



## GLOBAL STRATEGY FALL 2025

MGMT-GB-2340.10

THU, 6:00PM-7:00PM Asynchronous

THU, 7:00PM-9:00PM Online

**Professor: ILGAZ ARIKAN**

**Email:** [ia2732@stern.nyu.edu](mailto:ia2732@stern.nyu.edu), [ilgaz.arikan@nyu.edu](mailto:ilgaz.arikan@nyu.edu)

**Office hours:** Mondays 2:15pm-5:00pm, by appointment.

**Teaching Fellow:** XXXXXXXXXXXX

**Email:** [XXXXXXXXXX](#)

**Office hours:** Please reach out to XXXXX to schedule.

**This course's main objective is to make students  
THINK  
about firms in international markets, given the complex  
nature of socioeconomic and geopolitical challenges.**

### COURSE OVERVIEW

Managers of multinational corporations have to meld the art of strategic decision-making with a strong understanding of the business environment in the different locations where their companies operate.

This course will familiarize students with the complexities of expanding and managing multinational corporations in environments that are different along cultural, political, social and economic dimensions. The course addresses several questions: (1) Why do firms expand abroad? (2) How do firms expand abroad? (3) How does managing a multinational corporation (MNC) differ from managing a domestic firm? (4) How do managers cope with the multiple and often conflicting demands they face when managing cross-border operations?

### COURSE OBJECTIVES

The central objective of this course is to understand the strategies of multinational firms (MNCs). We will examine why firms decide to develop operations in foreign countries, how they do this, and how they can become successful once their operations span national boundaries. We will also examine how individuals manage business activities effectively in such multinational firms, both within the confines of the value chain and by engaging a wide range of external stakeholders such as political decision-makers, NGOs, and local communities.

The course is designed to help students (a) gain in-depth knowledge on the issues faced by multinational managers (timing and location of international expansion; mode of entry; global strategy; political and social risk) and (b) deepen their expertise in this area through practical case applications that span multiple geographical regions, industries, and time periods.

The activities of multinational corporations span various geographies, cultural contexts, political regimes, and levels of economic development. To enable students to follow MNCs' trajectories and fully grasp the challenges and opportunities MNCs face in different places at different points in time, the course will reach across disciplinary boundaries and build on foundations of international economics, international political economy and strategy. In other words, the course is consciously interdisciplinary in its design. Students are expected to participate actively in class discussions and contribute, when appropriate, expertise from previous coursework, training and work experience, including key concepts and perspectives from other disciplines, and knowledge of industries or countries with which they are familiar.

This course is designed to help students understand the strategic issues and tradeoffs in a multinational context and assess the strategic performance of MNCs. Consequently, this course is not only pertinent for students who intend to pursue careers in industries with an extensive geographic scope, but also to those interested in management consulting, investment banking, venture capital, and other careers in the global context where accurate and concise strategic assessments are crucial.

## READING MATERIALS

### Required Materials

- There is no textbook required for this course.
- Harvard Business School (HBS) cases and Harvard Business Review (HBR) articles can be purchased as a digital course pack through the following link:

<https://hbsp.harvard.edu/import/1318504>

- Other required and optional course materials will be available on Brightspace.

## GRADING

The course grade will be based on the following components and weights:

(1) Class participation	15%
(2) Reflections and feedback on peer interim reports	15%
(3) Group cases	35%
(4) Final Project	35%

These components are discussed in more detail below.

There is no midterm or final exam.

### (1) Class Participation: (15%)

This is an advanced class in which you are expected to reflect upon the concepts and applications presented in the reading materials, think about suitable applications (*i.e.*, other situations or cases where these concepts apply) and actively engage with the professor and with your peers during class

discussion. The required reading list for this course is stimulating but heavy, with a mix of conceptual background readings and case studies. Students need to complete these readings before each class to be able to participate actively in each class discussion. In-class discussions will not recap the facts in a reading but generate insights into links between theoretical concepts and pragmatic solutions for protagonists in a case. Sharing relevant practical insights from professional or other international experiences are also encouraged. Throughout the semester, students will be asked to participate in class exercises and presentations. These exercises contribute towards the class participation grade.

### **Participation Grading Rubric**

Max 3 points can be earned during a class meeting. You can earn points by speaking up, by posting in the chat box during a class session, and by participating in the asynchronous portion of the course by contributing to the class discussion using the “end-of-class-memo.” Please make sure I see your posting or hear your comment. Participation in the asynchronous portion of the class (explained below) also contributes to your participation.

#### **0 pts, Below Expectations**

No participation or no significant contribution to class learning

#### **1 pts, Basic**

Non-substantial comments where it is evident that the comments are not grounded in the readings, has posted/made a comment without real content, rushed work, with no substantial contribution to class learning.

#### **2 pts, Proficient**

Accurate, but not insightful arguments that do not go beyond the arguments in the readings, or cases, and that lack insight of synthesis.

#### **3 pts, Distinguished**

Strong comments that integrate concepts and generate new insights. Evident that the student has thought about the complex relationships and has made logical connections to add new insight. Makes a contribution to class learning.

For the learning process to be effective, you will need to participate actively during every class. Class participation involves being clear about your position and supporting it with facts, while also being willing to seek alternative perspectives on the situation. The ability to present one's ideas concisely and persuasively, and to respond effectively to ideas of others, is a key success factor in any management position. There is clear value and rewards attached to effective participation. Hence, there will be no reward for those who comment for the sake of posting (or making) a comment.

### **Participation in the “Asynchronous” Portion of the Course**

Each week, you are expected to participate in the asynchronous portions learning tasks of the course, using the “end-of-class-memo.” Your participation will be assessed based on your contributions to the learning environment. Please note that detailed comments are less likely

to result in misunderstandings. You might have a great point, but if you do not elaborate on your points and explain your thinking, it may not be effective. For effective communication, please make sure you take your time. The purpose of this task is to make you THINK. If you cannot dedicate quality thinking time to this assignment, let me know. It is critical to have you think and make connections across the content we will be covering in this course.

## Attendance and Participation Policy

**Please remember that attendance is not participation.** Attendance is required for participation in the class discussion and in-class exercises. However, attendance alone (without or with only minimal participation) will result in a low participation grade.

**Absences.** Students are expected to attend every session fully prepared and to actively participate in the class discussion. However, I recognize that life events and scheduling conflicts occur. To allow some flexibility, each student has two free passes that can be used to excuse absences. You can use these passes to excuse any kind of absence, including illness, schedule conflicts, travel, etc. Additional absences will not be excused, except in cases of severe illness.

**Making up for missed classes.** As previously mentioned, each student is entitled to two free passes during the semester. To make up additional missed classes, students need to submit extra work for the class missed. The extra work will be determined based on the session(s) missed to compensate for the missed learning opportunities. Although there is no way to fully make up for the missed class discussions, the extra work will be designed to help the student “catch up” with the content.

## (2) Reflections and Feedback on Peer Interim Reports: 15%

At the end of the course, you will turn in a final essay. You will use critical thinking skills developed in this course and provide reflections on a firm. There will be three (3) ungraded interim uploads during the semester. The goal is to create a learning environment where you will offer thoughtful and developmental feedback to your peers to help them in developing their analysis.

Hence, your task is to read at least *three (3)* of your classmates' interim uploads in each round and provide thoughtful feedback on their work. The interim peer feedback is a valuable opportunity for you to observe and contribute to the critical thinking process. Please take your time thinking through the reports you chose to provide feedback on. Your feedback should be uploaded to Brightspace within three (3) days of the interim report.

### Reflections and Feedback on Interim Report #1: (due on October 25, Midnight)

**The Firm Identification.** The 1<sup>st</sup> interim upload should be about 1-page long. The student must clearly indicate the name of the firm and the industry in which the firm operates. In the reflections/feedback you will provide, you may want to bring up helpful and interesting sources for research, or any useful insights you may contribute to help your peers develop their thinking.

### Reflections and Feedback on Interim Report #2 (due on November 8, Midnight)

***The Rough Draft of the Project.*** The 2<sup>nd</sup> interim upload should be about 4-pages long. The student must have a clear idea about the past of the focal firm, and the current challenges and frictions the firm is facing and indicate a rough sketch of the future projections. This will not be a polished report, but the main structure should be apparent.

**Reflections and Feedback on Interim Report #3 (due on November 22, Midnight)**

***Almost Complete Analysis.*** The 3<sup>rd</sup> interim upload should be about 8-pages long. When you read this report, a) did you learn anything new about the firm? b) can you think of any gaps in the logical reasoning? c) do you think there are omitted prospects or challenges? d) do you have any other constructive feedback to help finalize the project?

**(3) Group cases: 35%**

This semester we will study six (6) cases that effectively demonstrate nine fundamental global strategy problems. The first two cases (Ducati and Teva) are practice cases. I will provide detailed feedback but will not record the scores. The last four cases (Disney, Newell, Amore-Pacific, and Harley) will be graded group cases. The groups are shuffled for each case. The case write ups are due at midnight, the day before the case is assigned to be discussed in class. Every student in the group receives the same grade. Each graded case is equally weighted.

Ducati (Practice #1)	October 1, Wednesday, Midnight
Teva (Practice #2)	October 8, Wednesday, Midnight
Disney (Graded case #1)	November 5, Wednesday, Midnight
Newell (Graded case #2)	November 12, Wednesday, Midnight
Amore (Graded case #3)	November 19, Wednesday, Midnight
Harley (Graded case #4)	December 3, Wednesday, Midnight

**Case Write Up Format**

The case analysis should **not** be more than 6 single spaced pages (minimum font size 11). You may want to include additional graphs and other figures (maximum 3 pages) to support your analyses. Please post your case analysis to the assigned Brightspace dropbox before its due date. Please do not use the internet or AI tools to complete your analysis. The write up needs to be precise and concise. Please copy edit your work. Each group turns in one (1) analysis.

**Expectations on the Case Analysis, and the Format of the Reports**

When doing a case analysis, you should **NOT** submit one long essay. Case Analysis reports are a specific type of analysis. You are expected to solve the main problem in the case.

To begin, here are the three rules when solving cases:

- 1) Do NOT use the Internet. All information you need to solve a case is provided in the document.
- 2) Do NOT use any AI generated text or AI software.
- 3) Solve the case at the time of the case.

The golden rule in solving cases is to “identify and generalize” the main problem. Hence, you need to isolate the problem and avoid getting distracted by accompanying issues. There are a few “major” problems that firms will face, despite their many different locations, industries and contexts. The assigned cases are *the best* examples of the major problems that many firms face, today. The critical phrase in this paragraph is “to identify and generalize.” In other words, the goal is to solve for the problem X and think about how the problem would take shape for different companies in different contexts.

### *Issues*

Identify the issues. These are the symptoms of the main problem. Usually, we put bullet points and write 1-2 sentences for each issue. There needs to be 6-8 issues identified in each case. Think about all the issues listed in this section. Make sure you do not include any advice or any speculation. You need to provide clear and precise facts about the issues the firm is facing.

### *The Problem Statement*

What is the source of all those issues? When we boil down all those issues, it will be clear what the main problem of the firm is. You will solve this problem. The problem statement should be a clear, crisp, and precise question. Do not write a case summary, or any recommendation about what the company should do. Instead, focus on what the underlying problem is, and state it clearly.

Rule of thumb: when you are done with your alternatives and the recommendation section, go back and read the problem statement. Does your proposed solution address the stated problem? It should! Does it make all the issues go away? It should!

### *External Analysis*

Understand the dynamics of competition in the industry. First break down the industry into each identifiable, specific, and clear product market segments. Then do a Porter’s Five Forces Analysis. After you explain the dynamics of the industry, you should include one more paragraph stating the “takeaway” in this analysis. Here you should clearly state what it takes to be successful in this industry.

In this section, you need to produce a 5-Forces table. The X axis (horizontal) is for each of the product market segments to capture the distinct dynamics. The Y axis (vertical) is for the 5 forces. Rule of thumb: read your problem statement, and your alternatives. Did you include all the relevant product market segments? To justify your solutions, you must analyze the distinct market segments first. Every analysis must have a takeaway paragraph that tells your reader what you conclude from that analysis. On a 5-forces table, there can be NO medium-moderate marks. If you feel the need to write medium or moderate, it is a clear sign that the product market segment you have identified is too broad. You should have highs and lows, but not mediums. In an industry analysis, you are trying to convince your reader about how you interpret the industry dynamics.

### *Internal Analysis*

Identify firm specific advantages, core competencies, and the sources of sustained competitive advantage(s) (if any). We use the VRIO (or VRIN) for this analysis. Make sure you identify the



resources and capabilities that produce competitive disadvantage, competitive parity, temporary competitive advantage(s), and sustained competitive advantage(s).

In the industry analysis section, you can have many different and distinct product market segments. But, in the internal analysis, there will be only one for the firm. The VRIO table must have the following format. (The details are discussed in the recorded lectures.) The x-axis (horizontal) will have the four columns: V for Valuable, R for Rare, I for Inimitable, and O (or N); (O for organized to capture value, or in the VRIN table, N for Non-substitutable), and then you need to add two more columns: economic implications (i.e., above normal, normal, below normal economic returns) and strategic implications (i.e., sustained competitive advantage, temporary competitive advantage, parity, competitive disadvantage) . The y-axis (vertical) will have the first column: resources and capabilities. First in the body of the text, you need to explain what you identified as resources and capabilities. Then each of the resources or capabilities enter the analysis one by one, and you put a yes or a check mark. (again, the details are in the recorded lectures). Make sure you think hard about whether you found the reason(s) why the firm makes excess profits. Products are NOT resources or capabilities. Subcomponents, parts, a strategy is not a resource or capability. The VRIO analysis must end with a takeaway paragraph.

### *Value Chain Analysis*

Explain who is powerful in the value chain, and how the firm can extract more of the revenues and profits in this economic model. You should go back to the factors of production (source of raw materials and operational functions), as well as go forward to the client. This analysis shows us which link in the chain is the most powerful and if the firm is vulnerable to value appropriation. There are many ways of presenting the value chain activities. The most logical and straightforward version is discussed in the recorded lectures. First identify what the primary activities are for the firm. Then list the secondary activities. For every firm, what is primary and what is secondary will be different, given there are different rules of the game for each firm in every different industry. Then think: who is creating or could possibly create a bottleneck? Will the firm be vulnerable in any of these steps? The firm is converting raw materials to profits along a chain of activities, and along this chain, there are some internal and external constituents who are entitled to profits. Is the Firm organized in an optimal manner? Again, every analysis must end with a takeaway paragraph that tells the reader what the main point is.

### *Alternative Strategies*

Develop at least three mutually exclusive alternative strategies and number them. After you state each of them, provide a thorough explanation for the pro's and con's of each alternative. Each alternative should solve the problem statement. But one has to be better than the other two. This optimal alternative will be chosen as the "recommended strategy" in the next section of the analysis.

When we solve cases, we MUST solve the case at the time of the case, and ONLY with the information provided in the case. You should **NOT** use the Internet or use AI generated text in any part of a case analysis. What does it mean to solve the case at the time of the case? The assigned cases represent various generic and very well-known strategic management problems. They are the best examples of the challenges, and we study the problem, given the industry context. We develop solutions to fix the problem. Hence, whenever the case is dated, that is the time we are assigned the task of solving the problem. This technique will prove to be a very valuable tool in your training. In real life, as a decision maker- manager, when you are tasked with solving a specific problem, you will

not have the comfort of searching for an answer on the Internet, or “know” what the firm did a few years later. You have to solve the problem at hand, with the information provided, and with the current available technology.

Quick recap up to this point: Read the problem statement. Do each of your alternatives solve the problem and make the issues go away? They should! Did you provide supporting evidence using the industry analysis, the internal analysis, and the value chain analysis to be able to offer these alternative solutions? You should go back and work on your write up, if you did not. Make sure you support your alternative solutions.

### *Recommended Strategy*

State the chosen alternative. Then, explain why you prefer this one over the other two. In the alternatives section, when you were discussing the pros and cons of each alternative, you were looking at the solutions ‘horizontally’. Here in the recommendation section, you are going to compare the alternatives in a ‘vertical’ fashion. Here, you should provide justification for your recommendation. If you recommend a strategy that requires a resource, which you do not have, you must show how you will acquire and integrate this resource or capability. If your solution requires financial justification, you must use your knowledge from your finance and accounting courses and work on the tables provided in the case. Do not cut/paste from the case. Every table you include must be something you worked on, and that you have used to generate new insight to justify your recommendation.

You need to be careful about two things: First; “doing nothing” is NEVER a solution in strategic management and global strategy. You spent so much time and listed at least 6-8 issues, then stated a problem. Then you spent time and effort showing the industry and internal analysis, along with the value chain activities. After all that, the solution cannot be “do nothing.” Second, solutions must be mutually exclusive. Example: if one of your alternative solutions is to do “A and B,” the next alternative cannot be to do “A, B, and C.” In this section you must be careful to make sure you state very clearly, what you propose to do and what not to do. Example – say we are talking about a pizza restaurant. If you say the firm should stop selling pizza, you should add one more sentence and say what it should do instead. To stop selling pizza, and to start selling donuts, for instance.

### *Implementation*

This is the section that all your functional area knowledge comes in handy. All the courses you took in accounting, finance, organizational behavior, human resource management, marketing, logistics, etc., feed into this section as you explain: “How you will implement your recommendation.” All those bits of knowledge will feed into this part as a bullet point. You should explain and show: how you are going to implement this solution, what the timeline is for implementation, how much it will cost, how it will be financed, what counteraction you expect from the competitors, whether the new proposed position is defensible, and why the firm didn’t do this in the first place, etc.

The implementation section takes about one-page. Do not say: the firm should do a thorough analysis. This is the time to do that through analysis (and you did it). Be realistic. All the courses you took in the MBA program will be helpful in completing this section.



**NOTE:** *When I grade your cases, I look for “consistency” and a logical train of thought. Although I may not agree with your solution, you can still get FULL score if your analysis is internally consistent, and you show the logic of your reasoning, and how you reach that particular solution. In cases, there is “no one correct answer”. There may be several answers, and it all depends on how you formulated your problem statement, and how you reached a conclusion. We are searching for “optimal” answers, that is, answers that are better than other alternatives. As you will see/hear in several of my recorded video segments, in strategy “we know the wrong answers, but we do not know the correct answer”. If we knew the correct answer that would be a rule for riches, and in strategy there are NO rules for riches. Therefore, we are looking for better answers and among the better answers we are looking for the most optimal one.*

### Final Project (35%)

At the end of the course, you will turn in a final essay. Practically, the final essay is a semester long project, and you can start to work on it anytime you are ready. The central question you will address in this project is: “Can you analyze the global context and global dynamics that a firm faces today, to make predictions about its near future?”

The task is to:

- Choose a firm you want to analyze;
- Study its past and identify the external forces that had an impact on it over the past 5-7 years (*max 2 pages*).
- Study its current position, and explain which economic, social, cultural, and geopolitical forces impact it and how (*max 3 pages*).
- Forecast its future, that is, forecast what we will likely observe (for the firm you have chosen) in the next 5 years (*max 4 pages*).

The central question you will address in this project is:

“Can you analyze the global context and global dynamics that a firm faces today, to make predictions about its near future?”

To make predictions, you need to establish trends impacting the firm. To do that, you need to produce tables/figures, the industry analysis (5-Forces), and the firm analysis (VRIO), and show the potential vulnerabilities in the value chain. Such necessary tables and figures should be max 3 pages, and you can either insert them in the text, or append them at the end of your report.

There will be 3 interim uploads during the semester.

- October 22, Midnight. *Interim Report #1: The Firm Identification*
- November 5, Midnight. *Interim Report #2: The Rough Draft of the Project*
- November 19, Midnight. *Interim Report #3: Almost Complete Analysis*
- *December 10, Midnight. Final Project Due*

You will receive detailed feedback from me, as well as from your classmates. Think about the central question and focus on the task: “the analysis of what’s to come in a focal firm context.”

### Interim Report #1:

### ***The Firm or the Industry Identification.***

The 1<sup>st</sup> interim upload should be about 1-page long.

You must clearly indicate the name of the firm that you want to study.

What is interesting about this firm?

What kind of dynamics do you observe that impact its future?

### **Interim Report #2**

#### ***The Rough Draft of the Project.***

The 2<sup>nd</sup> interim upload should be about 4-pages long.

You must have a clear idea about the past of the focal firm.

You must show you have a strong understanding about the current challenges and frictions the firm is facing.

An indication about the future projections is necessary at this stage.

This will not be a polished report, but the main structure should be apparent.

### **Interim Report #3**

#### ***Almost Complete Analysis.***

The 3<sup>rd</sup> interim upload should be about 8-pages long.

The focus will be on the future prospects and in the analysis of pressing issues.

Think about the current dynamics and build logical models to make predictions about what will most likely impact the firm.

### **Final Project Format**

A well-crafted and well-articulated essay is expected. Make sure you turn in your best work, take time to edit your report.

- The final essay will be maximum 10 pages of body (text), with 1.5 line spacing, and minimum 12 size font;
- Copy edited paper;
- Maximum 3 pages – additional, if necessary– for tables and figures;
- List of references in the APA style (these do not count toward the page limits)
- Upload the paper in Word format;

#### **AI policy and plagiarism:**

- Absolutely **NO** use of AI generated text or visual content;

I will not grade the interim uploads.

I will provide **extensive** feedback on your progress on each of your interim reports.

There is no one-size style to crafting the final essay. But here is a short list of “general rule of thumb” practices, that have worked in the past across multiple sections of this course:

History- Firm’s past;

Current dynamics that the firm is facing;

Future outlook (your forecast) that the firm would be facing;

What **not** to do, might be a better guide as you craft your essay. **Do not:**

- 1) Do not regurgitate newspaper articles. Instead think about what really is going on, and analyze the content and use what you learned in this course;
- 2) Do not cut/paste tables and graphs from secondary sources. Instead, analyze the information and tabulate your findings and thoughts to aid your arguments;
- 3) Do not assume that one data point can or will tell a trend. We cannot make sense of a single data point and need more than a few to observe a trend. That is why you are studying what has been going on in the past 5-7 years, to be able to make a prediction into the future. History matters.

**A sample “sketch” to be developed into a project:**

Since I use the example of Bombardier in several contexts, (hence it is not a candidate for your final essay), let me -very briefly- illustrate the rough sketch of a firm-centric project:

Please consider the French-Canadian firm, Bombardier, traditionally known as a small-internal combustion-engine maker. The company used its engines to power lawnmowers, jet skis, snowmobiles, and similar purpose-driven small tools.

Think: who buys these gadgets? You, me, individuals...

Where do we buy them from? Places like Home Depot, Ace Hardware, etc.

How do we pay for them? Probably for most of these we would use a credit card, or cash.

Are these cyclical good? Meaning, are they seasonal? Yes, very much so.

How does a cyclical goods manufacturer stay afloat when the tide turns, and it is off season?

Well, as you may have guessed, one season ends for a commodity, and there may be a season for another one. Such as the jet ski versus snowmobile, right?

If this firm was a domestic producer and produced for the regional customers, this would be true.

But if the firm changes focus and sells to the global markets, then they would not really worry about being seasonal.

What is the downside of that? The biggest issue would be to face global giants in those industries, such as Honda. How can a small company compete with a giant rival? One would have to make a choice about the quality level and the price point. Of course, your functional area knowledge would be instrumental in explaining how the dynamics would shift to their advantage, or to their disadvantage.

How do you explain this company's decision to stop producing their “bread and butter” products, and to switch to producing locomotives, trains, small body regional jets, and small body propeller planes?

Let's go back to the earlier sentences about this company. How do we sell, to whom do we sell, and how do people pay for things? As you see, now all those will change quite significantly. Instead of selling it to you and me, they sell it to governments and municipalities. Instead of charging a credit card, they get paid from the state budget, or in big ticket items, parties use letters of credit. Instead of offering simple warranty and return policies, they now have to open up physical buildings, offices for training the customers, servicing the needs, and significant investments that are completely different from who they were, and what they did. What explains these changes? Why did they choose to venture into these industries, to face these types of customers? What kind of changes and challenges would you expect to see with this focal firm?

Perhaps the rising nationalistic sentiments across Europe will be a major force. Or the changing geopolitical dynamics will make many global firms to become regional players. How do these two macro trends impact a global firm, which deals with municipalities and states directly? If you switch your focus to Asian markets, the situation is even more uncertain. First, the global tensions do exist there as well, maybe even more so than their European counterparts. There are also the big unspoken rules about trade sanctions and how trade is impacted beyond what is already contested since businesses cannot predict what could be sanctioned off next. In traditional trade wars, the rules are straightforward: the “other” nation restricts trade by making your country’s products more expensive and less accessible. The unspoken rules are about the products that are not sanctioned off, but the worry about how uncertain the future is at least as equally restrictive.

What does the future look like for Bombardier in Europe? And in Asia? If these two markets are problematic in their own right, is expansion in South America an option? The political and social uncertainty withstanding, there are economic issues that are different from the rest of European or Asian markets.

Hence, if this was an essay topic, (i.e., about Bombardier), the challenge would be to explain the past, the current, and the future. The above example should give you an idea about what a sketch looks like. Given this sketch, you would need to go back and “fill in” the big gaps with facts and figures. It is important to keep focused and tight with your analysis. The project cannot be a newspaper article with little or no analysis.

## Deadlines

You can turn in things early. You cannot turn in things late. If there is a need to turn in things late, please let me know and I will try to accommodate your situation.

### Final Project Due Dates:

Interim Report #1	October 22, Midnight
Interim Report #2	November 5, Midnight
Interim Report #3	November 19, Midnight
Final Project	December 10, Midnight

### Case Write Up Due Dates:

Ducati (Practice #1)	October 1, Midnight
Teva (Practice #2)	October 8, Midnight
Disney (Graded case #1)	November 5, Midnight
Newell (Graded case #2)	November 12, Midnight
Amore (Graded case #3)	November 19, Midnight
Harley (Graded case #4)	December 3, Midnight

### Reflections and Feedback on Interim Reports Due Dates:

Interim report feedback #1	October 25, Midnight
Interim report feedback #2	November 8, Midnight
Interim report feedback #3	November 22, Midnight

## AI Policy and Plagiarism

In other courses, there may be use of AI generated content and materials. In this course, students are not allowed to use advanced automated tools (artificial intelligence or machine learning tools) on any component of this course.

Your thoughts, opinions, and personal experiences are integral part of the learning process. As such, the use of generative AI is prohibited in this class. In this class, students are to engage in authentic self-reflection and genuine thinking.

When you are doing research for your final project, please make sure you use credible resources that are not generated by AI. If any part of your assignment(s) are produced by AI, I will ask you to redo that section or the assignment. I will not grade or provide feedback on an AI generated text.

## Instructor Bio

Ilgaz Arikan received his Ph.D. from the Ohio State University in International Business and Strategic Management. He taught at Kent, Boston University, Georgia State University and at the Ohio State University in MBA, Executive MBA, Executive Education and Doctoral programs. Ilgaz is an economist by training and a geopolitical economist by interest. He has authored articles in top field journals such as Academy of Management Review, Academy of Management Journal, Journal of International Business Studies, Strategic Management Journal, Management Information Systems Quarterly, Journal of Management, Business and Politics, among others; and chapters in academic and professional books on entrepreneurial and established firms' strategies, the choice between initial public offerings versus mergers & acquisitions, management of heritage firms, dynamic capabilities, impact of animosity between nations on firms' international market entry and governance choices, strategic alliances and joint ventures.

He was nominated for or received various best paper awards such as the Edward Hayes Research Foundation Competition, for McKinsey/SMS Best paper, the Temple/AIB Best Paper Award, the best paper in the Context of Global Business Track-AIB, and the Business Policy and Strategy Division Distinguished Paper Award. His research received external funding and grants from the Ohio Department of Commerce, Mereson Center for International Security Studies, Center for International Business Education and Research, and Deutsche Forschungsgemeinschaft. Ilgaz has served in various roles at the Organizing Committee, and the Best Paper Award Committee at Atlanta Competitive Advantage Conference, at the AIB and the SMS Doctoral Student Consortia; the Teaching Committee at AOM-BPS Division, at the Fisher Conference on Strategic Alliances, and the Research Committee at AOM-STR Division. Currently, he is the chair of the Global Strategy IG at SMS.

In addition to his academic work, Ilgaz is an expert in the management of Italian firms and continues to consult them for over twenty years. His focus is on small and mid-size Italian firms in creating and sustaining competitive advantages and strategy formulation. Recently, Ilgaz developed the "Frontline IB: Conversations with IB Scholars" video library in collaboration with the Academy

of International Business.

## CLASSROOM NORMS AND POLICIES, AND OTHER TOPICS

### FEEDBACK

I encourage students to reach out to me during the semester whenever feedback can be helpful. I also strongly encourage anyone with specific or general questions regarding the course structure, content or discussions to meet with me during office hours on Zoom.

### ACADEMIC INTEGRITY

Our undergraduate [Academics Pillar](#) states that **we take pride in our well -rounded education and approach our academics with honesty and integrity**. Indeed, integrity is critical to all that we do here at NYU Stern. As members of our community, all students agree to abide by the [NYU Academic Integrity Policies](#) as well as the NYU Stern Student Code of Conduct, which includes a commitment to:

- Exercise integrity in all aspects of one's academic work including, but not limited to, the preparation and completion of exams, papers and all other course requirements by not engaging in any method or means that provides an unfair advantage.
- Clearly acknowledge the work and efforts of others when submitting written work as one's own. Ideas, data, direct quotations (which should be designated with quotation marks), paraphrasing, creative expression, or any other incorporation of the work of others should be fully referenced.
- Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to adversely affect the NYU Stern community.

The Stern Code of Conduct and Judiciary Process applies to all students enrolled in Stern courses and can be found here: <https://www.stern.nyu.edu/uc/codeofconduct>.

To help ensure the integrity of our learning community, prose assignments you submit to NYU Brightspace will be submitted to Turnitin. Turnitin will compare your submission to a database of prior submissions to Turnitin, current and archived Web pages, periodicals, journals, and publications. Additionally, your document will become part of the Turnitin database.

### GENERAL CONDUCT & BEHAVIOR

Students are also expected to maintain and abide by the highest standards of professional conduct and behavior. Please familiarize yourself with Stern's Policy in Regard to In-Class Behavior & Expectations (<http://www.stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/academic-policies/index.htm>) and the NYU Student Conduct Policy (<https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-student-conduct-policy.html>).

### GRADING GUIDELINES

Grading Information for Stern **Elective Courses**: At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have agreed that for elective courses the individual



instructor or department is responsible for determining reasonable grading guidelines.<sup>7</sup>

## STUDENT ACCESSIBILITY

If you will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Student Accessibility (212-998-4980, [mosescsa@nyu.edu](mailto:mosescsa@nyu.edu)) verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the Moses Center for Student Accessibility, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation. For more information, visit the CSA website: <https://www.nyu.edu/students/communities-and-groups/student-accessibility.html>

## STUDENT WELLNESS

Our aim is for students to be as successful academically as they can, and to help them overcome any impediments to that. Bookmark the NYU Stern Well-being Resource Hub (<https://www.stern.nyu.edu/wellbeing>) for existing services at NYU and Stern covering a wide variety of topics including financial well-being, relationship well-being, mental well-being, and more. Any student who may be struggling and believes this may affect their performance in this course is urged to contact the Moses Center for Student Accessibility (see also the Student Accessibility section of this syllabus) at 212-998-4980 to discuss academic accommodations. If mental health assistance is needed, call the NYU's 24/7 Wellness Exchange hotline 212-443-9999. Furthermore, please approach me if you feel comfortable doing so. This will enable me to provide relevant resources or referrals. There are also drop in hours and appointments. Find out more at <http://www.nyu.edu/students/health-and-wellness/counseling-services.html>

## NAME PRONUNCIATION AND PRONOUNS

NYU Stern students now have the ability to include their pronouns and name pronunciation in Albert. I encourage you to share your name pronunciation and preferred pronouns this way.

## RELIGIOUS OBSERVANCES AND OTHER ABSENCES

NYU's [Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. You must notify me in advance of religious holidays or observances that might coincide with exams, assignments, or class times to schedule mutually acceptable alternatives. Students may also contact [religiousaccommodations@nyu.edu](mailto:religiousaccommodations@nyu.edu) for assistance.

Except for religious observances or other absences that may be required in compliance with nondiscrimination law, this class otherwise requires attendance and participation and cannot accommodate conflicts. Please review all class dates at the start of the semester and review all course requirements to identify any foreseeable conflicts with exams, course assignments, projects, or other items required for participation and attendance. If you are aware of a potential conflict, it is strongly recommended that you do not take this class.

## INCLUSION STATEMENT

This course strives to support and cultivate diversity of thought, perspectives, and experiences. The intent is to present materials and activities that will challenge your current perspectives with a goal of understanding how others might see situations differently. By participating in this course, it is the expectation that everyone commits to making this an inclusive learning environment for all.

