

**THE UNIVERSITY OF TEXAS AT EL PASO  
COLLEGE OF BUSINESS ADMINISTRATION  
MGMT 5335 CRN 19480: INTERNATIONAL STRATEGIC MANAGEMENT  
EXECUTIVE MBA  
FALL 2021**

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 Virtual office hours: Fridays from 1:00 p.m. to 3:00 p.m., and by appointment.

**COURSE DESCRIPTION**

Welcome to Management 5335. This course focuses on understanding the strategic opportunities and challenges that firms face in a global environment. It is built to understand answers to four related questions:

- Why do firms go abroad?
- What is global?
- Where to locate and when to enter new markets?
- How to operate globally?

The course relies on a coherent set of concepts, frameworks, and practices to tackle these complex questions. By doing so, it aims to help you to take advantage of the strategic opportunities that a globalized environment brings as well as to cope with its challenges.

**LEARNING OBJECTIVES**

To overarching goal of the course is to understand how firms can create and capture value in global competition. This will be achieved through the following learning objectives and corresponding activities and assessments:

<b>LEARNING OBJECTIVE</b>	<b>ACTIVITIES</b>	<b>ASSESSMENT</b>
Understand how to identify opportunities to expand globally	Readings: <ul style="list-style-type: none"> <li>• Selection Bias and the Perils of Benchmarking</li> <li>• Why Do Firms Go Abroad? Strategies to Create Value Globally (Module Note)</li> <li>• The Competitive Advantage of Nations</li> </ul> Cases: <ul style="list-style-type: none"> <li>• The Globalization of the NFL</li> <li>• Ingvar Kamprad and Ikea</li> <li>• Vodafone in Japan (A)</li> </ul>	Participation Final group project

<p>Understand global strategies and their trade-offs</p>	<p>Readings:</p> <ul style="list-style-type: none"> <li>• What is Global? Allocating Product Activities Across Locations (Module Note)</li> <li>• Fighting the "Headquarters Knows Best" Syndrome</li> <li>• Note on Corporate Strategy</li> </ul> <p>Cases:</p> <ul style="list-style-type: none"> <li>• BRL Hardy: Globalizing an Australian Wine Company</li> <li>• ZARA: Fast Fashion</li> </ul>	<p>Participation Written assignment Final group project</p>
<p>Understand the allocation of value-chain activities across locations</p>	<p>Readings:</p> <ul style="list-style-type: none"> <li>• Where to Locate? Crafting Location Strategies to Strengthen Competitive Advantage (Module Note)</li> <li>• Distance Still Matters: The Hard Reality of Global Expansion</li> </ul> <p>Case:</p> <ul style="list-style-type: none"> <li>• Intel: Strategic Decisions in Locating a New Assembly and Test Plant</li> </ul>	<p>Participation Final group project</p>
<p>Understand trade-offs of timing of entry</p>	<p>Readings:</p> <ul style="list-style-type: none"> <li>• When to Enter? Timing Location Strategies to Strengthen Competitive Advantage (Module Note)</li> </ul> <p>Case:</p> <ul style="list-style-type: none"> <li>• Crossing Borders: MTC's Journey through Africa</li> </ul>	<p>Participation Final group project</p>
<p>Understand execution in global expansion</p>	<p>Reading:</p> <ul style="list-style-type: none"> <li>• Emerging Markets: Look Before You Leap</li> <li>• Institutional, Cultural and Transaction Cost Influences on Entry Mode Choice and Performance</li> </ul> <p>Cases:</p> <ul style="list-style-type: none"> <li>• Walmart around the World</li> <li>• Creating a Corporate Advantage: The Case of the Tata Group</li> </ul>	<p>Participation Written assignment Final group project</p>

## LEARNING METHOD

The course will involve a very short lecture portion and discussion of the key concepts and frameworks. I believe that this component is important to clarify your understanding of them for their correct application. However, most of the learning will occur through case analyses, individual assignments and the group project.

## COMMUNICATION

I will use a course site to post all class materials and email to communicate with you.

## COURSE MATERIALS

The readings and cases will be available electronically via Blackboard.

## EVALUATION

Participation in class	30%
Participation in discussion boards	15%
Individual case written assignments (2)	20%
Final group project	25%
Group project peer review	5%
ETS MBA Major Field Test	5%

### (1) Participation in class

The discussion and sharing of ideas is a powerful learning tool. In addition, listening, communicating and persuading are important management skills. Active class participation, therefore, is an important component of the course. *It is expected that students will be prepared and present for every session.* Thus, I reserve the right to "cold-call" during class. Finally, keep in mind that attendance is a necessary but not sufficient condition for earning a good participation grade.

In case discussions involving the entire class, I evaluate participation in terms of quantity and quality of contributions. In terms of quality, I assess contributions in ascending order from summaries of facts and minor comments, to substantial comments, to outstanding contributions. In case discussions involving your group, I evaluate your level of preparation and engagement.

Important tips on how to approach the cases:

- The questions listed on Blackboard for each case provide a baseline for the analysis in class. I expect you to reflect on them *before* the corresponding session. In most cases I will provide additional guidance in class.
- Assume that the cases ended recently. In other words, searching for developments after the cases ended and trying to use that information retroactively to try to justify your answers will not maximize your learning.

## **(2) Participation in discussion boards**

You will be required to participate in each discussion board typically by:

- Writing at least 150 words in your post in response to the provided question(s).
- Reply, with at least 75 words, to the entry of one of your classmates for each assigned discussion.

Grading: each discussion board assignment will be graded as complete/incomplete. To earn a “complete” grade, you must:

- comply with the length requirements.
- be original when the type of question or issue allows it.
- make posts that are on topic and within the scope of the course material.
- take your posts seriously and review and edit your posts before submitting them.
- always be respectful of others’ opinions even when they differ from your own.
- not make personal or insulting remarks.

See additional information on student conduct and Texas Senate Bill 212 on student conduct section (page 7).

- Dates (all closing at 11:59 p.m. MT):
  - September 6 - 17: Discussion Boards 1, 2 and 3
  - September 20 - October 1: Discussion Boards 4 and 5
  - October 4 - October 15: Discussion Board 6 and 7
  - October 18 - 29: Discussion Boards 8 and 9
  - November 1 - 12: Discussion Boards 10 and 11

## **(3) Individual case written assignments**

There are two individual case written assignments. The cases are:

- Zara: Fast Fashion
- Creating a Corporate Advantage: The Case of the Tata Group

*The case questions and specific guidelines for the analyses will be given a week before each assignment is due.* These assignments aim to test your individual ability to apply course concepts and frameworks.

Format: each case report should have between two to three single-spaced pages *of analysis* (in Times New Roman 12-point font with one-inch margins). A cover page is not included in this page range and it is not necessary. In addition, please do not submit an executive summary.

Due dates: October 15 and November 6 at 11:59 p.m.

## **(4) Final group project**

Purpose: The purpose of the group project is to apply course concepts and frameworks to an international strategic problem or challenge of a company of your choice. In making your company choice consider the following questions:

- Why are you interested in studying this company? What is the strategic problem or challenge you find interesting?
- How complex is the company in terms of its industrial and international scope?
- How familiar are group members with the company?
- How accessible are data on this company and its environment? (companies should be publicly listed)

You should have your company choice and a broad idea of the strategic challenge or problem the company face by the second session (October 2). Please ask me if you have any questions.

Content: The project content should be organized as follows:

- Strategic challenge or problem the company faces. The problem or challenge can be related to one or more of the following:
  - Alignment between the company's motivation for international expansion and implementation.
  - Globalization of activities as a function of international expansion. This encompasses challenges stemming from decisions to break value chain activities across countries and the ownership of those activities.
  - Location choice(s).
  - Timing of entry into one or more locations.
  - Entry mode (if this is your identified alternative I will provide a supplemental reading to guide your analysis).
- Analysis. The analysis should consist on the application of the course concepts or frameworks associated with the identified problem or challenge. For instance:
  - If the problem or challenge you identify is seemingly related to a company's overall rationale for international expansion, the concepts and frameworks on motivations for international expansion, potentially in combination with other frameworks or concepts, should be applied.
  - If the problem or challenge you identify is seemingly related to offshoring or outsource offshoring, the concepts and frameworks on the globalization of products and activities and firm scope should be applied.
  - If the problem or challenge you identify is seemingly related to location choices, the concepts and frameworks on location choice should be applied.
  - If the problem or challenge you identify is seemingly related to timing of entry, the concepts and frameworks on the timing of location strategies should be applied.
  - If the problem of challenge you identify is seemingly related to entry mode, concepts on execution should be applied.
- Recommendations - Based on the analysis, you should:
  - Offer at least two specific actions to address the identified problem or challenge.
  - Evaluate the implications of your recommended actions.
- Learning lessons - Discuss at least one important global strategy lesson from your project.

Format: The report should have between 8 to 10 single-spaced pages *of analysis* (in Times New Roman 12-point font with one-inch margins). In addition, please note the following:

- Cover pages(s), executive summary, list of references, and an appendix with charts and tables are not included in this page range.

- The appendix should not exceed five pages. The information provided in the appendix will be considered only if it is clearly referred to in the analysis.
- You must cite all references in APA (American Psychological Association) citation style: <http://www.apastyle.org/apa-style-help.aspx>
- If you literally copy a fragment from a source make sure to use quotation marks. However, this practice takes space away from analysis.
- For basic guidance on how to avoid plagiarism go to: <https://www.plagiarism.org/article/what-is-plagiarism>
- *Let me know if you have any questions regarding plagiarism.*

Grading: See appendix A for grading rubric.

Due date: November 13 at 11:59 p.m.

### **(5) Peer review on final group project**

This component will be based on your peers' confidential evaluation of your contribution to the final group project. Note the following:

- You should not assess yourself in the form.
- Forms using a scale different from the one listed in it will not be considered.
- Such forms, incomplete forms, and those not submitted will be considered equivalent to granting the maximum grade to your team members.
- *I reserve the right to void peer reviews under suspicion of retaliatory behavior associated with team conflict. If peer reviews are voided their percentage of the final grade will be reallocated to the final group project.*

Grading: See Appendix B for review form.

Due date: November 13 at 11:59 p.m.

### **(6) ETS MBA Major Field Test**

The MBA Major Field Test, an exam developed by Educational Testing Service (ETS), is required by the College of Business Administration for institutional assessment. This exam requires equipment checks performed by ETS and Proctor U.

Grading: the grade will be curved considering the class distribution.

Date: You will receive an email from Proctor U to schedule your three-hour exam at your convenience between October 25 and October 31. *You will need to schedule it at least three days in advance from your intended date. My recommendation is to schedule soon after receiving the scheduling email.* See corresponding folder on Blackboard for additional information.

### **Course Grading Policy:**

A: Represents achievement that is outstanding relative to the level necessary to meet course requirements.

B: Represents achievement that meets course requirements in every respect.

C: Represents achievement that is worthy of some credit even though it fails to meet fully the course requirements.

F: Represents failure (or no credit) and signifies that the work was either (1) completed but at a level of achievement that is not worthy of credit or (2) was not completed and there was no agreement between the instructor and the student that the student would be awarded an I (see also I).

I: (Incomplete) Assigned at the discretion of the instructor only under *extraordinary* circumstances, (e.g. hospitalization). It requires a written agreement between instructor and student.

Scale:           100>A≥90  
                  90>B≥80  
                  80>C≥70  
                  70>F

### **Re-grading policy:**

- All requests must be submitted in writing. You must identify:
  - The question or point you believe was incorrectly graded
  - The amount of credit you request
  - The reason(s) why
- All requests must be submitted within a week of receiving your grade.
- This policy applies to all assignments and the final project.

### **Disabilities:**

If you have a disability and need classroom accommodations, please contact the corresponding office.

### **Academic Integrity:**

From the University's Handbook of Operating Procedures:

“Any student who commits an act of academic dishonesty is subject to discipline. Academic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person without giving sufficient credit, taking an examination for another person, or any act designed to give unfair advantage to a student or the attempt to commit such acts.”

(For additional information refer to: <https://www.utep.edu/hoop/section-2/student-conduct-and-discipline.html>)

*Suspected cases of academic misconduct will be reported to the Office of Student Conduct and Conflict Resolution.*

### **Student Conduct:**

Professional and respectful conduct is expected of students. Therefore, I reserve the right to give zero credit for anything I perceive to be offensive, demeaning to others, stalking, or inconsistent with the maturity that I should expect from a graduate student. Recognize that there will often be records of these statements. In addition, note that given the online component of this course, the

meaning of comments can be misconstrued. We should all be extra careful for this reason. Finally, [Texas Senate Bill 212](https://www.utep.edu/titleix/sb-212.html) requires all employees of Texas universities to “report incidents of sexual harassment, sexual assault, dating violence, or stalking allegedly committed by or against a student or employee, to a Title IX Coordinator or Deputy Title IX Coordinator. Under this new law, an employee who fails to report or falsely reports such an incident will also be subject to criminal liability (misdemeanor) and termination of employment.” (Source: <https://www.utep.edu/titleix/sb-212.html>)

Additional notes:

- You are expected to arrive to class on time and stay until the end. *Please notify me in advance if you need to arrive late or leave early in extraordinary cases.*
- No audio or video recording of the class is allowed without my written consent.
- Please do not be disruptive to the instructor or other students.
- Please respect other people's ideas.
- *Please minimize the use of electronic devices during class for activities unrelated to it.*

## **SESSION SCHEDULE**

### **Session 1 (September 18 from 1:00 to 5:00 pm): Motivations for International Expansion (I)**

Readings: Selection Bias and the Perils of Benchmarking  
Why do Firms Go Abroad?  
Cases: The Globalization of the NFL  
Ingvar Kamprad and IKEA

### **Session 2 (October 2 from 8:00 am to 12:00 pm): Motivations for International Expansion (II) & Globalization of Products and Activities (I)**

#### ***Motivations for International Expansion (II)***

Reading: Competitive Advantage of Nations  
Case: Vodafone in Japan (A)

#### ***Globalization of Products and Activities (I)***

Reading: Fighting the "Headquarters Knows Best" Syndrome  
Case: BRL Hardy

### **Session 3 (October 16 from 1:00 to 5:00 pm): Globalization of Products and Activities (II) & Location Choice**

#### ***Globalization of Products and Activities (II)***

Reading: Note on Corporate Strategy

Case: Zara: Fast Fashion (individual case written assignment due October 15 at 11:59 pm)

### ***Location Choice***

Reading: Distance Still Matters: The Hard Reality of Global Expansion  
Case: Intel: Strategic Decisions in Locating a New Assembly and Test Plant (A)

### **Session 4 (October 30 from 8:00 am to 12:00 pm): Timing Choice & Execution (I)**

#### ***Timing Choice***

Reading: When to Enter?  
Case: Crossing Borders: MTC's Journey through Africa

#### ***Execution (I)***

Case: Walmart around the World

### **Session 5 (November 13 from 1:00 pm to 5:00 pm): Execution (II) & Conclusions**

#### ***Execution (II)***

Reading: Emerging Markets: Look Before You Leap  
Case: Creating a Corporate Advantage: The Case of the Tata Group  
(individual case written assignment due November 6 at 11:59 pm)

#### ***Conclusions***

*Final project report and peer review due November 13*

### **ABOUT ME**

I am Associate Professor of Management at The University of Texas at El Paso (UTEP). I have a Ph.D. in Business Administration with a focus on Strategy and International Management from the [University of Minnesota \(Carlson School of Management\)](#). I also have a M. Sc. in International Economics and Business with a concentration on Business and Economics of South East Asia from the [Stockholm School of Economics](#) in Sweden, and a B. Sc. in Industrial and Systems Engineering from [ITESM \(Monterrey Tech\) Querétaro Campus](#) in Mexico. I have primarily taught in the areas of strategic management and international business at upper undergraduate and graduate levels (MBA and Ph.D.). Before joining UTEP I was Assistant Professor of Management at the [University of Massachusetts Dartmouth](#). I was also Full-Time Lecturer at [ITESM Campus Guadalajara](#) before pursuing my doctoral degree. Prior to my academic career I worked for Coca-Cola bottling groups in Mexico in marketing and distribution.

My research interests revolve around corporate strategy, international expansion, institutions, and economic geography. My work has been published in *Strategic Management Journal*, *Strategic Organization*, *Journal of International Management*, *European Journal of*

*Political Economy, Advances in Strategic Management, Multinational Business Review* and *Innovating Strategy Process* (a Strategic Management Society Series book). I have presented my research at major international conferences organized by the [Academy of International Business](#), the [Academy of Management](#), and the [Strategic Management Society](#). I am also a member of the Editorial Review Board at [Global Strategy Journal](#).

**IMPORTANT NOTICE: THE CONTENT IN THIS SYLLABUS MAY BE SUBJECT TO CHANGE**

**APPENDIX A  
GRADING RUBRIC FOR FINAL GROUP PROJECT**

<b>Group</b>	<b>Points</b>	<b>Score</b> 5 = Excellent 4 = Needs Some Improvement 3 = Needs Significant Improvement 2 = Generally Below Expectations 1 = Unacceptable				
<b>Issue Recognition</b>						
(a) The analysis recognizes the critical issues of the assignment.		5	4	3	2	1
(b) The analysis identifies the relevant information. When information is not available, reasonable assumptions are made based on the context.		5	4	3	2	1
<b>Analysis</b>						
(a) The analysis deals with the relevant problems or critical issues.		5	4	3	2	1
(b) The analysis uses the relevant theoretical background from the textbook and additional materials in the course.		5 (x2)	4	3	2	1
(c) The analysis is coherent. The logical reasoning of the arguments is sound.		5	4	3	2	1
(d) The analysis is cohesive. Sections are well connected.		5	4	3	2	1
<b>Presentation</b>						
(a) The paper is well written. It has minimal misspellings and grammatical errors.		5	4	3	2	1
(b) The paper complies with the format guidelines.		5	4	3	2	1
Total Score:		Out of 45				

*Note: Adapted from Prof. Steven Li (Florida International University) and Walvoord and Anderson (1998). Effective Grading, Jossey-Bass.*

**APPENDIX B**  
**GROUP EVALUATION FORM FOR FINAL GROUP PROJECT**

It is necessary to assess fairly the contribution that each member of the team made to the final group project. This assessment should consider the following:

- Did the team member ...
- ... prepare well for team meetings?
  - ... work hard for the benefit of the team?
  - ... contribute proactively to team work?
  - ... help the team to perform better?

Evaluate the contribution of each team member except yourself based on the following scale: 0 (no overall contribution) to 10 (outstanding overall contribution). Use only integers.

Team Member Name	Grade

**Provide comments below explaining your grades.**

Team Member Name	Comments