

THE UNIVERSITY OF TEXAS AT EL PASO
MGMT 5335: INTERNATIONAL STRATEGIC MANAGEMENT
CRN 22762
SPRING 2020

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Office hours: Tuesdays and Thursdays from 9:00 to 10:15 and from 12 to 12:45 at GBC, and by appointment.

COURSE DESCRIPTION

Welcome to Management 5335! This course focuses on the understanding of why some companies perform better than others both domestically and internationally. As MBA students you already know that companies are complex entities that require many types of specialized knowledge such as accounting, finance, operations management, marketing and human resources management. In this class we will build on what you already know in these different areas while focusing on the behavior and performance of the entire organization.

More specifically, the course is designed to primarily provide you with empirically tested theory, useful frameworks and case analyses to help you understand how companies develop competitive advantage through the development of firm resources and capabilities and their redeployment within industries, across industries and across countries. The course can be described in two words: interactive and applied. It is interactive because it heavily relies on your active participation for your learning. It is applied because we will apply theoretical concepts and frameworks to in-depth case discussions and a final project.

LEARNING OBJECTIVES

To overarching goal of the course is to understand the key elements of international strategic management of a company: analysis of the firm and its competitive environment, analysis of strategic alternatives, and development of strategic recommendations. This will be achieved through the following learning objectives and corresponding activities and assessments:

LEARNING OBJECTIVE	ACTIVITIES	ASSESSMENT
Define strategic management and understand its importance	Readings: Textbook chapter 1.	Exam Participation in class Final project
Understand the concept of competitive advantage	Reading: Textbook chapter 2. Case analysis: Ducati.	Exam Participation in class Final project

LEARNING OBJECTIVE	ACTIVITIES	ASSESSMENT
Understand the impact of industry forces on profitability	Reading: Textbook chapter 3. Case analysis: Intel Corporation: 1968-1997.	Exam Participation in class Final project
Understand the different stages of industry evolution and their impact on competition	Reading: Textbook chapter 4. Case analyses: AccorHotels' Digital Transformation: A Strategic Response to Hospitality Disruptor Airbnb; The TAG Heuer Carrera Connected Watch: Swiss Avant-Garde in the Digital Age (A).	Exam Participation in class Final project
Understand the development and redeployment resources and capabilities as the source of competitive advantage	Reading: Textbook chapter 5. Case: Ingvar Kamprad and IKEA	Exam Participation in class Final project
Understand partnering decisions and their impact on competitive advantage	Reading: Textbook chapter 8. Case: Volkswagen and Tata Motors: A Strategic Alliance in India	Exam Participation in class Final project (if applicable)
Understand vertical integration decisions and their impact on competitive advantage	Reading: Textbook chapter 7. Case analysis: Zara: Fast Fashion.	Exam Participation in class Final project (if applicable)
Understand horizontal diversification decisions and their impact on competitive advantage	Reading: Textbook chapter 10. Case analysis: Danaher Corporation	Exam Participation in class Final project (if applicable)
Understand international expansion decisions and their impact on competitive advantage	Reading: Textbook chapter 9. Case analyses: Walmart around the World; BRL Hardy: Globalizing an Australian Wine Company.	Exam Participation in class Final project (if applicable)

LEARNING METHOD

The course will involve some lecture and discussion of the key concepts and frameworks. This part is important to clarify your understanding of these ideas for their correct application. However, much of the learning will occur through case discussions and presentations.

The cases provide a vehicle for real-world learning. I expect you to take the concepts from the book and readings and apply them to the cases. The cases represent real organizations, but the information is incomplete. Nevertheless, as in real life, managerial decisions have to be made with incomplete information relying on reasonable assumptions.

COMMUNICATION

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

TEXTBOOK

Modern Competitive Strategy (4th Edition)
Gordon Walker & Tammy L. Madsen
ISBN-13: 978-1259181207/ISBN-10: 1259181200

COURSE PACKET

The course packet of copyrighted materials must be purchased at:
<https://hbsp.harvard.edu/import/695597>

EVALUATION

Participation	25%
Exams (2)	20% each
ETS MBA assessment	5%
Group project	30%
Mid-term report	5%
Final report	20%
Peer evaluation	5%

(1) Participation: 25%

Participation is an important element of the course for two reasons. First, it is an intrinsic part of the case teaching method, which is built on the assumption that the collective discussion of ideas constitutes a powerful way to learn. Second, active listening, communication, and persuasion are important general management skills.

I expect students to be (a) present and prepared for every class; and (b) ready to share their views. Thus, I reserve the right to “cold-call” students. *Note that the assessment of participation considers all class activities.*

I evaluate participation in terms of quantity and quality. In addition, I keep track of participation within and outside team activities. *Finally, keep in mind that attendance is a necessary but not sufficient condition for earning a good participation grade.*

Tips on how to approach the cases and questions for each case are listed in Appendix A.

(2) Exams: 20% each

There are two in-class closed-book exams. They will contain multiple choice and essay questions. *The questions can be based on the textbook and class discussions.* Dates: March 3 and April 30.

(3) ETS MBA Major Field Test: 5%

The MBA Major Field Test, an exam developed by Educational Testing Service, is required by the College of Business Administration for institutional assessment. I will discuss its details in class and will post related materials on Blackboard. Date: April 14 and 16.

(4) Mid-term group project report: 5%

The mid-term progress report should include the following:

- Strategic problem or challenge the company faces.
- Progress regarding the application of relevant concepts and frameworks from chapters 2 to 5.
- Any important questions the teams may have.
- Use format for final report described on Appendix B.
- Due: March 12 at 5:00 p.m.

(5) Final group project report: 20%

See appendices B and C for project details and grading rubric. Due: May 6 at 5:00 p.m. *Late assignments will not be accepted without a significant penalty.*

- Final projects must be uploaded to Blackboard by the due date and time.
- *A maximum of 20% in the SafeAssign score within the originality report is allowed. In addition, note that any portion of the paper below this percentage should not be copied from any source without properly citing it.*
- Use APA (American Psychological Association) citation style:
<http://www.apastyle.org/apa-style-help.aspx>
- Paper must be upload only once.
- For guidance regarding plagiarism go to: <http://www.plagiarism.org/>
- *Let me know if you have any questions regarding plagiarism.*
- If plagiarism is suspected, the case will be forwarded to the Office of the Dean of Students.

(5) Final project peer evaluation: 5%

This component will be based on your peer's confidential evaluation of your contribution *to your final group project*. I will make a form for this purpose available on Blackboard. 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 and those not submitted will be considered equivalent to granting the maximum grade to your team members.
- Due: May 7 at 5:00 p.m.

Course Grading Policy:

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

B: Represents achievement that is significantly above the level necessary to meet course requirements.

C: Represents achievement that meets the course requirements in every respect.

D: Represents achievement that is worthy of 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>D≥60
 60>F

Re-grading Policy:

- All requests must be submitted in writing to me. You must identify:
 - The question or point you believe was incorrectly graded
 - The amount of credit you request
 - The reasons why
- All requests must be handed to me within a week of receiving your grade.
- This policy applies to exams and final project.

Make-up Exams:

I will provide make-ups for the exams to students under unavoidable or legitimate circumstances. Such circumstances include, but are not necessarily limited to, documented illness, serious family emergencies, subpoenas, jury duty, military service, and religious observances.

Class Conduct:

- 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.*
- Please limit the number of times going outside the classroom.
- 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 listen to what other people have to say.
- Please build on other people's ideas.
- Please respect other people's ideas.

Note: Please minimize the use of electronic devices during class for activities unrelated to it.

Academic Integrity:

"The University of Texas at El Paso prides itself on its standards of academic excellence. In all matters of intellectual pursuit, UTEP faculty and students must strive to achieve excellence based on the quality of work produced by the individual. In the classroom and in all other academic activities, students are expected to uphold the highest standards of academic integrity. Any form of academic dishonesty is an affront to the pursuit of knowledge and jeopardizes the quality of the degree awarded to all graduates of UTEP. It is imperative, therefore, that the members of this academic community understand the regulations pertaining to academic integrity and that all faculty insist on adherence to these standards. 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, taking an examination for another person, and any act designed to give unfair advantage to a student or the attempt to commit such acts. Proven violations of the detailed regulations, as printed in the Handbook of Operating Procedures (HOP), and available in the Office of the Dean of Students and on the homepage of the Dean of Students at: <http://www.utep.edu/dos> may result in sanctions ranging from disciplinary probation, to a failing grade on the work in question, to a failing grade in the course, to suspension or dismissal, among others." (UTEP's Handbook of Operating Procedures)

Suspected cases of academic misconduct will be reported to the Office of the Dean of Students.

ADDITIONAL POLICIES AND INFORMATION**Campus Carry:**

Persons who hold a Concealed Handgun License can lawfully carry their gun into a UTEP classroom as long as it remains concealed. Open carry remains prohibited on campus. Should you feel someone is intentionally displaying a gun (or any other weapon for that matter), do not hesitate to call Campus Police (X 5611) or 9-1-1. For more information on campus carry, see <http://sa.utep.edu/campuscarry/>; for more information on overall campus safety, see <http://admin.utep.edu/emergency>.

The UTEP Graduate Business Center (GBC) is an exclusion zone due to our building lease. Persons who hold a Concealed Handgun License are prohibited to carry their gun into UTEP GBC.

Special Accommodations for students:

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at 747-5148, or by email to cass@utep.edu, or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at www.sa.utep.edu/cass.

Other student services:

Student Counseling Center: <http://sa.utep.edu/counsel/>; (915) 747-5302
202 Union West; walk-ins are encouraged.

Student Health Center: <http://chs.utep.edu/health>; (915) 747-5624
Many services are free to students paid for through student health fee.

ABOUT ME

I am Associate Professor of Management (with Tenure) 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, the European International Business Academy, 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

CLASS SCHEDULE MGMT 5335 SPRING 2020 (CRN 22762)	
DATE	TOPIC AND MATERIALS
1/21	Course Introduction What is Strategy? Readings: textbook chapter 1
1/23	Competitive Advantage Readings: Denrell (2005), textbook chapter 2 <i>Final project teams due</i>
1/28	Case: Ducati
1/30	Industry Analysis (I) Reading: textbook chapter 3
2/4	Industry Analysis (II) Readings: textbook chapter 3 (cont'd), Brandenburger & Stuart (1996)
2/6	Case: Intel Corporation: 1968-1997
2/11	Competing Over time - Growth to Maturity Reading: textbook chapter 4
2/13	Case: AccorHotels' Digital Transformation: A Strategic Response to Hospitality Disruptor Air <i>Company selection for final project due</i>
2/18	Competing Over Time - Disruptive Technologies Reading: textbook chapter 4
2/20	Case: The TAG Heuer Carrera Connected Watch: Swiss Avant-Garde for the Digital Age
2/25	Strategy Execution Reading: textbook chapter 5
2/27	Case: Ingvar Kamprad and IKEA
3/3	<i>Exam 1: Chapters 1-5, additional reading, and case discussions</i>
3/5	Boundaries of the Firm - Vertical Scope Reading: textbook chapter 7 Additional notes posted after session
3/10	Case: Zara: Fast Fashion
3/12	Boundaries of the Firm - Horizontal Scope Reading: textbook chapter 10 Additional notes posted after session <i>Mid-term progress report due at 5:00 p.m.</i>
3/17	<i>Spring Break</i>
3/19	<i>Spring Break</i>
3/24	Case: Danaher Corporation (including Flash Forward)
3/26	Boundaries of the Firm - Hybrid Forms Reading: textbook chapter 8
3/31	Case: Volkswagen and Tata Motors: A Strategic Alliance
4/2	Case: Volkswagen and Tata Motors: A Strategic Alliance (cont'd)
4/7	Boundaries of the Firm - International Expansion Readings: textbook chapter 9 Additional notes posted after session
4/9	Reading: Ghemawat (2001) Case: Walmart around the World
4/14	<i>ETS MBA Major Field Test</i>
4/16	<i>ETS MBA Major Field Test</i>
4/21	Case: BRL Hardy: Globalizing an Australian Wine Company
4/23	Guest Speaker (to be confirmed)
4/28	You and Global Competition Reading: Blinder (2009)
4/30	<i>Exam 2: Chapters 7 to 10, additional notes, and case discussions</i>
5/5	Course synthesis <i>Final project report due on 5/6 at 5:00 p.m.</i>
5/7	<i>Final project presentations</i> <i>Peer review due at 5:00 p.m.</i>

APPENDIX A CASE QUESTIONS

Important tips on how to approach the cases:

- The questions below provide a baseline for the analysis in class. I expect you to reflect on them *before* the corresponding session. For 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 justify your answers will not maximize your learning.

Ducati

1. How did Ducati become the second most profitable motorcycle maker in the world despite its small scale? What was the fundamental logic of Minoli's turnaround?
2. Can Ducati sustain its position in the sport segment? Why or why not?
3. What strategic alternatives are available to Minoli in 2001? What are their pros and cons?

Intel Corporation: 1968-1997

1. What was Intel's strategy in DRAMs? What accounts for Intel's dramatic decline in market share in the DRAM market between 1974 and 1984? To what extent was Intel's failure a result of its strategy?
2. What strategy did Intel use to gain competitive advantage in microprocessors? Why has Intel been able to sustain its advantage in microprocessors, but not in DRAMs?
3. Assess the future prospects of Intel. What is the biggest threat it faces? Who should it be most worried about?

AccorHotels' Digital Transformation: A Strategic Response to Hospitality Disruptor AirBnB

1. What does a traveler, for leisure or business, expect from an accommodation provider? In each case, how well do AccorHotels and Airbnb meet those expectations?
2. How different are AccorHotels' and Airbnb's value propositions? What are the strengths and weaknesses of their respective business models?
3. What are Airbnb's critical success factors? How sustainable are they?
4. Assess AccorHotels' business strategy. How effective do you think it is for competing against Airbnb? What else should AccorHotels do in order to enhance its competitiveness against digital disruptors such as Airbnb?

The TAG Heuer Carrera Connected Watch: Swiss Avant-Garde for the Digital Age (A)

1. Why did the watch industry grow in Switzerland? (read in advance textbook Chapter 9's concepts on regional and country-specific advantages).
2. Do you think that TAG Heuer has the capabilities to be successful in the connector watch market? Why or why not?

Ingvar Kamprad and IKEA

1. What were the sources of IKEA's successful entry into the furniture retailing business in Sweden?
2. What challenges did IKEA face while expanding globally and how did it overcome them?
3. Why was IKEA's business model not copied?

4. What challenges may lie ahead for IKEA?

Zara: Fast Fashion

1. Why has Zara been successful? (What are its value and cost drivers?) How does it protect them? How well does it grow and innovate over time?
2. How have Zara's practices and policies regarding its boundaries contributed to its growth and performance? (Think about the combination of both vertical integration and outsourcing in making clothes.)
3. What challenges does Zara face?

Danaher Corporation

1. What are the three words, other than Danaher Business System, that account for the success of Danaher?
2. Is there a limit to the range of businesses in which Danaher can create value?
3. What are the biggest challenges facing Danaher in 2010?
4. Can other firms replicate the success of Danaher? Why or why not?

Volkswagen and Tata Motors: A Strategic Alliance in India

1. Despite being present in India for the past 10 years, VW's cars failed to become popular and accepted by customers. Was the Group justified in continuing to give importance to the Indian market?
2. Is there a business case for VW and Tata Motors to look for a partner with which to enter an strategic alliance in India?
3. VW and Tata Motors made the decision to work with each other as alliance partners. Is there a good fit between them?
4. What are the individual and joint values that can be created by the firms in the alliance?
5. In the event of the companies sorting out their differences, what do you recommend with respect to the structure of the alliance, and the terms and conditions of the alliance agreement that should be clearly laid down by the partners?

Walmart around the World.

1. Evaluate Walmart's globalization strategy. Where did the retailer struggle? Where did it do well?
2. What explains the difference in Walmart's performance across locations?
3. What lessons can we learn from the Walmart experience? Identify at least two general lessons and two retail-specific lessons.

BRL Hardy: Globalizing an Australian Wine Company

1. How do you account for BRL Hardy's international success in the wake of the merger of two weak industry players?
2. What is the source of tension between Carson and Davies?
3. Should Millar agree to Carson's proposal to launch D'istinto?
4. What action should Millar take regarding the competing proposals for Banrock Station and Kelly's Revenge? Why?

APPENDIX B GUIDELINES FOR GROUP PROJECT REPORT

Purpose: To apply the knowledge acquired in this class to a strategic problem or challenge of a company of your choice.

Format: The report should have between 15 and 20 double spaced pages *of analysis* (double-spaced, font size 12, one-inch margins). Note the following:

- Cover pages(s), list of references and appendix with charts and tables are *not* included in this page limit.
- Attach the list of references and appendix at the end.
- The appendix should not exceed 5 pages.
- The information provided in the appendix will be considered only if it is referred to in the analysis.
- You must cite all references.

Structure:

A. Company selection

List of team members is due by January 23. Each group should select two publicly listed companies they would like to analyze. Submit your company choices by February 13 ranked by preference. If multiple groups prefer the same company a random draw will decide. In making your company choices 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? (see notes below)

How familiar are group members with the company?

How accessible are data on this company and its environment?

B. Project content

Introduction:

- Strategic problem or challenge the company faces.

Industry analysis:

- Industry forces (chapter 3)
- Industry evolution (chapter 4)

Company analysis:

- Competitive positioning (chapter 2)
- Execution (chapter 5)
- Scope (chapters 7 to 10, see notes below)

Recommendations:

- Specific actions to address the identified problem or challenge
- Evaluation of implications of your recommended actions

Notes:

- *Companies in the cases or featured in the textbook are not allowed.*
- *Analysis must include quantitative assessment of firm performance relative to key competitors.*
- *Choosing a company with a narrow industrial and geographic scope will significantly facilitate your analysis.*

- *If your choice is either a vertically integrated company or its operations in one its industries, the analysis of scope should include an assessment of the entire company. This involves the theory from chapter 7 and related materials.*
- *If your choice is either a multi-business company or one of its lines of businesses, the analysis of scope should include an assessment of the entire company. This involves the theory from chapter 10 and related materials.*
- *If your choice is a highly international company, the assessment of its geographic scope should be a meaningful part of the analysis.*

APPENDIX C

GRADING RUBRIC FOR GROUP PROJECT REPORT

Scale for items:

1= Unacceptable

2= Developing

3= Acceptable

4= Exemplary

ISSUE RECOGNITION

The analysis recognizes the critical issues of the project.

The analysis identifies the relevant information. When information is not available reasonable assumptions are made based on the context.

ANALYSIS

The analysis deals with the relevant problems or critical issues.

The analysis uses the relevant theoretical background from the textbook and sessions.

The analysis is coherent. The logical reasoning of the arguments is sound.

The conclusions follow from the arguments.

The recommendations are feasible given the company's resources and capabilities.

The analysis is cohesive. Answers are well connected.

PRESENTATION

The paper is well written. It has no misspellings and obvious grammatical errors.

The paper complies with all format guidelines.