

Global Management & Strategy

(Rutgers School of Business-Camden)

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Term: Spring 2026

Instructor: Hyun Gon Kim, Ph.D.

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Class Vanue: Rm# BSB116

Class Hours: Mondays & Wednesdays 2:05pm - 3:25pm

Office Hours (in-person): Mondays & Wednesdays 1pm – 2pm

Office: BSB-228

Office Hours (online): By appointment

Course Overview

Global Management & Strategy is a senior-level undergraduate management course focusing on the theoretical and practical aspects of multi-national corporations operating in an international environment, problems, and risks that may be encountered and various bases for profitable operations. While an underlying universality applies to the basic principles of business administration, there are important contextual effects that vary dramatically across national borders. The ongoing process of global integration has ensured that today *all* business is international business. This course emphasizes the identification and analysis of the environmental challenges that companies encounter when venturing abroad. When you understand the environment in which you operate, you function more effectively. This course presents a broad theoretical basis for understanding the key aspects of international operations. To understand how a firm can develop its strategy, we will study many contemporary business theories and issues. These theories and concepts will provide you with a common language for discussing strategy and the tools necessary to conceptualize a firm's competitive environment and resources. We will use business cases to apply these concepts and analytic frameworks to the strategic issues faced by real-world companies.

Course Objectives

1. Understand foundations of global strategy: strategizing around the globe, managing industry competition;
2. Understand leveraging resources and capabilities, institutions, cultures, and ethics;
3. Understand business-level strategies: growing and internationalizing the entrepreneurial firm;
4. Understand entering foreign markets, strategic alliances, managing competitive dynamics;
5. Understand corporate-level strategies: diversifying and managing acquisitions globally;
6. Understand organizational structures, innovating around the world, governing the corporation globally, strategizing on corporate social responsibility.

Required Text

Global Strategy, 5th 22 edition by Mike Peng, Cengage Learning (Either E-book or Hardcover is fine), ISBN: 9780357512364 (paperback) ISBN: 9798214344669 (ebook)

Grading

| Component | Value |
|---|--------------|
| Attendance and participation (case discussion and exercise) | 10 % |
| Mid-term exam (Quizzes) | 30 % |
| Final project and presentation (Individual or Group) | 20% |
| Final project report (Individual) | 10% |
| Final exam | 30% |
| Total | 100% |

Grading Scale

A : 90-100
B+: 85-89.9
B : 80-84.9
C+: 75-79.9
C : 70-74.9
D : 60-69.9
F : below 60

Class Communication

All class communication will be conducted via Rutgers e-mail and our online learning management system, Canvas. You should check your Rutgers email regularly for important announcements. Please forward your Rutgers email to your personal email if necessary. Not checking your Rutgers email is not an excuse for missing any communication. All announcements will also be posted in Canvas and can be accessed via the “Announcements” page in Canvas.

If you have any questions or concerns of a personal nature, please contact me via email. I will respond to you within 24 hours. Although I check my e-mails few times a day, I may not be able to answer all e-mails immediately upon receiving them. If you do not hear from me within 24 hours, please re-send your email as I may have overlooked or accidentally deleted your e-mail.

If you would like to meet me in person in my office or video conference in canvas, please make an appointment.

Attendance and Participation

Your class participation is crucial to successful learning. There are major activities in this course; case discussion in each chapter, and final project presentation. Basically, I randomly form groups. Active class participation will not only facilitate our learning process but also make the class discussion lively and exciting. Effective class participation does not mean you have to have an answer to every quiz question and to be right all the time. You are encouraged to experiment and take risks, and there is certainly no punishment for giving the wrong answer. I believe that the correlation between willingness and ability to participate is not always positive. In this course, the quality of your participation is more important than the quantity of your participation, although both are important. I will greatly reward quality contributions in evaluating your class participation grade. High-quality contributions include: moving the discussion forward, making insightful comments and connections to course materials, constructively analyzing a classmate's argument, introducing a unique perspective into the discussion, etc. In addition, your contribution to in-class group assignments and in-class lectures is also evaluated as class participation performance. **You may miss one class with no penalty. After that, you will be penalized 1% from your final score for each additional absence. A student who misses more than Six classes will automatically fail this course.**

Please note that if you come late, you only get half attendance. Absence is only excused for documented emergencies. Please send me details by email.

Class participation will be graded according to the following scale:

100 - Evidence of exceptional and careful advance preparation by taking a major role in pointing out new issues and new points of view in case discussions with fellow students REGULARLY.

70 - Evidence of careful advance preparation by contributing an analysis and interpretation of some issues on several occasions. Some discussion with fellow students.

50 - Evidence of advance preparation by contributing some factual details within an ongoing line of analysis on some occasions.

30 – Very little participation or participation only by general agreement with ongoing discussion or participated only when directly asked by the instructor.

0- No participation, or frequent late coming or frequent early leaving or any other behavior that disrupts or distracts from class discussions/lectures.

Chapter Notes

Chapter notes, reading instruction and activity documents for each chapter will be available to you from the outset of the course in every module.

Case Discussion and Business Exercise (Individual or Group)

There are two types of class discussion activities. (1) The first activity is a case discussion based on the questions provided during each lecture. We will use the mini-cases in the textbook. (2) The second activity is a business exercise. Each student or group will create

its own company to practice knowledge such as analyses and strategies etc. The questions will vary depending on chapter contents. Each student or group needs to submit the last version of answers (100-300 words) for each question.

A substantive post/response meets the following criteria:

- Relevance: relates to, or expands on, the main theme of the discussion topic (is it on point?)
- Quality of Expression: demonstrates knowledge and insight in the analysis of issues raised; displays evidence that the implications of facts are clearly drawn and stated; uses models and techniques from the readings; support points with reasons, logic and examples; goes beyond recitation of the case facts; generates learning within the community by raising interesting questions (how much does it move the discussion forward and further the class understanding of issues discussed?)
- Delivery: Clear, grammatically correct, complete sentences with rare misspellings; postings done in the required time frame (how well do you say it?)

More details on the basis for evaluation of discussion posts can be found in the “Discussion Grading Rubric”. Participation grades will be assessed weekly; you can find your earned score in the online grade book.

Quizzes and Exams

Exams will comprise of multiple-choice, true-false, and open-ended questions. There are a midterm and a final exam. The schedule will be posted in the module and course schedule. **Please note that this quiz is closed books and closed notes. Also**, note that you will get only one attempt to complete this exam. There will be no make-up exam except for medical emergency and disability issues.

Final Project and Presentation (Group)

Each student or group will participate in a case study and a presentation of your case study. We will use the major cases from the textbook to engage in a meaningful and graded final project. Your final project submission can be in the form of a PowerPoint presentation with the help of 15-20 slides for 20-25 min. More detail information about the final project will be announced in the middle of the semester.

Final Project Report (individual)

Each student will write an academic essay. Your final report is the summary of your final project case and the answers for the questions in the case. The individual student will have to submit an individual essay although you may work in a group because the purpose of the final report is to develop your academic writing capability. **The full report should be between 2000-2500 words research paper style with a title page, organization of the text by sections (introduction, background, ...) and include all appropriate citations and bibliography.** You can attach any analysis or data in appendices, which will not be counted towards the word limit.

The content of the report will include: (a) a brief introduction and history of your firm, (b) a critique of its mission, vision, and key goals, (c) PESTL, SWOT, and Five Forces Analysis for its industry or strategic group, (d) discussion of its key resources, capabilities, and competencies (including financial analyses and perhaps a value chain analysis), (e) a discussion of the key strategies that the company was pursuing at the time the case ended, (f) an update of the case to include (i) outcomes of the strategies discussed in the case, (ii) description and evaluation of any new, major strategies since the time the case ended, (iii) discussion of alternative, viable strategies recommended by your group going forward.

The report should be submitted in the “Final Project Report” assignment in the Canvas course. This report will be graded out of 10%. Please provide a list of complete sources of information used during your research at the end of the report. In addition, make sure to cite the information sources at relevant places in the report. Please feel free to discuss any questions with me during the progress of your project. **Note: All case analyses will be processed through Turnitin anti-plagiarism software.**

Course Policies

- Academic and personal integrity: It is totally unacceptable for you to violate honor codes or cause other integrity problems. For your projects, ensure that you cite all external sources of information (including sources on the Internet) fully and completely. For this course, you are not permitted to reuse products from another class or another student. Violators of academic integrity are subject to disciplinary actions such as receiving failing grades and being reported to the relevant University authorities.
- It is your responsibility to do all the assignments by their due dates, attend all classes, and be prepared for, and participate in class discussions.
- **I allow make-up exams only for documented medical emergencies. If you miss an exam, the make-up exam will be made.**
- **NO using a laptop or smart-phone during lecture. Please print out the lecture slides before the class** (Note that this does NOT apply during in-class exercises.).
- **NO answering a cell phone or texting.** If you have a genuine hardship, like a family member with a life-threatening illness or a spouse who will deliver a baby during the semester, please see the instructor during office hours to clear you for cell phone use.
- NO late arrivals and early departures

Academic Integrity

Academic misconduct includes all acts of dishonesty in any academic or related matter and any knowing or intentional help, attempt to help, or conspiracy to help, another student commits an act of academic dishonesty. Academic dishonesty includes, but is not limited to, the following acts, when performed in any type of academic or academically related matter, exercise, or activity:

- Cheating: using or attempting to use unauthorized materials, information, study aids, or computer-related information
- Plagiarism: representing the words, data, works, ideas, computer programs or output, or anything not generated in an authorized fashion, as one's own
- Fabrication: presenting as genuine any invented or falsified citation or material
- Misrepresentation: falsifying, altering, or misstating the contents of documents or other materials related to academic matters, including schedules, prerequisites and transcripts.

Acceptable and Unacceptable Use of AI

The use of generative AI tools (e.g. ChatGPT, Dall-e, etc.) is permitted in this course for the following activities:

- Brainstorming and refining your ideas;
- Fine tuning your research questions;
- Finding information on your topic;
- Drafting an outline to organize your thoughts; and
- Checking grammar and style.

The use of generative AI tools is **NOT** permitted in this course for the following activities:

- Impersonating you in classroom contexts, such as by using the tool to compose discussion board prompts assigned to you or content that you put into a Zoom chat.
- Completing group work that your group has assigned to you, unless it is mutually agreed upon that you may utilize the tool.
- Writing a draft of a writing assignment.
- Writing entire sentences, paragraphs or papers to complete class assignments.

You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. Any assignment that is found to have used generative AI tools in unauthorized ways based on guidelines in this syllabus, will be subject to report of a violation of Academic Integrity and thus the appropriate adjudication. When in doubt about permitted usage, please ask for clarification.

The Rutgers University Academic Integrity Policy in its entirety can be reviewed online. Policy found at <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>.

The Honor System must be upheld and enforced by each member of Rutgers University community. The fundamental attributes of our community are honor and integrity. We are privileged to operate with this Honor System.

Understanding these guidelines will help you to encourage classroom behavior that does not detract from the quality of each student's educational experience. Please read the student handbook and think about your role in promoting a University culture based on mutual respect and civility.

If there are questions on how to comply, please contact Mary Flaherty in the Rutgers-Camden Dean of Students office: marykreb@camden.rutgers.edu or contact the appropriate Associate Dean or Area Head at the School of Business.

Student Code of Conduct

<http://studentconduct.rutgers.edu/university-code-of-student-conduct>

Violations of the Student Code of Conduct are considered serious infractions of student behavior and subject to penalties relative to the level of the matter. Students may not disturb normal classroom procedures by distracting or disruptive behavior. Examples of disruptive behavior include, but are not limited to, the following:

- Repeatedly leaving and entering the classroom without authorization
- Answering cellular phone or allowing pager to beep
- Making loud or distracting noises
- Repeatedly speaking without being recognized, interrupting the instructor or other students, or otherwise acting in disregard of the instructor's requests

Violations of the code should be reported to the Dean of Students office deanofstudents@camden.rutgers.edu or 856-225-6050.

Disability Accommodation

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>Links to an external site.

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://webapps.rutgers.edu/student-ods/forms/registration>Links to an external site.

Any student who has already received a letter of accommodation should contact the instructor privately to discuss implementation of his or her accommodations immediately. Failure to discuss implementation of accommodations with the instructor promptly may result in denial of accommodations.

Please note that the documentation review process may be lengthy. Thus, students are encouraged to initiate the process as early as possible. Additional information can be obtained from the Office of Rutgers-Camden Disability Services.

Rutgers-Camden Learning Center
 Armitage Hall, Room 240
 311 North Fifth Street
 Camden, NJ 08102-1405

Web page: <http://learn.camden.rutgers.edu/disability-services>[Links to an external site.](#)

Phone: 856.225.6442

Fax: 856.225.6443

E-mail: tpure@camden.rutgers.edu

Important Administrative Dates

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|--|---|
| First day of Spring semester | Tuesday, January 20 |
| Last day to drop a class without “W” | Thursday, January 29 |
| Spring Recess—All University Offices Closed—No Classes | Saturday, March 14 - Sunday, March 22 |
| Last day of classes | Monday, May 4 |
| Final Exam period | Thursday, May 7 – Wednesday, May 13 |
| Final Exam period | Monday, December 15 - Monday, December 22 |

NOTE: I reserve the right to change any aspect of this syllabus at any time. I will make adjustments to the class calendar and/or assignment schedules as required by class progress or outside events.

Course Schedule and Case Assignments

| Date | Topic | Chapter |
|----------------------|--|----------------|
| Week 1 1/21 (Wed) | · Introduction and welcome to the course | |

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| | · Housekeeping matters – Expectations, Group formation etc. | |
| Week 2 1/26 (Mon) & 1/28 (Wed) | · Strategizing Around the Globe | 1 |
| Week 3 2/2 (Mon) & 2/4 (Wed) | · Managing Industry Competition | 2 |
| Week 4 2/9 (Mon) & 2/11 (Wed) | · Leveraging Resources and Capabilities | 3 |
| Week 5 2/16 (Mon) & 2/18 (Wed) | · Emphasizing Institutions, Cultures, and Ethics | 4 |
| Week 6 2/23 (Mon) & 2/25 (Wed) | · Growing and Internationalizing the Entrepreneurial Firm | 5 |
| Week 7 3/4 (Wed) | · 3/2 (Mon): No class · Mid-term Exam (1,2,3,4, & 5) | |
| Week 8 3/9 (Mon) & 3/11 (Wed) | · Entering Foreign Markets | 6 |
| Week 9 | · Spring Recess—All University Offices Closed—No Classes (3/14-3/22) | |
| Week 10 3/23 (Mon) & 3/25 (Wed) | · Making Strategic Alliances and Networks Work | 7 |
| Week 11 3/30 (Mon) & 4/1 (Wed) | · Managing Competitive Dynamics | 8 |

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|------------------------------------|---|----|
| Week 12 4/6 (Mon) & 4/8 (Wed) | · Diversifying and Managing Acquisitions Globally | 9 |
| Week 13 4/13 (Mon) & 4/15 (Wed) | · Strategizing, Structuring, and Innovating Around the World | 10 |
| Week 14 4/20 (Mon) & 4/21 (Wed) | · Case Study Presentation | |
| Week 15 4/27 (Mon) & 4/29 (Wed) | · Case Study Presentation | |
| Week 16 5/11 (Mon) | · Reading days for the final exam (5/5-5/6) · Final term paper submission (5/4, Mon) · Final Exam (6,7,8,9,& 10) - 5/11 (Mon) | |