

NUS BUSINESS SCHOOL**BSP 5412 – Spring 2015
GLOBAL STRATEGIC MANAGEMENT
ABBRIGATED COURSE OUTLINE
Class: BIZ2-0509 (Friday, 2pm-5pm)**

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PURPOSE OF THE COURSE

The course provides students with a clear conceptual understanding of:

- The fundamental economic, financial, and political factors affecting the international expansion of the firm as distinct from purely domestic factors.
- The persistence of deep and momentous cross-national differences in the world that affect the strategy, performance, and value of the multinational firm.
- The optimal sequence, speed, and mode of international expansion depending on the characteristics of the industry, the firm, and the host country.
- The models for organizing and managing a multinational network of subsidiaries, including how to coordinate and to transfer useful knowledge across borders.

The course intends to demonstrate that decisions affecting the international expansion of the firm are neither obvious nor totally determined by the technological or economic forces generally associated with globalization. I seek to illustrate with theoretical articles and detailed case studies that the internationalization of the firm is a sequential decision-making process operating at the country, industry, corporate, business, and subsidiary levels of analysis. Firms manage knowledge accumulation and transfer as they grow international through a mixture of planning and trial-and-error. I would like students to experience in the classroom the most transcendental decisions that multinational firms face in the course of conducting business across borders, and particularly in emerging markets. The course is unique in that it presents and explains the unexpected ways in which international competition unfolds over time and across countries.

Course takeaways:

- A set of conceptual tools to navigate through the often contradictory and ambiguous mass of information about how international competition takes place.
- An appreciation of the differences between multidomestic and global industries.
- A set of criteria for evaluating exactly which global strategy will help enhance the firm's long-term profitability and value.
- A clear understanding of how to measure and interpret the effects of economic, cultural, financial, political, and social factors on international management decisions.

COURSE MATERIALS

All of the readings and cases listed in the syllabus are required and are posted in IVLE. This course has a fair amount of readings, student presentations, and case preparation. It demands quite a bit of time for individual and team preparation.

** Note: I reserve the right and I will be assigning additional required readings throughout the semester.*

EVALUATION OF COURSE PERFORMANCE

The final grade for BMA 5104 will include the following components:

Assignment	Due Date (2015)	Points
Contribution to in-class participation Including pop quizzes/IVLE forum	---	30
Team Presentation	Assigned weekly	10
Team Research Project	April 24	20
Two Individual Case Write-ups (10 points each)		20
In-Class Case Analysis	April 17	20
TOTAL		100

COURSE OUTLINE

Session 1 (Jan 16): Introduction

Case: Globalization and Regionalization: Fortune500

Session 2 (Jan 23):

“Home Country and International Competitive Advantage”

Case: Indian IT Services

Session 3 (Jan. 30): “From International to Global: Managing the Transition”

Case: Nippon Steel

Session 4 (Feb. 6): “Organizational Design Choices for Global Firms”

Case: Telefónica, S.A.

Session 5 (Feb. 13): “Controlling and Coordinating Multinationals”

Case: Lundbeck

Session 6 (Feb. 20): “Emerging Market MNCs I: Market Entry Strategies”

Case: Haier

RECESS: Happy Break

Session 7 (March 6): “Emerging Market MNCs II: Multilatinas”

Case: Embraer

Session 8 (March 13): “Corporate Governance around the World”

Case: PetroChina

Session 9 (March 20): “Non-market Strategies and Multinational Firms”

Case: Hermitage

Session 10 (March 27): “Global Business Groups”

Case: From the Keiretzu to TATA

Session 11 (April 3): PREP TIME FOR TEAM RESEARCH PROJECT

Team Meetings with Professor

Session 12 (April 10) “Global Ethics in Multinational Management”

Case: Norway SWF

Session 13 (April 17): IN-CLASS CASE ANALYSIS