



MGMT 5335 International Strategic Management Summer 2018

Course Syllabus

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Objective of the course: At the end of this course, students will be able to understand the different elements of the Strategic Management Process, perform environmental scanning, define competitive advantages, formulate strategies, and define the necessary changes for strategy implementation. He/she will know how to design and implement strategies at the corporate, business, and functional level, while establishing controls for monitoring and assessing performance. Students will be exposed to hands on experience through cases that will provide a personal and a team opportunity to test his/her ability.

After completing this course, you will be able to

- Understand the purpose, processes and tools of strategic management;
- Discern how both internal and external environment of the firm suggest appropriate strategies;
- Combine and build on the knowledge acquired in earlier functionally-oriented courses;
- Appreciate the challenges that management faces in today's ever changing, diverse, and global environment.

Additional Purposes and Processes: This class is the last class you will take in your program; therefore, it acts as the capstone of the program. You will have, as detailed bellow, reading from business journals, films, and some cases which will be used to judge three elements that are critical to your success in the application of the knowledge you have acquired and developed through the MBA program; these attributes are: critical thinking, oral communications, and written

communication. Materials developed by each students will be used to evaluate these aspects of learning.

We have rubrics to assess progress in each of these areas. These rubrics are in the page of the course in Blackboard. Please refer to them as needed.

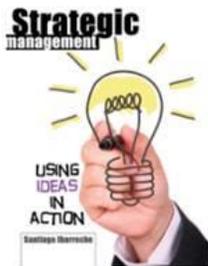
Other element of this class is an exam developed by ETS (Educational Testing Systems) to evaluate the degree of knowledge at the end of the program. This test covers no specific area but includes basic concepts of management and fundamentals of functional areas. The Test date will be given once the instructor receive the material and set one period for it. This test takes about three hours to finish and results (which are processed by ETS) will not be available until later in the term or even after the end of the class; therefore, the assigned percent will be awarded only in the basis of participation (taking the test will suffice). Classes will have access to the webpage for the exam and trial questions before the date of the exam. ETS exam will take place on Saturday June 30, 2018.

Books and Materials

Strategic Management Using Ideas In Action
by Santiago Ibarreche (SI)
Kendall Hunt 2012
ISBN 978-0-7575-7224-1

This book is available from the publisher in hardcopy and e-book formats at the following site: <http://www.kendallhunt.com/ibarreche/>

[«RETURN TO SEARCH RESULTS](#)



Strategic Management: Using Ideas in Action

Author(s): *Santiago Ibarreche*

Edition: 1

Copyright: 2012

Pages: 496

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Process

There will be twelve sessions; activities for each session are detailed in the course content section of this syllabus. These meetings will take place in room 502 G of the Graduate Business Center from 5:30 to 9:30 p. m. on Tuesdays and from 8:00 a. m. to 12:00 a. m. on Saturdays. The session will be from May 29 to July 14, 2018, with the exception of the two sessions of the week of July 4, which will not take place because of Holyday.

Instructor will present lectures based on the text and additional topics through several media. In those cases where there is a guest lecturer students will receive advanced notice so that they could invite guests to these presentations.

Students shall bring exercises from the chapters assigned to class. Content of these exercises is part of the grade for class participation. Instructor will call on students to provide examples.

Beginning on the third session, students will make presentations during the class; these presentations consist on evaluations and critiques of articles assigned from Harvard Business Review (HBR), California Management Review (CMR), and films selected by the instructor. These presentations are the basis for evaluating critical thinking, oral communication, and written communication. Students will have access to the rubrics used as basis for evaluating each of these attributes. A roster of presentations is posted on the class page in Blackboard.

Evaluation:

This course will be evaluated on a 100-point scale. The final letter grade for the course will be determined as follows: 90 points to 100 points corresponds to an "A"; 80 points to 89.99 points corresponds to a "B"; 70 points to 79.99 points corresponds to a "C"; and less than 70 points corresponds to a grade of "F." Following is a table with points assigned to each activity:

Activity	Points
ETS exam	10
Oral Presentations (10 points each)	20
Written Presentations (15 points each)	30
Class Participation (Includes Questions to Presenters)	10
Film (Presentation) (Critical Thinking)	15
Film Report Film (Critical Thinking)	15
Total	100

Students with Disabilities

As per Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, if a student needs an accommodation then the Office of Disabled Student Services located at UTEP need to be contacted. If you have a condition, which may affect your ability to perform successfully in this course, you are encouraged to discuss this in confidence with the instructor and/or the director of the Disabled Student Services. You may call 915-747-5148 for general information about the American with Disabilities Act (ADA) and the rights that you have as a UTEP student with a disability.

Academic Dishonesty

The following are the standards for Academic Dishonesty at UTEP:

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. 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 home page of The Dean of Students at [Student Affairs](#), may result in sanctions ranging from disciplinary probation, to failing grades on the work in question, to failing grades in the course, to suspension or dismissal among others (UTEP under Graduate Catalog, 2002 through 2004).

Content and Activities:

Each session will begin with a presentation of the material included in the syllabus and then an active discussion of topics related to the readings of the session. During the two final sessions, films presentations will take place. Films will be assigned in session 8 (June 23, 2018)

Content for each session follows:

Session	Content	Readings and Assignments
1 05/29/18	The Concept of IDEAS IN ACTION	Chapter 1
2 06/02/18	Identifying what is relevant Global Management Examples	Chapter 2
3 06/05/18	Environmental Scanning the Macro Environment	Chapter 3, and presentations begin (See List Below)
4 06/09/18	Environmental Scanning the Competitive Environment	Chapter 4, (See List Below)
5 06/12/18	Environmental Scanning the Internal (functional) Environment	Chapters 5 (See List Below)
6 06/16/18	Strategy Formation	Chapter 6 (See List Below)
7 06/19/18	Analysis and Selection of Strategic Options	Chapter 7 (See List Below)
8 06/23/18	Strategy Implementation; Definition, Implementation of Changes, and resource Development	Chapter 8 and 9 (See List Below)
9 06/26/18	Strategy Implementation and Evaluation	Chapter 10 and 11 (See List Below)
10 06/30/18	ETS Exam	
11 07/10/18	Presentations of Articles	Presentation of Film selections
12 07/14/18		Presentation of Film selections

The following table shows the different topics for each week and the assigned readings.

<u>Date</u>	<u>Reading</u>	<u>Student</u>
6/5/2018	08. Global Strategy Requires a Meeting of Minds.	Acevedo Ibarra
6/5/2018	18. CMR Strategie for Higher Ed in the Digital Age	Garcia M.
6/5/2018	28. HBR Why Diversity Programs Fail	McDuffie
6/5/2018	05. CMR Creating Incentives for Innovation	Parry
6/9/2018	04. CMR Circular Economy Intro	Carrillo Alvarado
6/9/2018	19. HBR Customer Loyalty is Overrated	Herrera
6/9/2018	13. CMR New Generation of sustainability strategies	Parga
6/9/2018	11. Retail Doesnt Cross Borders	Urrea
6/12/2018	20. CMR The making of the Urban Entrepreneur	Acevedo Ibarra
6/12/2018	16. In harmony (Family Business)	Garcia M.
6/12/2018	01. CMR Adapting to Fast-Changing Markets and Technologies	McDuffie
6/12/2018	22. HBR How the Most Successful Teams Bridge the Strategy-Execution Gap	Ramirez
6/16/2018	08. CMR Dynamic Capibilities and Organizational Agility	Aguilar
6/16/2018	25. HBR REACHING THE RICH WORLD'S POOREST CONSUMERS	Carrillo Alvarado
6/16/2018	30. HBR Your Scarcest Resource	Nelson
6/16/2018	29. HBR Why Strategy Execution Unravels— and What to Do About it	Parry
6/16/2018	12. CMR Making Strategy Ho	Ramirez
6/19/2018	01. A Cross-Cultural Examination of CSR Marketing in Mexico and The US	Bolanos
6/19/2018	24. CMR Women as negotiators and Leaders	Gandarilla
6/19/2018	27. HBR The Performance Management Revolution	Garcia D.
6/19/2018	05. Execution as Strategy (BIMBO)	Parga
6/23/2018	03. CMR Beyond Win-Win Creating Shared Values.	Bolanos
6/23/2018	22. CMR Walmart Emergent Low Cost Sustainable Product Strategy	Herrera
6/23/2018	11. CMR Language as a Window into Culture	Nelson
6/23/2018	23. CMR Wo is really doing the work	Urrea
6/26/2018	13. Tailoring Your Strategy to fit the culture	Aguilar
6/26/2018	14. Ten rules for Managing Global innovation	Gandarilla
6/26/2018	09. CMR Economics of the Ed Tech Revolution	Garcia D.
6/26/2018	12. Succeeding in Fast-Growth Markets - Strategies for Smaller Players	Zubiate
7/10/2018	23. HBR Let s Not Kill Performance Evaluations Yet	Reyes
7/10/2018	02. Block Building Corporate and Nations - global strategy	Sandoval Osio
7/10/2018	02. CMR Behavioral Strategy and Decision Making Architecture	Sandoval Osio
7/10/2018	06. CMR Crowd Equity Investments	Zubiate
7/14/2018	16. CMR Sleepwalking into catastrophe - corporate bias	Reyes

This document is a syllabus and as such it should be considered as a plan and may have changes during the semester.