



Course IMS 4373-001 **Course Number: 24527**
Course Name: Global Strategy
Professor Thomas Henderson
Semester Spring 2017
Meetings 10:00 – 11:15 a.m. Tues and Thurs - JSOM 2.803

Professor's Contact Information

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General Course Information

Pre-requisites, Co-requisites, & other restrictions IMS 3310, IMS 4320, FIN 3380, BLAW 4301

Course Description

IMS 4373 – (3 semester hours) Study of the challenges that multinational firms face, including managing across national borders, managing international strategic alliances, managing headquarters-subsidiary relationships, and developing global capabilities. Below are the four primary *student learning objectives* for the course.

1. The student will integrate their knowledge of functional areas of business to form a holistic view of the firm, enabling the student to determine the appropriate business level, functional and corporate level strategies of the firm
2. The student will understand how firms create and implement global strategies based on cultural, social, ethical and environmental considerations
3. The student will analyze the various components of strategy of a firm, with an emphasis on its global implication and how it can gain a sustainable competitive advantage over other firms

Why Global Strategy? This course focuses on the strategic principles, guidelines, and frameworks that firms use to compete more effectively in the global economy. In the course, we understand the theoretical and practical dimensions of global strategy and the challenges confronting firms that compete in the global economy. We will study challenges such as, managing across borders, managing international strategic alliances, managing headquarters - subsidiary relationships, and how firms develop global capabilities and sustain competitive advantage. A firm's strategy is essentially its philosophy and plan for gaining competitive advantage in the marketplace. Strategic management is the process that managers use to develop and implement a firm's strategy. The objective of the course is to develop a well-rounded understanding of the most fundamental question in global strategy: What determines the international success and failure of companies? The course emphasizes application of academic knowledge to real world situations through the use of lectures and actual case studies. This class is structured in a lecture-discussion format. Even

though there is an emphasis on using case analysis as a way of practicing your business thinking skills, the class will be conducted using a variety of methods including, but not limited to, lectures, exercises, projects, cases, and class discussions.

This course also focuses on effective communications skills. Student assignments, in the form of group presentations, individual presentations and writing assignments are intended to strengthen writing and speaking skills while students deepen their understanding of key material covered in the course. Professor Henderson is committed to helping students enhance their communications skills. Students are encouraged to use the Business Communications Center (<http://bcc.utdallas.edu>) as an ongoing resource during the semester.

Global Strategy

Mike W. Peng, PhD – 3rd Edition

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and a required Businessweek subscription (online preferred, paper acceptable)

Wall Street Journal, Bloomberg Business Week, *Blue Ocean Strategies* by Chan Kim, *Scaling Up* by Verne Harnish

Required Texts & Materials

Suggested Texts, Readings, & Materials

Assignments & Academic Calendar

Course Dates **January 9, 2017 through April 30, 2017:** A breakdown of dates and assignments are provided below. No Class the week of March 13th (13-17)

- Jan 10** Introduction to the course. Overview of the course strategy and roadmap.
- Jan 17-19** Chapter 1, Strategizing Around the Globe
- Jan 24-26** Chapter 2, Managing Industry Competition
- Jan 31-Feb 2** Chapter 3, Leveraging Resources and Capabilities
- Feb 7-9** Chapter 4, Institutions, Cultures and Ethics **Paper I due Feb 9**
- Feb 14-16** Chapter 5: Internationalizing the Entrepreneurial Firm **EXAM I (Feb 16)**
- Feb 22-23** Chapter 6: Entering Foreign Markets
- Feb 28-Mar 2** Chapter 9: Making Strategic Alliances and Networks Work
- Mar 7-9** Chapter 10: Managing Global Competitive Dynamics
- Mar 14-16, 21-23** Chapter 11: Diversifying, Acquiring and Restructuring
- Mar 28-30** Chapter 12: Strategizing, Structuring and Learning around the Globe (In class Quiz)
- Apr 4-6, 11-13** Chapter 13: Governing the Corporation Around the Globe **Paper II due April 6**
- Apr 18-20** Chapter 15: Strategizing with Corporate Social Responsibility
- Apr 25-27** **GROUP PROJECTS in Class April 25**
- Apr 27** **FINAL EXAM**

EXAMS/PAPERS

There will be two (2) exams, two (2) writing assignments and one (1) final group project. There will also be three (3) unannounced quizzes. The exams will consist of a combination of short questions, true or false questions and multiple choice questions. The papers/writing assignments build on each other and are designed to force students to think critically

and analytically, and to evaluate an issue as opposed to reciting facts and data.

GROUP PROJECT The purpose of the **Final Group Project** is twofold. Working in teams fosters effective teamwork and collaboration. Students also work together to understand, evaluate and analyze elements of global strategy. The project is intended to foster strategic and critical thinking. The project includes a 30 minute group presentation in front of the class.

PAPERS Papers/writing assignments are uploaded to e-learning. There are two (2) papers in total. Each paper (4) four pages in length, double spaced using APA format.

Course Policies

Grading (credit) Criteria	<u>Assignments</u>
	Group Project 20% Exams 35% Quizzes 15% Papers 25% Class Participation 5%
	A+: 97 and up A: 94-96 A-: 90-93 B+ 87-89 B: 84-86 B-: 80-83 C+: 77-79 C: 74-76 C-: 70-73 D+: 67-69 D: 64-66 D-: 60-63
EXAM I	February 16th, 2017 Questions will be based on the lectures and class discussions
EXAM II	April 27th, 2017 Questions will be based on the lectures and class discussions
Group Project	In class on April 25th
Paper	Individual writing assignments (papers): two (2) in total due February 9th and April 6th, 2017
Make-up Exams	No
Extra Credit	No
Late Work	No
Special Assignments	No
Class Attendance and Participation	Attendance is 100% required. This is your course. Your input will determine your outcomes. You are allowed 2 excused absences. Beyond this, each absence will result in a reduction of 5 points from your total grade. From an A to an A-, for example. COME TO CLASS. Participation is separate from attendance and is measured on quality and quantity of day to day classroom participation and interaction. EXCEPTIONAL participants will be given a one-half letter grade up (round top 3% in the past). For example, from a “B” to a “B+”
Classroom	100% participation required. Scholastic dishonesty penalties will be a minimum of

Citizenship	zero on the assignment or exam
UT Dallas Syllabus Policies and Procedures	<p><i>The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.</i></p> <p><i>Please go to http://go.utdallas.edu/syllabus-policies for these policies.</i></p> <p><i>The minimum sanction for cheating or plagiarism is a zero on the assignment or exam</i></p>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.

Course Modules

Strategizing Around the Globe – This is module, we exam the rationale for studying global strategy

Managing Industry Competition – This section of the course examines industry competition. We understand the true nature of competition and the factors that influence competition

Leveraging Resources and Capabilities – We assess and determine the firm's resources and capabilities and understand basic SWOT analysis along the value chain

Institutions, Cultures and Ethics – This module looks at ethical considerations around strategy and the choices a firm, and its management, must make as it defines its strategy

Internationalizing the Entrepreneurial Firm – In this section, we examine a comprehensive model around entrepreneurship and look at how this links to strategy considerations

Entering Foreign Markets – The module examine the exciting world of foreign markets and the impact they have on a firm's strategy. We look at different models for entering a foreign market

Making Strategic Alliances and Networks Work – This module examines the different modes a firm and chose to enter a new market, and weigh the options available to the firm

Managing Global Competitive Dynamics – We enter the world of “strategy as action” and understand industry conditions that make it possible for cooperation, and collusion

Diversifying, Acquiring and Restructuring – A firm has choices when it comes to how they structure the organization. Here we look at the options available to a firm and weigh them in proper context

Strategizing, Structuring and Learning around the Globe – Firms leverage knowledge and resources on an ongoing basis. In this section of the course, we understand how firms position themselves for growth and learning in the most effective manner

Governing the Corporation around the Globe – This module looks at corporate governance and the restrictions being placed on firms to adhere to certain rules and standard. We view this in the context of strategy

Strategizing with Corporate Social Responsibility – The three “Ps” and social responsibility is no longer the function of PR or HR, but a growing piece of a firm’s strategy. We examine the reasons why this has taken on such importance

Paper/Assignment #1 – Select a company or organization, assess/analyze the industry/environment in which it operates. Describe the external/competitive environment, what is unique about the environment? Why the organization chose to engage in this environment and what mode of entry did it select? What advantages does this give the firm? Don’t just describe the industry environment but more importantly, analyze why the firm operates in this environment – what advantage does this give the firm?.

Paper/Assignment #2 – Select a firm. Assess/analyze the internal strengths of the firm. What are its primary differentiators? Describe the value chain and how it can strengthen its value chain. How does the firm compete? On image, price, customization, product or service reliability, speed to market, other?

Assignments #1 and #2 should include elements of different frameworks, models and knowledge we are covering in class. Professor Henderson will expand on this at the start of the semester.

Prerequisites - IMS 3310, IMS 4320, FIN 3380, BLAW 4301

For this course, it is important that students form certain building blocks prior to matriculating into the course. A solid background in international business is critical in that students must understand the interconnectedness of various themes related to international business, and the distinct disciplines that make up international business in order to appreciate global strategy. Students must understand the basic building blocks of international business (IMS 3310), including marketing, business law, finance, operations, cultural consideration of international business and globalization to truly appreciate the broad nature of global strategy. Students must take International Marketing (IMS 4320) to understand and appreciate how marketing and strategy go hand in hand. FIN 3380 will allow students to understand and appreciate the dimensions of international finance as they relate to global strategy. BLAW 3301 will help students to appreciate the elements of international law and business as they relate to global strategy.

IMS 4373 Rubric: 80% of students will meet expectations based on the rubric below which describes criteria for meeting expectations. Professor Henderson will evaluate students via writing assignments to determine whether students are meeting these learning outcomes. Key learning outcomes tied to the course are can be summarized as – Are students able to understand and evaluate cultural constructs in the context of firms we study? Are students able to evaluate and frameworks linked to social and environmental responsibility and determine whether firm-wide decision making and strategy take into account best practices across social and environmental responsibility? Are students able to analyze and interpret data to solve complex issues and challenges facing a firm today?

Student Learning Outcome	Exceed Expectations (Student does more than just meet learning outcome)	Meet Expectations (Student meets learning outcome based on our criteria for success)	Does not meet Expectations (student is not able to meet the learning outcome based on our criteria for success)
Students will appreciate the multicultural aspect of human relations and realize how multiculturalism impacts global business operations	Students will appreciate the multicultural aspect of human dynamics and relations based on theories, frameworks and cultural constructs we study in class. Student	Students will appreciate the multicultural aspect of human dynamics and relations based on theories, frameworks and cultural constructs we study in	Students is unable to appreciate the multicultural aspect of human dynamics and relations and based on what we learned in class, is unable to realize how multiculturalism impacts global business

	<p>will learn how multiculturalism impacts human relations and dynamics which in turn, impact global business operations and strategy. Furthermore, student will be able to make specific recommendations for developing firm-wide strategies to bridge cultural differences that can impact global business operations</p>	<p>class. Student understands how multiculturalism has an impact on human relations and how human relations and culture has an impact on global business operations and strategy. Student is able to evaluate and assess the extent to which cultural differences across a firm impedes global business operations and strategies of this firm</p>	<p>operations and strategy</p>
<p>Student understands the ethical and social responsibilities of corporations and develops a richer comprehension of human values that help in making judgments that require ethical and environmental considerations.</p>	<p>Student will understand different ethical and social responsibilities facing the firm today and will develop a richer comprehension and appreciation for human values based on models and frameworks linked to value systems studied in class. Student is able to evaluate whether a firm is ethically, socially and environmentally responsible and whether it makes business decisions grounded in values and ethics. Student is able to make recommendations for improving firm-wide strategy grounded in ethical practices</p>	<p>Student will understand different ethical and social challenges and responsibilities facing a firm today and is able to develop a richer comprehension and appreciation for human values based on theories, models, practices and frameworks studied in class. Student is able to evaluate and interpret business decisions made by a firm and determine whether these decisions are based on ethics and environmental practices that contribute to the success of the firm</p>	<p>Student is unable to understand the dimensions of ethical and social responsibilities of corporations and is unable to develop a richer comprehension of human values that help in making judgments that require ethical and environmental considerations</p>
<p>Student will develop and apply skills in analyzing and interpreting numerical data to the reasoning and problem solving of complex, interrelated issues.</p>	<p>Based on strategic analysis and tools acquired in the course, student is able to analyze and interpret data and use this data to evaluate strategic issues facing a firm. Furthermore, the student is able to build strategies for a firm in a manner the connects multiple functional areas of the firm</p>	<p>Based on strategic analysis and tools acquired in the course, student is able to analyze and interpret data and use this data to evaluate the success or failure of strategies across a firm. Student is able to analyze and use data to help evaluate and solve strategic challenges facing the firm</p>	<p>Based on strategic analysis and tools acquired in the course, student is unable to use these skills to analyze and interpret data that helps the student understand the root cause of strategic issues facing a firm.</p>