

MGMT 5335 Fall 2022
International Strategic Management
The University of Texas at El Paso

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| Instructor | Mengge Li |
| Class Time | Tuesday (5: 30 PM) and Saturday (8 AM) at Graduate Business Center 110C |
| Office Hours | Tuesday and Thursday 10 AM to 12 PM Zoom Meeting ID: 837 9759 0757 Passcode: D57MPVR9 |
| Email | mli3@utep.edu |
| Textbook | Modern Competitive Strategy, 4 th edition. Gordon Walker & Tammy Madsen. ISBN-13: 978-1259181207/ISBN-10: 1259181200 |

Harvard Coursepack:

<https://hbsp.harvard.edu/import/964694>

COURSE DESCRIPTION

This course focuses on strategic management in the international context. As MBA students with working experience, you already have a basic understanding 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 your existing knowledge and integrate them into a framework that elevates your understanding of companies to a higher level.

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 the following words: research-based, pragmatic and interactive. It is research-based because it is grounded on rigorous strategy research. It is pragmatic because we will apply key strategy concepts and frameworks to the analysis of real companies. It is interactive because it heavily relies on your active participation for your learning.

LEARNING OBJECTIVES

- Define strategic management and understand its implications for corporate performance
- Understand the concept of competitive advantage

- Understand the impact of industry forces on profitability
- Understand the different stages of industry evolution and their impact on competition
- Understand the development and redeployment resources and capabilities as the source of competitive advantage
- Understand vertical integration decisions and their impact on competitive advantage
- Understand corporate diversification decisions and their impact on competitive advantage
- Understand alliances decisions and their impact on competitive advantage
- Understand international expansion decisions and their impact on competitive advantage

EVALUATION

The assessment components of the course are the following:

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| (1) Class Participation | 10% |
| (2) Discussion Boards | 10% |
| (3) Exams (20% each) | 40% |
| (4) Case Analysis | 15% |
| (5) Group Project | 15% |
| • Report – 10% | |
| • Presentation – 5% | |
| (6) Peer Evaluation | 5% |
| (7) Individual Presentation | 5% |

(1) Class Participation

Attending in-person classes and actively participating in-class activities are essential to ensure the effectiveness of learning. You are required to attend all classes and be well prepared for in-class discussions, case analyses, and presentations, etc. You will only be able to partially make up for class participation if your absence is due to legitimate causes, such as family emergency, illness, work schedule conflicts. Any disruptive behaviors in the class will be penalized.

(2) 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.
- 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.

(3) Exams

There are two in-class closed-book exams. They will contain multiple-choice and short-essay questions. The questions are based on all course materials and class discussions.

(4) Case Analysis

You will join a team of no more than five members. You will have multiple case analyses throughout the course and you will need to submit formal reports for each case answering specific questions.

- Your answers should incorporate the associated relevant concepts and frameworks from the course, and you should use terminologies that are consistent with the textbook.
- 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 enhance your learning.
- All assignments will be checked through SafeAssign. Please review the information on academic integrity below.

(5) Group Project

Each team will pick a real company (usually a public company that is listed in the U.S.) and conduct a thorough investigation and analysis of the company. The report will summarize the strategic management process of the company and needs to follow a given outline.

- It will be checked through SafeAssign.
- Note that no portion of the paper should be copied from any source without properly citing it.
- For basic guidance regarding plagiarism go to: <https://www.plagiarism.org/article/what-is-plagiarism>
- If plagiarism is suspected, the case will be forwarded to the Office of the Dean of Students.
- *Format:* double-spaced, Times New Roman 12-point font, one-inch margins.

(6) Team Peer Evaluation

It is necessary to fairly evaluate the contribution that each member of your team made to the team's overall performance in team activities. This contribution should reflect your assessment based on the following teamwork objective: Students will work effectively with individuals and teams to accomplish a common goal while demonstrating respect and value for a diversity of opinions, viewpoints, and perspectives.

(7) Individual Presentation

Each student is required to make and record a 5-minute individual video on a current business topic. Additional information will be available on Blackboard.

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: $100 \geq A \geq 90$

$90 > B \geq 80$

$80 > C \geq 70$

$70 > D \geq 60$

$60 > F$

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 three days of receiving your grade.

Make-up Work

I will provide make-up coursework 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.

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 nature of the delivery of this course, the meaning of comments can be misconstrued. We should all be extra careful for this reason. Finally, [Texas Senate Bill 212 \(https://www.utep.edu/titleix/sb-212.html\)](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.” (<https://www.utep.edu/titleix/sb-212.html>)

Academic Integrity

“Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic 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, any act designed to give unfair advantage to a student or the attempt to commit such acts.” (UTEP’s Handbook of Operating Procedures).

Additional information on academic integrity and scholastic dishonesty is available at:

<https://www.utep.edu/student-affairs/osccr/student-conduct/academic-integrity.html>

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

THE CONTENT IN THIS SYLLABUS MAY BE SUBJECT TO CHANGE

| Date | Topics and Activities |
|-------------|---|
| 11/1 Tue | Chapter 1 – What is Strategy Enroll in teams Read course syllabus |
| 11/5 Sat | Chapter 2 – Competitive Advantage Group case analysis 1: Best Buy Discussion Board 1 |
| 11/8 Tue | Chapter 3 – Industry Analysis Group case analysis 2: Samsung’s Dilemma <i>Case analysis 1 write-up due</i> |
| 11/12 Sat | Chapter 4 – Growth and Innovation Group case analysis 3: Netflix in 2011 Discussion Board 2 |
| 11/15 Tue | Chapter 5 – Strategy Execution Exam 1: Chapter 1-4 Group case analysis 4: Ingvar Kamprad and IKEA <i>Case analysis 3 write-up due</i> |
| 11/19 Sat | Chapter 7 – Vertical Integration Group case analysis 5: Disney and Pixar Discussion Board 3 |
| 11/22 Tue | Chapter 10 – Corporate diversification Group case analysis 6: Alphabet’s Google <i>Case analysis 5 write-up due</i> |
| 11/26 Sat | No Class |
| 11/29 Tue | Chapter 8 – Partnering Group case analysis 7: Volkswagen and Tata Motors Discussion Board 4 Group project presentations |
| 12/3 Sat | Chapter 9 – Global Strategy Group case analysis 8: Amazon in Emerging Markets Group project presentations <i>Case analysis 7 write-up due</i> |
| 12/6 Tue | Exam 2: Chapter 5, 7-10 Group project presentations <i>Group project report due</i> |