

Teacher's Guide for

THE QUEST FOR GLOBAL DOMINANCE:
Transforming Global Presence Into Global Competitive Advantage

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Teacher's Guide for

THE QUEST FOR GLOBAL DOMINANCE: *Transforming Global Presence Into Global Competitive Advantage*

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PREFACE

The twin forces of ideological change and technology revolution are making globalization one of the most important strategic and organizational issues facing companies today. With every passing day, it is becoming more obvious that managers must view every industry as a global industry and every business as a knowledge business. As worldwide presence becomes a strategic imperative rather than a discretionary choice, an increasing number of companies must confront the essential question: *How do we engineer and exploit the ongoing globalization of our industry?* We wrote the book, *The Quest for Global Dominance*, to help current and future managers address this important question.

Over the past ten years, both of us have taught a course on *Global Strategy and Organization* in our respective MBA programs using earlier drafts of the conceptual materials contained in *The Quest for Global Dominance*. Students have consistently found the course intellectually rigorous, yet highly useful as a guide for action. This *Teacher's Guide* provides a roadmap of our pedagogical approach to the rich and fascinating subject of building global presence and then transforming it into global competitive advantage.

This *Teacher's Guide* contains three sections. The first section is a model outline for a one-semester (30 session) course on *Global Strategy and Organization*. The second section is a model outline for a similar course to be taught over one quarter (20 sessions). The third section contains a list of additional cases that can provide flexibility for professors in course sequencing and selecting cases for examinations.

The cases identified in the model course outlines present contemporary, interesting situations faced by companies that students will recognize, enjoy, and learn from. With some exceptions, most of the cases are copyrighted by Harvard Business School Publishing (HBSP) and can be ordered directly from them (Tel: +1-617-495-6117; Fax: +1-617-495-7666; www.hbsp.harvard.edu).

We have found the following to be an excellent reference source for teaching by the case method: Roland Christensen, David Garvin, and Ann Sweet, *Education for Judgment: The Artistry of Discussion Leadership*, HBS Press.

We would welcome comments and feedback from instructors who share a similar passion to develop an effective pedagogy for teaching *Global Strategy and Organization*. Please forward your comments and suggestions to either of us.

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Sample Course Outline
SEMESTER-LENGTH (15 WEEK) COURSE

GLOBAL STRATEGY AND ORGANIZATION:
Managing the Quest for Global Dominance

COURSE OBJECTIVES

This course focuses on the "strategic" and "organizational" challenges facing the multinational firm. The types of questions that we address are: Why do firms go abroad? What differentiates a "global" from a "multidomestic" industry? What are the sources of competitive advantage in a global context? How does a multinational company play the global chess game? Why and when do/should companies engage in cross-border strategic alliances? What are the associated risks and how to guard against them? What potential roles can foreign subsidiaries play in an MNC's global strategy? How do companies choose an optimal global structure? How do companies ensure coordination between the center and the subsidiaries and among subsidiaries? How do companies manage strategic change from one type of global strategy to another? And, so forth.

COURSE MATERIAL

Vijay Govindarajan & Anil K. Gupta, *The Quest for Global Dominance*, Jossey-Bass, 2001.
Packet of cases and articles

GRADING

The overall grade will be based on the following four components:

Class participation (and surprise quizzes, if any)	25%
Written case analysis I (individual)	25%
Written case analysis II (individual)	25%
Term paper (teams of two students each)	25%

CLASS PARTICIPATION

Pedagogically, this course will rely very heavily on experiential learning built around the following elements: class discussion of case analyses, role playing, and video supplements to cases. For the course to be useful to you, it is essential that, besides reading chapters from the book and the conceptual articles, you come to each class well prepared to discuss your analysis of the assigned case material.

I would strongly encourage active class participation. My experience has been that students generally tend to under- (rather than over-) estimate the worth of what they have to say. Thus, if you are ever in doubt, I would encourage you to participate rather than to keep quiet. Please note that probing questions are as useful a form of class participation as presentations of logical analyses. Finally, needless to add, the quantity of your class participation would count positively only if the substantive quality of your comments and/or questions adds value to the class discussions.

WRITTEN CASE ANALYSES

These are individual assignments. Each student is required to submit written case analyses of two cases - one due anytime during Sessions 6-15 and the other due anytime during Sessions 16-25. You can pick any two cases from this course outline that you like. In preparing your written reports, you should feel free to use all or a subset of the assigned study questions or, if you like, to devise more interesting (or relevant) questions of your own. In my evaluations, I would be looking for well-reasoned and thoughtful answers to some really important and relevant questions. Please state the questions that you are addressing clearly at the start of your report.

Your reports should be typed double-spaced. For each report, the text length should not exceed 1250 words excluding exhibits, if any. In addition, please include a 1-page or less Executive Summary at the front of your report.

Each report should be submitted at the start of the class during which the particular case is scheduled to be discussed.

TERM PAPER REQUIREMENT

This assignment is to be done in teams of 2 students each and your report is due by Session #27. I may request some of the students to present a summary of their reports in the class during the last two weeks of the semester. However, the grade would depend solely on the quality of the written report.

1. Pick one company (from the suggested list given below or a company of your own choice – subject to my approval). Focus on the evolution of this company's global presence and global strategy during the 5-year period 1997-2001.

2. Prepare your report in three parts:

PART I Provide the basic facts regarding the globalization of this company during 1997-2001: (i) annual data on geographic breakdown of sales, assets, employees, and profitability, (ii) a summary table containing a chronology of major events pertaining to the global activities of this company, and (iii) annual data on the key financial statistics for the company as a whole (e.g., revenues, % profit margins, % return on average equity, earnings per share, year-end stock price, etc.).

PART II Analyze and assess the evolving global strategy of this company during 1997-2001: (i) What globalization imperatives does this company face? (ii) What is your assessment of this company's moves to expand its global presence during this time period? (iii) What is your assessment of this company's moves to better exploit its global presence during this time period?

PART III What might the global profile of this company look like in 2006? Why?

3. Structure your report in the form of a slide presentation (along with explanatory notes pertaining to each slide - on a separate page).
4. Potential sources of data:

- o Annual Reports (available over the Internet from company home pages or from <http://www.sec.gov>)
- o Articles in the business press
- o Harvard Business School cases (if available, check at www.hbsp.harvard.edu)

5. Suggested list of companies:

GE Capital	Dell Computer
DaimlerChrysler	Ford
Wal-Mart	Toys R Us
AT&T	Cisco Systems
AOL	Sun Microsystems
Microsoft	Yahoo
Marriott	Hilton
Intel	Texas Instruments
United Airlines	American Airlines
Coca-Cola	Pepsi-Cola

Besides this list, I remain open to any good idea.

**GLOBAL STRATEGY AND ORGANIZATION:
Managing the Quest for Global Dominance**

COURSE PLAN

(Semester Length Course - 30 sessions of 75 minutes each)

Note: HBSP refers to Harvard Business School Publishing (www.hbsp.harvard.edu). HBSP distributes material from Harvard Business School as well as many other institutions (e.g., Stanford Business School) and journals (e.g., California Management Review).

Session	Topic	Material
I. INTRODUCTION		
1	The Changing Global Landscape	<ul style="list-style-type: none"> Govindarajan & Gupta, Ch. 1 - "Rising up to the Global Challenge" <i>The Economist</i>, "A Survey of Multinationals," June 24, 1995
2	Elements of Global Strategy	<ul style="list-style-type: none"> Porter, "Competing Across Locations: Enhancing Competitive Advantage Through A Global Strategy," (HBSP Product #2026) <i>Case:</i> Ingvar Kamprad & IKEA (HBSP Product #9-390-132)
3	Drivers of Industry Globalization	<ul style="list-style-type: none"> Yip, "Global Strategy – In A World of Nations?" <i>Sloan Management Review</i>, Fall 1989 <i>Case:</i> Tricon Restaurants International – Globalization Reexamined (HBSP Product #9-700-030)
II. BUILDING GLOBAL PRESENCE		
4	Entering Asian Markets	<ul style="list-style-type: none"> Govindarajan & Gupta, Ch. 2 - "Building Global Presence" <i>Case:</i> Mary Kay Cosmetics: Asian Market Entry (HBSP Product #9-594-023)
5		<ul style="list-style-type: none"> <i>Case:</i> Procter and Gamble Japan (A) (HBSP Product #9-391-003)
6	Entering European Markets	<ul style="list-style-type: none"> <i>Case:</i> Dennis Hightower and the Walt Disney Co. in Europe (HBSP Product #9-490-010)
7		<ul style="list-style-type: none"> <i>Case:</i> R.R. Donnelly: Expanding into Eastern Europe (HBSP Product #9-799-083)
8	Entering North American Markets	<ul style="list-style-type: none"> Haspeslagh & Jemison, "Acquisitions: Myth and Reality," <i>Sloan Management Review</i>, Winter 1987 Rosenzweig, "The New American Challenge: Foreign Multinationals in the United States," <i>California Management Review</i>, Vol. 36, No. 3, Spring 1994 <i>Case:</i> Accor (A) and (B) (HBSP Product #9-393-012 and 9-393-013)
9		<ul style="list-style-type: none"> Govindarajan & Gupta, Ch. 3 - "Lessons from Wal-Mart's Globalization"

		<ul style="list-style-type: none"> • <i>Case: Royal Ahold: Shopkeeper to the Global Village</i> (HBSP Product #9-598-055)
III. EXPLOITING GLOBAL PRESENCE		
10	Capturing Economies of Global Scale	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 4 - "Exploiting Global Presence" • <i>Case: Caterpillar Tractor Co.</i> (HBSP Product #9-385-276)
11		<ul style="list-style-type: none"> • <i>Case: Komatsu Limited</i> (HBSP Product #9-385-277)
12		<ul style="list-style-type: none"> • <i>Case: Electrolux: The Acquisition and Integration of Zanussi</i> (INSEAD Case #390-037-1)
13	Capturing Economies of Global Scope	<ul style="list-style-type: none"> • Yip & Madsen, "Global Account Management," <i>International Marketing Review</i>, Vol. 13, No. 3, 1996, pp. 24-42 • <i>Case: Citibank: Global Customer Management</i> (HBSP Product #9-395-142)
14		<ul style="list-style-type: none"> • Lovelock & Yip, "Developing Global Strategies for Service Businesses" <i>California Management Review</i> (HBSP Product #CMR052) • <i>Case: Charlotte Beers at Ogilvy & Mather Worldwide (A) (B)</i> (HBSP Product #9-495-031 and 9-495-032) + Case Video (HBSP Product #9-497-501)
15	Managing the Challenge of Local Adaptation	<ul style="list-style-type: none"> • Quelch & Hoff, "Customizing Global Marketing" (HBSP Product #86312) • <i>Case: Otis Pacific Asia Operations (A): National Challenges</i> (HBSP Product #9-393-009)
16		<ul style="list-style-type: none"> • <i>Case: Otis Pacific Asia Operations (B): Regionalization</i> (HBSP Product #9-393-010)
17	Managing the Challenge of Location Optimization	<ul style="list-style-type: none"> • Porter, "Clusters and the New Economics of Competition" (HBSP Product #98609) • Bartmess, "The Plant Location Puzzle" (HBSP Product #94201)
18		<ul style="list-style-type: none"> • Nichols, "Third-World Families at Work: Child Labor or Child Care?" (HBSP Product #93105) • <i>Case: International Sourcing in Athletic Footwear: Nike and Reebok</i> (HBSP Product #9-394-189)
19	Managing the Challenge of Knowledge Transfer	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 6 – "Building A Global Knowledge Machine" • <i>Case: Booz Allen & Hamilton: Vision 2000</i> (HBSP Product #9-396-031)
20		<ul style="list-style-type: none"> • Dyer, Kale, & Singh, "Howto Make Strategic Alliances Work," <i>Sloan Management Review</i>, Summer 2001 • <i>Case: Xerox and Fuji Xerox</i> (HBSP Product #9-391-156)
21		<ul style="list-style-type: none"> • Moore & Birkinshaw, "Managing Knowledge in Global Service Firms: Centers of Excellence," <i>Academy of Management Executive</i>, 1998 • <i>Case: Skandia AFS: Developing Intellectual Capital Globally</i>

		(HBSP Product #9-396-412)
22		<ul style="list-style-type: none"> • Hansen, Nohria, & Tierney, “What’s Your Strategy for Managing Knowledge?” (HBSP Product #99206) • <i>Case: Knowledge Management at Ernst & Young</i> (HBSP Product #M291)
IV. MANAGING THE GLOBAL NETWORK		
23	The Logic of Global Organization	<ul style="list-style-type: none"> • Bartlett & Ghoshal, “Organizing for Worldwide Effectiveness: The Transnational Solution” <i>California Management Review</i> (HBSP Product #CMR019) • Taylor, “The Logic of Global Business: An Interview with ABB's Percy Barnevik" (HBSP Product #91201) • <i>Case: Asea Brown Boveri</i> (HBSP Product #9-192-139)
24		<ul style="list-style-type: none"> • <i>Case: Acer Group: Vision for the Year 2000</i> (HBSP Product #9-495-001)
25	Building An Effective Global Business Team	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 7 – “Dynamics of Global Business Teams” • <i>Case: Procter & Gamble Europe: Vizir Launch</i> (HBSP Product #9-384-139) + <i>Case Video</i> (HBSP Product #9-886-522)
26		<ul style="list-style-type: none"> • <i>Case: Becton Dickinson: Worldwide Blood Collection Team</i> (HBSP Product #9-394-072)
27	Cultivating A Global Mindset	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 5 – “Cultivating A Global Mindset” • <i>Case: Veriphone 1997</i> (HBSP Product #9-398-030)
28		<ul style="list-style-type: none"> • <i>Case: Lincoln Electric: Venturing Abroad</i> (HBSP Product #9-398-095)
IV. REDEFINING THE RULES OF THE GLOBAL GAME		
29	Changing the Rules of the Global Game	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 8 – “Changing the Rules of the Global Game” • <i>Case: Body Shop International</i> (HBSP Product #9-392-032)
30	Globalization in the Digital Age	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 9 – “Globalization in the Digital Age” • <i>Case: Dell - Selling Directly, Globally</i> (HBSP Product #HKU069)

**GLOBAL STRATEGY AND ORGANIZATION:
Managing the Quest for Global Dominance**

COURSE PLAN & CASE ANALYSIS QUESTIONS
(Semester Length Course - 30 sessions of 75 minutes each)

I. INTRODUCTION	
1	<p><u>The Changing Global Landscape</u> Govindarajan & Gupta, Ch. 1 - "Rising up to the Global Challenge" <i>The Economist</i>, "A Survey of Multinationals," June 24, 1995</p> <ol style="list-style-type: none"> 1. <i>What may the global economy look like in 2010?</i> 2. <i>What are the implications of these emerging trends for American firms such as Marriott, Ford, and Microsoft?</i> 3. <i>What are the implications for your own career?</i>
2	<p><u>Elements of Global Strategy</u> Porter, "Competing Across Locations: Enhancing Competitive Advantage Through A Global Strategy," (HBSP Product #2026) Case: Ingvar Kamprad & IKEA (HBSP Product #9-390-132)</p> <ol style="list-style-type: none"> 1. <i>What is Ikea's "business strategy?" What is your assessment of this strategy?</i> 2. <i>What is the company's "global strategy"? What is your assessment of this strategy?</i> 3. <i>What major strategic issues does Ikea face as of the late 1980s? What should be the company's response to these issues?</i>
3	<p><u>Drivers of Industry Globalization</u> Yip, "Global Strategy – In A World of Nations?" <i>Sloan Management Review</i>, Fall 1989 Case: Tricon Restaurants International – Globalization Reexamined (HBSP Product #9-700-030)</p> <ol style="list-style-type: none"> 1. <i>How global is the fast food industry?</i> 2. <i>Is Tricon's global strategy consistent with industry structure and competitive position?</i> 3. <i>Which country markets should Tricon focus on?</i>
II. BUILDING GLOBAL PRESENCE	
4	<p><u>Entering Asian Markets</u> Govindarajan & Gupta, Ch. 2 - "Building Global Presence" Case: Mary Kay Cosmetics: Asian Market Entry (HBSP Product #9-594-023)</p> <ol style="list-style-type: none"> 1. <i>Compare and contrast the opportunities open to Mary Kay Cosmetics in Japan and China.</i> 2. <i>What entry strategy do you recommend for each of these two markets? Why?</i> 3. <i>Should Mary Kay enter these two markets simultaneously or sequentially (if so, in what order)? Why?</i>

5	<p>Case: Procter and Gamble Japan (A) (HBSP Product #9-391-003)</p> <ol style="list-style-type: none"> 1. <i>What went wrong with P&G’s entry strategy into the Japanese market?</i> 2. <i>Why did P&G succeed at first only to fail miserably five years later?</i> 3. <i>What should the president of P&G International do now – exit, retrench, or rebuild the operation? Be specific about the details of your proposed strategy?</i>
6	<p>Entering European Markets</p> <p>Case: Dennis Hightower and the Walt Disney Co. in Europe (HBSP Product #9-490-010)</p> <ol style="list-style-type: none"> 1. <i>Assess Disney’s entry strategy into Europe.</i> 2. <i>Why is Euro Disney running into trouble? Where does the problem lie – with the inherent transferability of the Disney “product,” with Disney’s entry strategy, or with the implementation of the strategy?</i> 3. <i>What are your recommendations to Dennis Hightower?</i>
7	<p>Case: R.R. Donnelly: Expanding into Eastern Europe (HBSP Product #9-799-083)</p> <ol style="list-style-type: none"> 1. <i>Which project(s) should Jim Mauck pursue – Poland only, Hungary only, or both?</i> 2. <i>Why?</i> 3. <i>How should he ensure that the project(s) that he chooses to pursue will achieve their desired goals?</i>
8	<p>Entering North American Markets</p> <p>Haspeslagh & Jemison, "Acquisitions: Myth and Reality," <i>Sloan Management Review</i>, Winter 1987</p> <p>Rosenzweig, “The New American Challenge: Foreign Multinationals in the United States,” <i>California Management Review</i>, Vol. 36, No. 3, Spring 1994</p> <p>Case: Accor (A) and (B) (HBSP Product #9-393-012 and 9-393-013)</p> <ol style="list-style-type: none"> 1. <i>Evaluate ACCOR’s acquisition of Motel 6. Does this acquisition make sense as a way to enter the North American budget hotel industry?</i> 2. <i>How should ACCOR fit Motel 6 into its organization structure? More generally, what approach should ACCOR take in managing this newly acquired affiliate?</i> 3. <i>Is ACCOR’s reliance on “flexible geometry” applicable to a wide range of multinational firms, or is it limited to ACCOR? Why?</i> 4. <i>Going forward, how should Dubrulle and Pelisson manage the structure and role of headquarters at ACCOR?</i>
9	<p>Govindarajan & Gupta, Ch. 3 - “Lessons from Wal-Mart’s Globalization”</p> <p>Case: Royal Ahold: Shopkeeper to the Global Village (HBSP Product #9-598-055)</p> <ol style="list-style-type: none"> 1. <i>How global is the food retailing industry?</i> 2. <i>What’s your assessment of Ahold’s global expansion strategy? Of their entry strategy for the North American market?</i> 3. <i>The North American markets have generally proven to be graveyards for European retailers (e.g., Marks and Spencer). Why might this be?</i> 4. <i>How should Ahold ensure that it does not make the same mistakes as the other European retailers?</i>
<p>III. EXPLOITING GLOBAL PRESENCE</p>	

10	<p><u>Capturing Economies of Global Scale</u> Govindarajan & Gupta, Ch. 4 - "Exploiting Global Presence" Case: Caterpillar Tractor Co. (HBSP Product #9-385-276)</p> <ol style="list-style-type: none"> 1. <i>Why was Caterpillar able to maintain a global market share of over 50% in the earth moving equipment industry for several decades?</i> 2. <i>What factors prevented other companies from denting Caterpillar's worldwide leadership?</i> 3. <i>What challenges does Caterpillar face at the start of the 1980s?</i>
11	<p>Case: Komatsu Limited (HBSP Product #9-385-277)</p> <ol style="list-style-type: none"> 1. <i>What are the roots of Komatsu's dominance of the Japanese EME market?</i> 2. <i>Why did Komatsu make such a big dent in Caterpillar's market share in a mere three years (1981-1984)? If you were managing Komatsu, what would you do in 1984 to snatch global market share leadership from Caterpillar on a permanent basis?</i> 3. <i>If you are managing Caterpillar, what actions would you undertake in 1984 to preserve your market leadership in spite of Komatsu's advantages, recent success, and determination?</i>
12	<p>Case: Electrolux: The Acquisition and Integration of Zanussi (INSEAD Case #390-037-1)</p> <ol style="list-style-type: none"> 1. <i>How would you describe the key characteristics of Electrolux and Zanussi in 1983, in terms of their strategy, organization, capabilities, and performance?</i> 2. <i>As Leif Johansson, would you have recommended the Zanussi acquisition in 1983?</i> 3. <i>What lessons, if any, do you draw from Electrolux's approach to acquisition integration? What would you have done differently?</i> 4. <i>What strategic and organizational challenges remain for Electrolux in 1988? What are the main options?</i> 5. <i>What should Leif Johansson do now?</i>
13	<p><u>Capturing Economies of Global Scope</u> Yip & Madsen, "Global Account Management," <i>International Marketing Review</i>, Vol. 13, No. 3, 1996, pp. 24-42 Case: Citibank: Global Customer Management (HBSP Product #9-395-142)</p> <ol style="list-style-type: none"> 1. <i>What forces drive Citibank to engage in global customer management?</i> 2. <i>What challenges does Citibank face in ensuring both effectiveness as well as efficiency in its global customer management efforts?</i> 3. <i>What are your recommendations?</i>

14	<p>Lovelock & Yip, “Developing Global Strategies for Service Businesses” <i>California Management Review</i> (HBSP Product #CMR052) Case: Charlotte Beers at Ogilvy & Mather Worldwide (A) (B) (HBSP Product #9-495-031 and 9-495-032) + Case Video (HBSP Product #9-497-501)</p> <ol style="list-style-type: none"> 1. <i>What competitive advantages does Ogilvy & Mather Worldwide hope to derive from offering a well-coordinated, highly effective, and highly cost efficient service to its global customers? Be specific.</i> 2. <i>What challenges does the company face in achieving the above goal?</i> 3. <i>What is your assessment of the company’s efforts to date? Too fast? Too slow? Any wrong moves?</i> 4. <i>What recommendations would you make now to Charlotte Beers and her top management team? Be specific.</i>
15	<p>Managing the Challenge of Local Adaptation Quelch & Hoff, "Customizing Global Marketing" (HBSP Product #86312) Case: Otis Pacific Asia Operations (A): National Challenges (HBSP Product #9-393-009)</p> <ol style="list-style-type: none"> 1. <i>What is the structure of the elevator market in Hong Kong, Malaysia, India, and Japan? What are the similarities and differences?</i> 2. <i>In each of these markets, how does Otis' competitive position compare vis-a-vis that of its Japanese competitors?</i> 3. <i>How should Otis manage the imperative to adapt its product and service offerings to each market in the most effective and yet least cost manner?</i>
16	<p>Case: Otis Pacific Asia Operations (B): Regionalization (HBSP Product #9-393-010)</p> <ol style="list-style-type: none"> 1. <i>What is your assessment of Otis’ moves regarding the establishment of a regional organization? Any recommendations?</i>
17	<p>Managing the Challenge of Location Optimization Porter, “Clusters and the New Economics of Competition” (HBSP Product #98609) Bartmess, “The Plant Location Puzzle” (HBSP Product #94201)</p> <ol style="list-style-type: none"> 1. <i>Should EDC enter China or not?</i> 2. <i>Should EDC set up local manufacturing operations in China, rely on local outsourced manufacturing, or export into China?</i>

18	<p>Nichols, “Third-World Families at Work: Child Labor or Child Care?” (HBSP Product #93105)</p> <p>Case: International Sourcing in Athletic Footwear: Nike and Reebok (HBSP Product #9-394-189)</p> <ol style="list-style-type: none"> 1. <i>Is it ethical for companies (such as Nike, Reebok, Volkswagen, or Honda) to relocate production from domestic to foreign locations? What are the pressures that force MNCs to consider such moves?</i> 2. <i>In their labor policies and practices in foreign locations, should MNCs “do in Rome as the Romans do” or should they adopt the standards of their home countries? What would be the correct ethical behavior in such a context? How should companies such as Nike resolve the conflict between ethical behavior and winning in the global marketplace? Is there a conflict?</i> 3. <i>What are the implications of a “footloose” mentality on the part of the MNC for important issues such as “a company’s loyalty to its employees” and “the employees’ loyalty to the company”?</i> 4. <i>What are the implications of your answers to the above questions for public policy makers in bodies such as the US government, the Indonesian government, and the United Nations?</i>
19	<p><u>Managing the Challenge of Knowledge Transfer</u></p> <p>Govindarajan & Gupta, Ch. 6 – “Building A Global Knowledge Machine”</p> <p>Case: Booz Allen & Hamilton: Vision 2000 (HBSP Product #9-396-031)</p> <ol style="list-style-type: none"> 1. <i>What competitive advantages does Booz Allen hope to derive from becoming a far more effective and efficient knowledge network? Be specific.</i> 2. <i>What challenges does the company face in achieving the above goal?</i> 3. <i>What is your assessment of the company’s efforts to date? Too fast? Too slow? Any wrong moves?</i> 4. <i>What recommendations would you make now to the company’s senior management team? Be specific.</i>
20	<p>Dyer, Kale, & Singh, “Howto Make Strategic Alliances Work,” <i>Sloan Management Review</i>, Summer 2001</p> <p>Case: Xerox and Fuji Xerox (HBSP Product #9-391-156)</p> <ol style="list-style-type: none"> 1. <i>Is Fuji Xerox a "successful" strategic alliance as of 1990? How would your evaluation look from the point of view of Xerox? From Fuji Xerox's point of view?</i> 2. <i>What were the principal reasons behind Fuji Xerox's success? How did the organization of the relationship contribute to its success? Consider, specifically, the roles of: ownership structure, contracts, and personal relations?</i> 3. <i>Is there a need to restructure the relationship between Xerox and Fuji Xerox going into the 1990s? Why or why not?</i> 4. <i>Consider the different options for reorganization listed in Exhibit 11. Select one option in each functional area and explain why you prefer it over the others.</i>

21	<p>Moore & Birkinshaw, "Managing Knowledge in Global Service Firms: Centers of Excellence," <i>Academy of Management Executive</i>, 1998</p> <p>Case: Skandia AFS: Developing Intellectual Capital Globally (HBSP Product #9-396-412)</p> <ol style="list-style-type: none"> 1. Assess the strengths and weaknesses of the AFS business model. 2. Assess AFS's concept of intellectual capital. 3. What recommendations would you make to Carendi regarding strategic, organizational, and managerial issues for the future?
22	<p>Hansen, Nohria, & Tierney, "What's Your Strategy for Managing Knowledge?" (HBSP Product #99206)</p> <p>Case: Knowledge Management at Ernst & Young (HBSP Product #M291)</p> <ol style="list-style-type: none"> 1. What concerns should John Peetz have about the ongoing effectiveness and efficiency of the knowledge management system at E&Y? 2. Is the knowledge management system at E&Y adequately balanced between a people-centered vs. a system-centered approach? Why or why not? 3. Any recommendations to John Peetz?
<p>IV. MANAGING THE GLOBAL NETWORK</p>	
23	<p>The Logic of Global Organization</p> <p>Bartlett & Ghoshal, "Organizing for Worldwide Effectiveness: The Transnational Solution" <i>California Management Review</i> (HBSP Product #CMR019)</p> <p>Taylor, "The Logic of Global Business: An Interview with ABB's Percy Barnevik" (HBSP Product #91201)</p> <p>Case: Asea Brown Boveri (HBSP Product #9-192-139)</p> <ol style="list-style-type: none"> 1. What is Barnevik's organizational logic? What's his motivation in making the organizational changes that he has? 2. What is the responsibility of a typical "BA Manager?" And, a typical "Country Manager?" 3. What is the formal authority of the BA Manager? As you may note, there is a wide gap between the BA Manager's formal authority and his responsibility? What are the other bases of his power? If you were a BA Manager, what would you do to ensure successful performance in your job? 4. Over time, which position is likely to become more powerful within ABB - the BA manager or the Country Manager? 5. What's the role of the KL in the new ABB?
24	<p>Case: Acer Group: Vision for the Year 2000 (HBSP Product #9-495-001)</p> <ol style="list-style-type: none"> 1. Assess Acer's approach to global strategy and global organization. 2. How's Acer's approach different from that of Western and Japanese firms?

25	<p><u>Building An Effective Global Business Team</u></p> <p>Govindarajan & Gupta, Ch. 7 – “Dynamics of Global Business Teams”</p> <p>Case: Procter & Gamble Europe: Vizir Launch (HBSP Product #9-384-139) + Case Video (HBSP Product #9-886-522)</p> <ol style="list-style-type: none"> 1. <i>Put yourself in the shoes of Charles Ferguson. Should Vizir be launched Europewide or should individual country managers retain the responsibility to decide when and how this new product would be introduced in their national markets?</i> 2. <i>Let’s say that you are very keen to launch Vizir Europewide. You have two organizational choices: (i) Appoint a Product Manager for Vizir in Brussels and let him/her run the brand on a Europewide basis; or (ii) Create an intercountry Eurobrand team consisting of the relevant people from within the various subsidiaries and give this team responsibility for ensuring needed coordination. Which option will you choose? Why?</i> 3. <i>Whichever of the two organizational approaches that you choose, how will you make the chosen approach work i.e., what are the corollary implications for leadership, reward systems, information systems, career management policies, decision-making systems and processes, corporate culture, etc.?</i>
26	<p>Case: Becton Dickinson: Worldwide Blood Collection Team (HBSP Product #9-394-072)</p> <ol style="list-style-type: none"> 1. <i>How effective has Becton Dickinson been at using foreign subsidiaries as sources of innovation?</i> 2. <i>How effective has Becton Dickinson been at using a global business team to achieve both global integration as well as local flexibility simultaneously?</i> 3. <i>What recommendation would you make to senior management on both issues?</i>
27	<p><u>Cultivating A Global Mindset</u></p> <p>Govindarajan & Gupta, Ch. 5 – “Cultivating A Global Mindset”</p> <p>Case: Veriphone 1997 (HBSP Product #9-398-030)</p> <ol style="list-style-type: none"> 1. <i>What does Veriphone do to create a global mindset? What is your assessment? Any recommendations?</i> 2. <i>Does every company need a global mindset?</i> 3. <i>Does every employee in every company need a global mindset?</i> 4. <i>Do you have a global mindset? What can you do to further develop your mindset in the direction of it becoming more global?</i>
28	<p>Case: Lincoln Electric: Venturing Abroad (HBSP Product #9-398-095)</p> <ol style="list-style-type: none"> 1. <i>Should Lincoln Electric establish regional presence in Indonesia?</i> 2. <i>Is Lincoln’s unique incentive-driven management system transferable to other countries?</i> 3. <i>Does Lincoln have a global mindset? What shortcomings, if any? What should senior management do about them?</i>
<p>V. REDEFINING THE RULES OF THE GLOBAL GAME</p>	

29	<p><u>Changing the Rules of the Global Game</u></p> <p>Govindarajan & Gupta, Ch. 8 – “Changing the Rules of the Global Game” Case: Body Shop International (HBSP Product #9-392-032)</p> <ol style="list-style-type: none"> 1. <i>In what ways has Anita Roddick reinvented the rules of the game in the cosmetics industry?</i> 2. <i>How sustainable is Anita Roddick’s strategy, especially if the Body Shop strategy begins to get emulated by other competitors?</i> 3. <i>How transferable is the Body Shop strategy to the U.S.?</i> 4. <i>What strategic and organizational recommendations would you make to the company’s senior management?</i>
30	<p><u>Globalization in the Digital Age</u></p> <p>Govindarajan & Gupta, Ch. 9 – “Globalization in the Digital Age” Case: Dell - Selling Directly, Globally (HBSP Product #HKU069)</p> <ol style="list-style-type: none"> 1. <i>How aggressive should Dell be in entering the China market?</i> 2. <i>To what extent should Dell clone vs. alter its U.S. strategy as it develops an entry strategy for China?</i>

Sample Course Outline
QUARTER-LENGTH (10 WEEK) COURSE

**GLOBAL STRATEGY AND ORGANIZATION:
Managing the Quest for Global Dominance**

COURSE OBJECTIVES

This course focuses on the "strategic" and "organizational" challenges facing the multinational firm. The types of questions that we address are: Why do firms go abroad? What differentiates a "global" from a "multidomestic" industry? What are the sources of competitive advantage in a global context? How does a multinational company play the global chess game? Why and when do/should companies engage in cross-border strategic alliances? What are the associated risks and how to guard against them? What potential roles can foreign subsidiaries play in an MNC's global strategy? How do companies choose an optimal global structure? How do companies ensure coordination between the center and the subsidiaries and among subsidiaries? How do companies manage strategic change from one type of global strategy to another? And, so forth.

COURSE MATERIAL

Vijay Govindarajan & Anil K. Gupta, *The Quest for Global Dominance*, Jossey-Bass, 2001.
Packet of cases and articles

GRADING

The overall grade will be based on the following four components:

Class participation (and surprise quizzes, if any)	40%
Written case analysis I (individual)	30%
Written case analysis II (individual)	30%

CLASS PARTICIPATION

Pedagogically, this course will rely very heavily on experiential learning built around the following elements: class discussion of case analyses, role playing, and video supplements to cases. For the course to be useful to you, it is essential that, besides reading chapters from the book and the conceptual articles, you come to each class well prepared to discuss your analysis of the assigned case material.

I would strongly encourage active class participation. My experience has been that students generally tend to under- (rather than over-) estimate the worth of what they have to say. Thus, if you are ever in doubt, I would encourage you to participate rather than to keep quiet. Please note that probing questions are as useful a form of class participation as presentations of logical analyses. Finally, needless to add, the quantity of your class participation would count positively only if the substantive quality of your comments and/or questions adds value to the class discussions.

WRITTEN CASE ANALYSES

These are individual assignments. Each student is required to submit written case analyses of two cases - one due anytime during Sessions 4-11 and the other due anytime during Sessions 12-19. You can pick any two cases from this course outline that you like. In preparing your written reports, you should feel free to use all or a subset of the assigned study questions or, if you like, to devise more interesting (or relevant) questions of your own. In my evaluations, I would be looking for well-reasoned and thoughtful answers to some really important and relevant questions. Please state the questions that you are addressing clearly at the start of your report.

Your reports should be typed double-spaced. For each report, the text length should not exceed 1250 words excluding exhibits, if any. In addition, please include a 1-page or less Executive Summary at the front of your report.

Each report should be submitted at the start of the class during which the particular case is scheduled to be discussed.

**GLOBAL STRATEGY AND ORGANIZATION:
Managing the Quest for Global Dominance**

COURSE PLAN

(Quarter Length Course - 20 sessions of 75 minutes each)

Note: HBSP refers to Harvard Business School Publishing (www.hbsp.harvard.edu). HBSP distributes material from Harvard Business School as well as many other institutions (e.g., Stanford Business School) and journals (e.g., California Management Review).

Session	Topic	Material
I. INTRODUCTION		
1	The Changing Global Landscape	<ul style="list-style-type: none"> Govindarajan & Gupta, Ch. 1 - "Rising up to the Global Challenge" <i>The Economist</i>, "A Survey of Multinationals," June 24, 1995
2	Elements of Global Strategy	<ul style="list-style-type: none"> Porter, "Competing Across Locations: Enhancing Competitive Advantage Through A Global Strategy," (HBSP Product #2026) <i>Case:</i> Ingvar Kamprad & IKEA (HBSP Product #9-390-132)
3	Drivers of Industry Globalization	<ul style="list-style-type: none"> Yip, "Global Strategy – In A World of Nations?" <i>Sloan Management Review</i>, Fall 1989 <i>Case:</i> Tricon Restaurants International – Globalization Reexamined (HBSP Product #9-700-030)
II. BUILDING GLOBAL PRESENCE		
4	Entering Asian Markets	<ul style="list-style-type: none"> Govindarajan & Gupta, Ch. 2 - "Building Global Presence" <i>Case:</i> Mary Kay Cosmetics: Asian Market Entry (HBSP Product #9-594-023)
5	Entering European Markets	<ul style="list-style-type: none"> <i>Case:</i> Dennis Hightower and the Walt Disney Co. in Europe (HBSP Product #9-490-010)
6	Entering North American Markets	<ul style="list-style-type: none"> Govindarajan & Gupta, Ch. 3 - "Lessons from Wal-Mart's Globalization" <i>Case:</i> Royal Ahold: Shopkeeper to the Global Village (HBSP Product #9-598-055)
III. EXPLOITING GLOBAL PRESENCE		
7	Capturing Economies of Global Scale	<ul style="list-style-type: none"> Govindarajan & Gupta, Ch. 4 - "Exploiting Global Presence" <i>Case:</i> Caterpillar Tractor Co. (HBSP Product #9-385-276)
8		<ul style="list-style-type: none"> <i>Case:</i> Komatsu Limited (HBSP Product #9-385-277)
9	Capturing Economies of Global Scope	<ul style="list-style-type: none"> Yip & Madsen, "Global Account Management," <i>International Marketing Review</i>, Vol. 13, No. 3, 1996, pp. 24-42 <i>Case:</i> Citibank: Global Customer Management (HBSP Product

		#9-395-142)
10	Managing the Challenge of Local Adaptation	<ul style="list-style-type: none"> • Quelch & Hoff, "Customizing Global Marketing" (HBSP Product #86312) • <i>Case: Otis Pacific Asia Operations (A): National Challenges</i> (HBSP Product #9-393-009)
11		<ul style="list-style-type: none"> • <i>Case: Otis Pacific Asia Operations (B): Regionalization</i> (HBSP Product #9-393-010)
12	Managing the Challenge of Location Optimization	<ul style="list-style-type: none"> • Porter, "Clusters and the New Economics of Competition" (HBSP Product #98609) • Bartmess, "The Plant Location Puzzle" (HBSP Product #94201)
13		<ul style="list-style-type: none"> • Nichols, "Third-World Families at Work: Child Labor or Child Care?" (HBSP Product #93105) • <i>Case: International Sourcing in Athletic Footwear: Nike and Reebok</i> (HBSP Product #9-394-189)
14	Managing the Challenge of Knowledge Transfer	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 6 – "Building A Global Knowledge Machine" • <i>Case: Booz Allen & Hamilton: Vision 2000</i> (HBSP Product #9-396-031)
15		<ul style="list-style-type: none"> • Dyer, Kale, & Singh, "Howto Make Strategic Alliances Work," <i>Sloan Management Review</i>, Summer 2001 • <i>Case: Xerox and Fuji Xerox</i> (HBSP Product #9-391-156)
IV. MANAGING THE GLOBAL NETWORK		
16	The Logic of Global Organization	<ul style="list-style-type: none"> • Bartlett & Ghoshal, "Organizing for Worldwide Effectiveness: The Transnational Solution" <i>California Management Review</i> (HBSP Product #CMR019) • Taylor, "The Logic of Global Business: An Interview with ABB's Percy Barnevik" (HBSP Product #91201) • <i>Case: Asea Brown Boveri</i> (HBSP Product #9-192-139)
17	Building An Effective Global Business Team	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 7 – "Dynamics of Global Business Teams" • <i>Case: Procter & Gamble Europe: Vizir Launch</i> (HBSP Product #9-384-139) + Case Video (HBSP Product #9-886-522)
18	Cultivating A Global Mindset	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 5 – "Cultivating A Global Mindset" • <i>Case: Veriphone 1997</i> (HBSP Product #9-398-030)
IV. REDEFINING THE RULES OF THE GLOBAL GAME		
19	Changing the Rules of the Global Game	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 8 – "Changing the Rules of the Global Game" • <i>Case: Body Shop Intemational</i> (HBSP Product #9-392-032)
20	Globalization in the Digital Age	<ul style="list-style-type: none"> • Govindarajan & Gupta, Ch. 9 – "Globalization in the Digital Age" • <i>Case: Dell - Selling Directly, Globally</i> (HBSP Product

		#HKU069)
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**GLOBAL STRATEGY AND ORGANIZATION:
Managing the Quest for Global Dominance**

COURSE PLAN & CASE ANALYSIS QUESTIONS
(Quarter Length Course - 20 sessions of 75 minutes each)

I. INTRODUCTION	
1	<p><u>The Changing Global Landscape</u> Govindarajan & Gupta, Ch. 1 - “Rising up to the Global Challenge” <i>The Economist</i>, “A Survey of Multinationals,” June 24, 1995</p> <ol style="list-style-type: none"> 1. <i>What may the global economy look like in 2010?</i> 2. <i>What are the implications of these emerging trends for American firms such as Marriott, Ford, and Microsoft?</i> 3. <i>What are the implications for your own career?</i>
2	<p><u>Elements of Global Strategy</u> Porter, “Competing Across Locations: Enhancing Competitive Advantage Through A Global Strategy,” (HBSP Product #2026) Case: Ingvar Kamprad & IKEA (HBSP Product #9-390-132)</p> <ol style="list-style-type: none"> 1. <i>What is Ikea’s “business strategy?” What is your assessment of this strategy?</i> 2. <i>What is the company’s “global strategy?” What is your assessment of this strategy?</i> 3. <i>What major strategic issues does Ikea face as of the late 1980s? What should be the company’s response to these issues?</i>
3	<p><u>Drivers of Industry Globalization</u> Yip, “Global Strategy – In A World of Nations?” <i>Sloan Management Review</i>, Fall 1989 Case: Tricon Restaurants International – Globalization Reexamined (HBSP Product #9-700-030)</p> <ol style="list-style-type: none"> 1. <i>How global is the fast food industry?</i> 2. <i>Is Tricon’s global strategy consistent with industry structure and competitive position?</i> 3. <i>Which country markets should Tricon focus on?</i>
II. BUILDING GLOBAL PRESENCE	
4	<p><u>Entering Asian Markets</u> Govindarajan & Gupta, Ch. 2 - “Building Global Presence” Case: Mary Kay Cosmetics: Asian Market Entry (HBSP Product #9-594-023)</p> <ol style="list-style-type: none"> 1. <i>Compare and contrast the opportunities open to Mary Kay Cosmetics in Japan and China.</i> 2. <i>What entry strategy do you recommend for each of these two markets? Why?</i> 3. <i>Should Mary Kay enter these two markets simultaneously or sequentially (if so, in what order)? Why?</i>

5	<p><u>Entering European Markets</u></p> <p>Case: Dennis Hightower and the Walt Disney Co. in Europe (HBSP Product #9-490-010)</p> <ol style="list-style-type: none"> 1. <i>Assess Disney's entry strategy into Europe.</i> 2. <i>Why is Euro Disney running into trouble? Where does the problem lie – with the inherent transferability of the Disney “product,” with Disney's entry strategy, or with the implementation of the strategy?</i> 3. <i>What are your recommendations to Dennis Hightower?</i>
6	<p><u>Entering North American Markets</u></p> <p>Govindarajan & Gupta, Ch. 3 - “Lessons from Wal-Mart's Globalization”</p> <p>Case: Royal Ahold: Shopkeeper to the Global Village (HBSP Product #9-598-055)</p> <ol style="list-style-type: none"> 1. <i>How global is the food retailing industry?</i> 2. <i>What's your assessment of Ahold's global expansion strategy? Of their entry strategy for the North American market?</i> 3. <i>The North American markets have generally proven to be graveyards for European retailers (e.g., Marks and Spencer). Why might this be?</i> 4. <i>How should Ahold ensure that it does not make the same mistakes as the other European retailers?</i>
<p>III. EXPLOITING GLOBAL PRESENCE</p>	
7	<p><u>Capturing Economies of Global Scale</u></p> <p>Govindarajan & Gupta, Ch. 4 - "Exploiting Global Presence"</p> <p>Case: Caterpillar Tractor Co. (HBSP Product #9-385-276)</p> <ol style="list-style-type: none"> 1. <i>Why was Caterpillar able to maintain a global market share of over 50% in the earth moving equipment industry for several decades? What factors prevented other companies from denting Caterpillar's worldwide leadership? What challenges does Caterpillar face at the start of the 1980s?</i>
8	<p>Case: Komatsu Limited (HBSP Product #9-385-277)</p> <ol style="list-style-type: none"> 1. <i>What are the roots of Komatsu's dominance of the Japanese EME market?</i> 2. <i>Why did Komatsu make such a big dent in Caterpillar's market share in a mere three years (1981-1984)? If you were managing Komatsu, what would you do in 1984 to snatch global market share leadership from Caterpillar on a permanent basis?</i> 3. <i>If you are managing Caterpillar, what actions would you undertake in 1984 to preserve your market leadership in spite of Komatsu's advantages, recent success, and determination?</i>
9	<p><u>Capturing Economies of Global Scope</u></p> <p>Yip & Madsen, “Global Account Management,” <i>International Marketing Review</i>, Vol. 13, No. 3, 1996, pp. 24-42</p> <p>Case: Citibank: Global Customer Management (HBSP Product #9-395-142)</p> <ol style="list-style-type: none"> 1. <i>What forces drive Citibank to engage in global customer management?</i> 2. <i>What challenges does Citibank face in ensuring both effectiveness as well as efficiency in its global customer management efforts?</i> 3. <i>What are your recommendations?</i>

10	<p>Managing the Challenge of Local Adaptation</p> <p>Quelch & Hoff, "Customizing Global Marketing" (HBSP Product #86312)</p> <p>Case: Otis Pacific Asia Operations (A): National Challenges (HBSP Product #9-393-009)</p> <ol style="list-style-type: none"> 1. <i>What is the structure of the elevator market in Hong Kong, Malaysia, India, and Japan? What are the similarities and differences?</i> 2. <i>In each of these markets, how does Otis' competitive position compare vis-a-vis that of its Japanese competitors?</i> 3. <i>How should Otis manage the imperative to adapt its product and service offerings to each market in the most effective and yet least cost manner?</i>
11	<p>Case: Otis Pacific Asia Operations (B): Regionalization (HBSP Product #9-393-010)</p> <ol style="list-style-type: none"> 1. <i>What is your assessment of Otis' moves regarding the establishment of a regional organization? Any recommendations?</i>
12	<p>Managing the Challenge of Location Optimization</p> <p>Porter, "Clusters and the New Economics of Competition" (HBSP Product #98609)</p> <p>Bartmess, "The Plant Location Puzzle" (HBSP Product #94201)</p> <ol style="list-style-type: none"> 1. <i>Should EDC enter China or not?</i> 2. <i>Should EDC set up local manufacturing operations in China, rely on local outsourced manufacturing, or export into China?</i>
13	<p>Nichols, "Third-World Families at Work: Child Labor or Child Care?" (HBSP Product #93105)</p> <p>Case: International Sourcing in Athletic Footwear: Nike and Reebok (HBSP Product #9-394-189)</p> <ol style="list-style-type: none"> 1. <i>Is it ethical for companies (such as Nike, Reebok, Volkswagen, or Honda) to relocate production from domestic to foreign locations? What are the pressures that force MNCs to consider such moves?</i> 2. <i>In their labor policies and practices in foreign locations, should MNCs "do in Rome as the Romans do" or should they adopt the standards of their home countries? What would be the correct ethical behavior in such a context? How should companies such as Nike resolve the conflict between ethical behavior and winning in the global marketplace? Is there a conflict?</i> 3. <i>What are the implications of a "footloose" mentality on the part of the MNC for important issues such as "a company's loyalty to its employees" and "the employees' loyalty to the company"?</i> 4. <i>What are the implications of your answers to the above questions for public policy makers in bodies such as the US government, the Indonesian government, and the United Nations?</i>

14	<p><u>Managing the Challenge of Knowledge Transfer</u></p> <p>Govindarajan & Gupta, Ch. 6 – “Building A Global Knowledge Machine” Case: Booz Allen & Hamilton: Vision 2000 (HBSP Product #9-396-031)</p> <ol style="list-style-type: none"> 1. <i>What competitive advantages does Booz Allen hope to derive from becoming a far more effective and efficient knowledge network? Be specific.</i> 2. <i>What challenges does the company face in achieving the above goal?</i> 3. <i>What is your assessment of the company’s efforts to date? Too fast? Too slow? Any wrong moves?</i> 4. <i>What recommendations would you make now to the company’s senior management team? Be specific.</i>
15	<p>Dyer, Kale, & Singh, “Howto Make Strategic Alliances Work,” <i>Sloan Management Review</i>, Summer 2001</p> <p>Case: Xerox and Fuji Xerox (HBSP Product #9-391-156)</p> <ol style="list-style-type: none"> 1. <i>Is Fuji Xerox a "successful" strategic alliance as of 1990? How would your evaluation look from the point of view of Xerox? From Fuji Xerox's point of view?</i> 2. <i>What were the principal reasons behind Fuji Xerox's success? How did the organization of the relationship contribute to its success? Consider, specifically, the roles of: ownership structure, contracts, and personal relations?</i> 3. <i>Is there a need to restructure the relationship between Xerox and Fuji Xerox going into the 1990s? Why or why not?</i> 4. <i>Consider the different options for reorganization listed in Exhibit 11. Select one option in each functional area and explain why you prefer it over the others.</i>
<p>IV. MANAGING THE GLOBAL NETWORK</p>	
16	<p><u>The Logic of Global Organization</u></p> <p>Bartlett & Ghoshal, “Organizing for Worldwide Effectiveness: The Transnational Solution” <i>California Management Review</i> (HBSP Product #CMR019) Taylor, “The Logic of Global Business: An Interview with ABB's Percy Barnevik" (HBSP Product #91201) Case: Asea Brown Boveri (HBSP Product #9-192-139)</p> <ol style="list-style-type: none"> 1. <i>What is Barnevik's organizational logic? What's his motivation in making the organizational changes that he has?</i> 2. <i>What is the responsibility of a typical "BA Manager?" And, a typical "Country Manager?"</i> 3. <i>What is the formal authority of the BA Manager? As you may note, there is a wide gap between the BA Manager's formal authority and his responsibility? What are the other bases of his power? If you were a BA Manager, what would you do to ensure successful performance in your job?</i> 4. <i>Over time, which position is likely to become more powerful within ABB - the BA manager or the Country Manager?</i> 5. <i>What's the role of the KL in the new ABB?</i>

17	<p><u>Building An Effective Global Business Team</u></p> <p>Govindarajan & Gupta, Ch. 7 – “Dynamics of Global Business Teams” Case: Procter & Gamble Europe: Vizir Launch (HBSP Product #9-384-139) + Case Video (HBSP Product #9-886-522)</p> <ol style="list-style-type: none"> 1. <i>Put yourself in the shoes of Charles Ferguson. Should Vizir be launched Europewide or should individual country managers retain the responsibility to decide when and how this new product would be introduced in their national markets?</i> 2. <i>Let’s say that you are very keen to launch Vizir Europewide. You have two organizational choices: (i) Appoint a Product Manager for Vizir in Brussels and let him/her run the brand on a Europewide basis; or (ii) Create an intercountry Eurobrand team consisting of the relevant people from within the various subsidiaries and give this team responsibility for ensuring needed coordination. Which option will you choose? Why?</i> 3. <i>Whichever of the two organizational approaches that you choose, how will you make the chosen approach work i.e., what are the corollary implications for leadership, reward systems, information systems, career management policies, decision-making systems and processes, corporate culture, etc.?</i>
18	<p><u>Cultivating A Global Mindset</u></p> <p>Govindarajan & Gupta, Ch. 5 – “Cultivating A Global Mindset” Case: Veriphone 1997 (HBSP Product #9-398-030)</p> <ol style="list-style-type: none"> 1. <i>What does Veriphone do to create a global mindset? What is your assessment? Any recommendations?</i> 2. <i>Does every company need a global mindset?</i> 3. <i>Does every employee in every company need a global mindset?</i> 4. <i>Do you have a global mindset? What can you do to further develop your mindset in the direction of it becoming more global?</i>
<p>V. REDEFINING THE RULES OF THE GLOBAL GAME</p>	
19	<p><u>Changing the Rules of the Global Game</u></p> <p>Govindarajan & Gupta, Ch. 8 – “Changing the Rules of the Global Game” Case: Body Shop International (HBSP Product #9-392-032)</p> <ol style="list-style-type: none"> 1. <i>In what ways has Anita Roddick reinvented the rules of the game in the cosmetics industry?</i> 2. <i>How sustainable is Anita Roddick’s strategy, especially if the Body Shop strategy begins to get emulated by other competitors?</i> 3. <i>How transferable is the Body Shop strategy to the U.S.?</i> 4. <i>What strategic and organizational recommendations would you make to the company’s senior management?</i>
20	<p><u>Globalization in the Digital Age</u></p> <p>Govindarajan & Gupta, Ch. 9 – “Globalization in the Digital Age” Case: Dell - Selling Directly, Globally (HBSP Product #HKU069)</p> <ol style="list-style-type: none"> 1. <i>How aggressive should Dell be in entering the China market?</i> 2. <i>To what extent should Dell clone vs. alter its U.S. strategy as it develops an entry strategy for China?</i>

LIST OF ADDITIONAL CASES

(Numbers within brackets refer to Harvard Business School Publishing Product Number)

Module 1 Introduction

EMI and CT Scanner (A) (9-383-194)
EMI and CT Scanner (B) (9-383-195)
Whirlpool Corporation (9-391-037)
Hattori-Seiko and the World Watch Industry (9-385-300)
Note on the Motorcycle Industry (5-585-170)
Honda (9-384-050)

Module 2 Building Global Presence

Acer in Canada (97M004)
Note on the Paper Machinery Industry (9-383-185)
Dominion Engineering Works (9-383-184)
Raychem in Asia
Bain & Co.: International Expansion (9-395-102)
Eli Lilly and Company (A): Globalization (9-391-032)
Eli Lilly and Company (B): Europe (9-391-033)
Eli Lilly and Company (C): Japan (9-391-034)

Module 3 Exploiting Global Presence

Note on the World Appliance Industry (INSEAD)
Corning Glass Works International (A) (9-381-160)
Philips and Matsushita (9-392-156)
Rhone-Poulenc (A) and (B) (9-395-042)
Kentucky Fried Chicken Japan (9-394-181)
Vick International Division (9-179-168)

Module 4 Managing the Global Network

ABB's Relays Business: Building and Managing a Global Matrix (9-394-016)
Bausch and Lomb: Regional Organization (9-594-056)

Module 5 Redefining The Rules of The Global Game

Note on the World Copier Industry (9-384-152)
Canon Inc.: Worldwide Copier Strategy (9-384-151)
Cisco (A) (Tuck School)
Cisco (B) (Tuck School)
Note on Internetworking Industry (Tuck School)