

CLASS 1 : THE CHANGING GLOBAL LANDSCAPE

LEARNING OBJECTIVES:

1. Understand changes in degree, nature of economic globalization.
2. Define and understand globalization at various levels of analysis, e.g. national economies, industries, firms, firm-level organization and processes, and management roles.
3. Sharpen thinking at industry level.

READINGS:

1. Thomas Friedman, "It's a Flat World, After All," *The New York Times Magazine*, April 3, 2005.
2. Ghemawat, Chapter 1: "Semiglobalization and Strategy."

CASE: Can Bollywood Go Global? HBS 9-806-040

QUESTIONS FOR DISCUSSION in class (and for group posting to blog/forum)

- 1) Thinking about a Bollywood movie you have seen, what was its target audience? Would this movie have broad appeal to an American audience? Why or why not? If the movie was changed to speak to an American audience, do you think it would still appeal to an Indian audience? Can a movie appeal to both successfully?
- 2) What is the best strategy for Bollywood to go global? Should they pursue a niche market of global Indian Diaspora? Or should they try to reach a non-Indian audience? What kind of relationships should Indian filmmakers build with the Hollywood movie industry?
- 3) For Hollywood, does Bollywood represent a competitive threat? What kind of opportunities does Bollywood present for American filmmakers? How should American filmmakers respond to Bollywood's attempts to go global?
- 4) Based on your analysis of the global movie industry, is the world flat or not? What are the key factors you would consider in determining how global an industry is or should be?