Distance Framework”, the “ADDING Value Scorecard”, and the “AAA Triangle” of strategies, what strengths and what potential gaps do you see in your current competencies? What one or two actions will you take to further develop your global strategy competences?**

The term paper should be an original piece of work, written by the student for this class. Students are to work individually on the term paper. An excellent thought piece will: (1) meet the stated

requirements; (2) be relevant to the class content; (3) be well-written; (4) be well-organized; (5) be free of spelling, grammar, and punctuation errors; and (6) be well-referenced when applicable.

GRADE DISTRIBUTION

Grades for this class will be determined by the total number of points that you earn during the semester based on the following scale:

A	100-93	C+	79-77
A-	92-90	C	76-73
B+	89-87	C-	72-70
B	86-83	D	69-60
B-	82-80	F	59- 0

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 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.

INSTRUCTOR 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 to the Bauer College of Business through the evaluation process.

TENTATIVE COURSE SCHEDULE

Mandatory Orientation	Executive Board room, MH 3 rd floor, April 17, 6pm-10pm
Trip to Berlin	May 17-23, 2015
Topic 1: Monday, June 1st	<p>Readings:</p> <ul style="list-style-type: none"> • Chapter 1: Semiglobalization and strategy • Chapter 2: Differences across countries: The CAGE Distance Framework • Chapter 3: Global value creation: The ADDING Value Scorecard • Case Study: “Grolsch: Growing globally” <p>Discussion questions posted by Instructor</p>
Topic 2: Monday, June 8th	<p>Readings:</p> <ul style="list-style-type: none"> • Chapter 4: Adaptation: Adjusting to differences • Chapter 5: Aggregation: Overcoming differences • Case Study – GROUP 1: “Lincoln Electric” <p>Discussion Leaders: Group 1 (Case presentation and 4 discussion questions to be submitted to instructor by 10:00am on June 8).</p>
Topic 3: Monday, June 15	<p>Readings:</p> <ul style="list-style-type: none"> • Chapter 6: Arbitrage: Exploiting differences • Chapter 7: Playing the differences: The AAA Triangle • Case Study – GROUP 2: “Tata Consultancy Services: Selling certainty” • Case Study – GROUP 3: “Arcor: Global strategy and local turbulence” <p>Discussion Leaders: Groups 2 and 3 (Case presentation and 4 discussion questions to be submitted to instructor by 10:00am on June 15).</p>
Topic 4: Monday, June 22	<p>Readings:</p> <ul style="list-style-type: none"> • Chapter 8: Toward a better future: Getting started • Case Study – GROUP 4: “Mittal Steel in 2006: Changing the global steel game” <p>Discussion Leaders: Group 4 (Case presentation and 4 discussion questions to be submitted to instructor by 10:00am on June 22).</p>
Topic 5: Monday, June 29	<p><i>Term Paper due by 10 a.m. through Turnitin.</i></p> <p>Open discussion about term papers.</p>
Wednesday , July 1st	Last day of webct discussions. Discussion Board closes at 10am.