

## Global Strategy

### Objective

Development of necessary competencies to analyze the design, development, and execution of *transnational strategies*.

### Class Hours and Office Hours

Lectures will be held on Mondays and Wednesdays from 17:30pm to 19:00pm in Rio Hondo 305. I'll hold office hours on Mondays from 14h00pm to 16:00pm in my office (Rio Hondo, 2<sup>nd</sup> floor). Outside my office hours you may contact me at [ricardo.estevesfarinha@itam.mx](mailto:ricardo.estevesfarinha@itam.mx), *although* at busy times you will get a prompter response if you stop by during office hours.

### E-mail list

If at the moment of the first class you are registered for this course you are automatically included in the class email list of *Comunidad*. If you are not, make sure to register and to personally provide me your email address. This will be the main way I will make announcements and communicate with the class. Also make sure your email with the registrar's office is operational.

### Textbook

"*Transnational Management*", 5<sup>th</sup> edition, by Bartlett C., Ghoshal S., Beamish P. (2008) by Mc Graw Hill Publishing. It is available for purchase at the campus bookstore and there is also one copy on reserve at the library in Rio Hondo. **(TM)**

### Additional Materials

- "*Strategic Management and Competitive Advantage*", 1<sup>st</sup> edition, by Barney, Hesterley (2008) by Pearson Prentice Hall Publishing, New Jersey – Chapters 1, 2, and 3. **(BH)**
- Papers and Cases.

### Grading

Participation:	5%	
In-class quizzes (around 12):	10%	(the lowest score will be dropped)
Presentation of the cases (1):	10%	
Discussion of the cases (1):	5%	
Presentation of a Reading (1):	10%	
Midterm:	25%	(in class, March 03rd)
Final:	35%	(ITAM schedule: TBA)

### Make-up Exams

The only acceptable excuses for missing an exam are medical illnesses or family emergencies. Any exam that is missed without a *verifiable* legitimate reason will receive a grade of zero. Moreover, if you have a legitimate excuse and you will not be able to take an exam on time, you need to let me know *before* the exam. Furthermore, there is no make-up for a missed quiz for any reason; however, the quiz with lowest score will be dropped.

## **Syllabus**

### I – Introduction – the concept of strategy

- Definition of strategy (*BH - Chapter 1*)
- Hambrick & Fredrickson 2001 (*Are you sure you have a strategy?*)
- Porter M. 2008 (*What is Strategy?*)
- The external environment (*BH – Chapter 2*)
- The internal environment (*BH – Chapter 3*)

### II – The Strategic Imperatives

- Expanding abroad (*TM - Chapter 1*)
- Managing conflicting demands (*TM - Chapter 2*)
- Developing strategic capabilities (*TM - Chapter 3*)

### III – The Organizational Challenge

- Developing coordination and control (*TM - Chapter 4*)
- Creating and leveraging knowledge (*TM - Chapter 5*)
- Managing across boundaries (*TM – Chapter 6*)

### IV – The Managerial Implications

- Building multidimensional capabilities (*TM - Chapter 7*)
- Preparing for the future (*TM – Chapter 8*)