



MGMT 5560: International Strategic Management

Fall 2025

CRN: 53168

CLASS INFORMATION

Location: Zell B Miller Learning Center | Room 0147

Days: Mondays, Wednesdays, and Fridays

Time: 04:10 PM – 05:00 PM

Instructional method: Face-to-face

Pre-requisites: MGMT 3000, 3000H, or 3000E

INSTRUCTOR INFORMATION

Instructor: Meng Xu

Email: mengxu@uga.edu

Office: Benson Hall C241

Office Hours: By appointment. Please email me to set up a time to meet. The best way to contact me is through the above e-mail address, not through eLC. Messages sent through eLC may not receive a response.

COURSE OVERVIEW

Course Description

We will focus on the major problems that confront managers who operate across international boundaries from a base in a single country or who maintain affiliates and subsidiaries in several national jurisdictions. Major emphasis will be given to the problems involved in crossing national boundaries.

Strategic management is about firm performance and competitive advantage. Why does one firm perform better than another? How can a firm maintain its competitive advantage over time? Can competitive advantage translate into new and global markets?

This course focuses on understanding the concepts, processes, players, and institutions in the international business environment. This is an integrative course emphasizing a “general management” perspective as opposed to a functional viewpoint (e.g., accounting, finance, or marketing). As such, we will take the perspective of an executive or manager and examine how these individuals can develop and implement effective business-level and corporate-level strategies through external (industry-level) and internal (firm-level) analyses.

This course requires uses discussion, case studies, and participation to: (1) build and enhance students’ understanding of the constraints faced by managers within a global business setting,

and (2) develop students' ability to analyze the decisions made by managers given these conditions.

Course Objectives

1. To develop a global perspective with regards to the international business environment.
2. To develop an appreciation of how managers in large or small international firms are affected by key environmental factors such as culture and politics.
3. To gain an understanding of the differences and difficulties posed by international business opportunities and competition.
4. To discuss the most recent contemporary managerial issues faced by those in international business and to appreciate both the academic research and practical experience that has been developed on the topics.
5. To develop an understanding of what international strategic management means and the various entry options of doing business in the global sphere: trading, licensing, and equity investments.
6. To learn the latest theory and research with respect to international operations management, organizational structure, and managing human resources.
7. To develop insights into the topics of corporate social responsibility and business ethics as they pertain to conducting sound management practice in the global sphere.
8. Improve students' understanding of business, as well as their communication skills, through class discussions, written analyses, and formal presentations.

COURSE MATERIALS

The course materials comprise book chapters and case studies. Any additional readings outside of the textbook and cases will be posted in the eLC.

1. Textbook. We will be using the following book for this class: *Strategic Management* by Frank Rothaermel (6th edition). This book should be available in the bookstore and is available online. You may purchase a hard copy of the book or an electronic version of the book. To buy online, you can go to *McGraw Hill Connect* (<http://connect.mheducation.com>). If you choose to purchase other editions of the textbook, you will be responsible for any differences in content.
2. Cases. We will use the following eBook for cases: *12 Most Popular Full-Length Cases* by Frank Rothaermel (6th edition). *McGraw Hill Connect* (<http://connect.mheducation.com>) also houses this book. Note: if you prefer a traditional book, you can buy it in Connect, Amazon, the campus bookstore, etc. However, it should be noted that the case book is electronic only.
3. The Wall Street Journal. Free access should be available through the University of Georgia: <https://education.wsj.com/search-students/>

COURSE REQUIREMENTS AND PERFORMANCE ASSESSMENT

This course will be highly interactive, leveraging business cases to help us learn key concepts and have meaningful discussions. The purpose of cases will be to simulate a real business environment. Understanding the concepts core to organizational change and innovation management will set you up for success in your business career should you choose that path.

GRADING POLICY

There are six main components of your overall grade:

1. Attendance and participation	15%
2. Case study discussions and business news	10%
3. Exam 1	20%
4. Exam 2	20%
5. Individual project	20%
6. Group project	15%

Grades will be rounded to the nearest tenth. Final letter grades will be assigned as follows:

A	93 - 100	B	83 - 86.9	C	73 - 76.9	F	< 60%
A-	90 - 92.9	B-	80 - 82.9	C-	70 - 72.9		
B+	87 - 89.9	C+	77 - 79.9	D	60 - 69.9		

More specifically, a score of 89.94 will get rounded to 89.9 (B+) while a score of 89.95 will get rounded to 90.0 (A-). *Note that I consider rounding to the tenth to be a benefit to you, therefore, I do not allow negotiations when it comes to additional rounding.*

Grade appeals: If you feel you were graded inappropriately, **you have 48 hours starting from the time the grade is posted** to email me (mengxu@uga.edu) to request a regrade. **Please note that your grade may go up, down, or stay the same.** Please also note that continually requesting appeals will be considered abusing the system and can result in a zero for that assignment. The regrade process is in place specifically for students who legitimately feel that I incorrectly graded an assignment. As such, in the email requesting a regrade, please be specific as to the mistakes you feel were made in the grading process. A verbal grade appeal or appeals made more than 48 hours after receiving a grade will not be taken into consideration.

GRADING COMPONENT DETAILS (Assignments & Exams)

1. Attendance and participation: 15% of total grade

Attendance will be recorded at the beginning of each class period. Your grade will not suffer exclusively because you miss class. ***However, you must attend to get credit for participation.*** If unable to attend class, please let me know with as much advanced notification as possible. Participation is expected of every student—attending on its own only gets you half of the credit for this portion of your overall grade.

Students are expected to competently prepare for and participate in class discussions and case analyses. The success of this class is heavily dependent on every student being fully prepared and in attendance each day. Your success as a student (both in terms of your learning and your grade) and mine as a professor are dependent upon this preparation. Attendance at all classes is expected but full credit for participation will not be awarded for attendance alone, or even for frequent participation if it does not advance the learning of the class. Consider the following evaluation criteria as you prepare for participation in class and cases discussions:

- Are your comments relevant to the case and do they include analyses that go beyond recitation of case facts?
- Does your analysis make use of concepts and tools from the readings or lectures?

- Do your comments offer a different and unique perspective while building on the comments from others?
- Are comments made in a respectful, professional, and constructive manner?

2. Case study discussions and business news: 10% of total grade

Case study discussions: Over the course of the semester, we will read and discuss four (4) business cases in class. Students are responsible for reading and thinking critically about each case prior to class. For each case, I will provide a set of questions for us to collectively answer. Students unable to attend class on the day of a case study may submit a formal write-up as an alternative. A slight penalty will be applied to the student's grade if this option is chosen, unless the student has an excused absence (e.g., documented illness, UGA sports travel).

To assess that students have read the case, students will submit an individual assessment due by the beginning of the class period on the day of the case discussion. These assessments will take place via eLC. I will not accept any submissions after the start of class (4:10PM).

Business news: Keeping in touch with what is happening in the business world is an easy way to apply what we're learning in class. Therefore, during each class period, we will spend a few minutes talking about recent news related to the concepts we learn about in class. "Recent" news may be up to a month old. It need not be "breaking" news. Therefore, you can find an article that is relevant to the chapters we have covered, about an organization or industry you find interesting, and hold on to that news until you're called upon in class. Students can find news from anywhere, but the source of the information needs to be credible.

Five (5) times during the semester, you will have an opportunity to share a summary about articles you've read. You are expected to participate in one of these five opportunities. Remember, you will be randomly called upon, so be ready. This will count towards your participation grade.

3 & 4. Exams: 40% of total grade

There will be two exams in this class using eLC. These exams are designed to cover content covered during class lectures (including cases) and assigned readings. The exams are closed book and are not cumulative. Each exam is worth 20% of the overall grade. Please note that absence from an exam will result in a score of zero, except for documented emergencies in accordance with university policy. Exams will not be rescheduled or made up unless an agreement is prearranged. To maintain the integrity of the examination process, rescheduling will only be permitted with a valid and approved excuse. *Note: there is no final exam in this class.*

5. Individual project: 20% of total grade

In place of a final exam, you will complete an individual project meant to provide you with practical experience dealing with the elements of strategic management learned in this class. You will first need to pick a publicly traded firm (one per student). Choose a firm that you find interesting and would like to know more about throughout the semester. We will choose firms for the project in class on **Wednesday, August 20th**. I will post a list of the potential firms you may choose from on eLC.

Building on the information you learned in class and from completing the individual project milestones (described in the next section), you will write a short report that answers each of the

following questions. *This report is in addition to each milestone.* The report will, broadly, answer the following questions:

1. What is it that the company does (i.e., what types of products/services does it offer; what industries does it compete in; who are its major competitors)?
2. Would you invest in the stock of this firm? Why or why not?
3. If you had a meeting with the CEO, what recommendations would you give? Why?

Provide facts to support your answers to these questions; providing merely opinion is not sufficient. This report will make up 10% of your overall grade. A full template with my expectations will be sent out in advance.

The remaining portion (10%) of the individual project component of your grade is comprised of completing a series of project milestones throughout the semester.

Individual project milestones:

To help facilitate and ensure progress on the final project throughout the course of the semester, you will complete five basic analyses of the company corresponding to the class content. Feel free to use tables/figures and bullet points where necessary. Please upload the eLC the assignment by 11:59PM on the day it is due. Collectively, these individual project milestones will make up 10% of the final grade, so each one is worth 2% of the final grade. More specific instructions on each milestone will be sent out in advance.

6. Group project (15% of total grade):

Students will be placed into groups. At the end of the term, each group will present a case analysis to the class. This will comprise an in-class presentation as well as a written case study. As you read the cases assigned in class, you will become familiar with the format of a standard case study. More specific instructions will follow regarding the deliverable. Also, you will be asked to give peer feedback on your group members. The feedback of your group members will also be used to assess your final grade on the group project.

ELECTRONICS USAGE

You may use laptops or tablets in class for note-taking purposes, but please be mindful of how distracting it can be for your fellow students and the instructor. Importantly, non-related electronics use detracts from your in-class engagement, which is a substantive portion of your grade. This is a situation where if you abuse it, you lose it.

Please silence and put away all cell phones before coming to class. Cell phones are not to be used for texting or web browsing during class unless explicitly authorized. They can be a huge distraction, which is not fair to your fellow students.

Unless explicitly stated, artificial intelligence-based technologies, such as ChatGPT, must not be used to generate responses for student assignments. The use of artificial intelligence software or word mixing software to write your paper or disguise plagiarized work is considered unauthorized assistance in this course.

ACADEMIC HONESTY AND INTEGRITY

As a University of Georgia student, you have agreed to abide by the University's academic honesty policy, "A Culture of Honesty," and the Student Honor Code ("*I will be academically honest in all of my academic work and will not tolerate dishonesty of others*" – UGA Student Honor Code; <http://www.uga.edu/honesty>). All academic work must meet the standards described in "A Culture of Honesty" found at <http://www.uga.edu/ovpi>. Lack of knowledge of the academic honesty policy is not a reasonable explanation for a violation. Questions related to course assignments and the academic honesty policy should be directed to the instructor. Academic dishonesty will be handled in accordance with university policy and may result in course failure and other sanctions.

ACCOMMODATIONS FOR DISABILITIES

If you plan to request accommodations for a disability, please register with the Disability Resource Center (DRC). The DRC can be reached by visiting Clark Howell Hall, by calling 706-542-8719 (voice) or 706-542-8778 (TTY), or by visiting <http://drc.uga.edu>

UGA WELL-BEING RESOURCES

UGA Well-being Resources promote student success by cultivating a culture that supports a more active, healthy, and engaged student community.

Anyone needing assistance is encouraged to contact Student Care & Outreach (SCO) in the Division of Student Affairs at 706-542-8479 or visit sco.uga.edu. Student Care & Outreach helps students navigate difficult circumstances by connecting them with the most appropriate resources or services. They also administer the Embark@UGA program which supports students experiencing, or who have experienced, homelessness, foster care, or housing insecurity.

UGA provides both clinical and non-clinical options to support student well-being and mental health, any time, any place. Whether on campus, or studying from home or abroad, UGA Well-being Resources are here to help.

- Well-being Resources: well-being.uga.edu
- Student Care and Outreach: sco.uga.edu
- University Health Center: healthcenter.uga.edu
- Counseling and Psychiatric Services: caps.uga.edu or CAPS 24/7 crisis support at 706-542-2273
- Health Promotion/ Fontaine Center: healthpromotion.uga.edu
- Disability Resource Center and Testing Services: drc.uga.edu

Additional information, including free digital well-being resources, can be accessed through the UGA app or by visiting <https://well-being.uga.edu>.

STATEMENT ON INCLUSIVE EXCELLENCE

The Terry College of Business is committed to promoting an inclusive learning and working environment among its students, faculty, and staff. This class welcomes the open exchange of ideas and values freedom of thought and expression and provides a professional environment that recognizes the inherent worth of every person. It aims to foster dignity, understanding, and mutual respect among all individuals in the class.

OTHER ADMINISTRATIVE DETAILS

1. Please advise me in advance of any anticipated schedule conflicts (e.g. interviews).
2. Timely attendance is important. I will lower your participation grade if you are regularly late.
3. If you miss class, it is always your responsibility to find out from your peers what you missed.
4. If you know you will be missing a class in which a case is being discussed or an assignment is due, you are still obligated to submit your assignment.
5. Check the eLC regularly for updates and/or changes to the class.
6. ***Do not wait*** until the end of the semester to see me regarding problems with the course material or your performance. Your performance in this class is important to me. Please discuss potential challenges that you are having early in the semester.

Please see next page for the course outline and schedule

COURSE OUTLINE AND SCHEDULE

WK	DATE	TOPIC	CHP	<u>Other Items Due</u> I = individual G = group
1	Mon. 8/11/25	NO CLASS		
	Wed. 8/13/25	Welcome! Introduction to class and Overview of strategy	1	
	Fri. 8/15/25	Overview of strategy	1	
2	Mon. 8/18/25	Strategic leadership: Managing the strategy process	2	
	Wed. 8/20/25	Strategic leadership: Managing the strategy process	2	Firms/groups assigned (I + G)
	Fri. 8/22/25	Strategic leadership: Managing the strategy process	2	Business news share #1 (in-class)
3	Mon. 8/25/25	Case discussion #1 (Peloton)	--	Case reading/write-up
	Wed. 8/27/25	External analysis: Industry structure, competitive forces, and strategic groups	3	I – Milestone #1
	Fri. 8/29/25	External analysis: Industry structure, competitive forces, and strategic groups	3	
4	Mon. 9/1/25	NO CLASS – LABOR DAY		
	Wed. 9/3/25	External analysis: Group exercise	--	
	Fri. 9/5/25	Internal analysis: Resources, capabilities, and core competencies	4	
5	Mon. 9/8/25	Internal analysis: Resources, capabilities, and core competencies	4	Business news share #2 (in-class)
	Wed. 9/10/25	Internal analysis: Group exercise	--	I – Milestone #2
	Fri. 9/12/25	Internal analysis: Group exercise	--	

6	Mon. 9/15/25	Shared value & competitive advantage	5	
	Wed. 9/17/25	Case discussion #2 (Uber)	--	Case reading/write-up
	Fri. 9/19/25	Exam #1 study day	--	
7	Mon. 9/22/25	EXAM #1 (Chapters 1-5)		
	Wed. 9/24/25	Business strategy: Differentiation, cost leadership, and blue oceans	6	
	Fri. 9/26/25	Group project working day #1	--	
8	Mon. 9/29/25	Business strategy: Differentiation, cost leadership, and blue oceans	6	Business news share #3 (in-class)
	Wed. 10/1/25	Business strategy: Differentiation, cost leadership, and blue oceans	6	I – Milestone #3
	Fri. 10/3/25	Group project working day #2		G – Check-in #1
9	Mon. 10/6/25	Business strategy: Innovation, Entrepreneurship, & Platforms	7	
	Wed. 10/8/25	Case discussion #3 (Tesla)	--	Case reading/write-up
	Fri. 10/10/25	Group project working day #3	--	
10	Mon. 10/13/25	Career Center In-class Presentation	--	
	Wed. 10/15/25	Corporate strategy: Vertical integration & diversification	8	Business news share #4 (in-class)
	Fri. 10/17/25	Corporate strategy: Vertical integration & diversification	8	G – Check-in #2
11	Mon. 10/20/25	Corporate strategy: Strategic alliances, mergers and acquisitions	9	

	Wed. 10/22/25	Global strategy: Competing around the world	10	
	Fri. 10/24/25	Exam #2 study day	--	
12	Mon. 10/27/25	EXAM #2 (Chapters 6-10)		
	Wed. 10/29/25	Organizational Design: Structure, Culture, & Control	11	I – Milestone #4
	Fri. 10/31/25	NO CLASS – FALL BREAK		
13	Mon. 11/3/25	Corporate governance, business ethics, & business models	12	
	Wed. 11/5/25	Corporate governance, business ethics, & business models	12	Business news share #5 (in-class)
	Fri. 11/7/25	Group project working day #4	--	G – Check-in #3
14	Mon. 11/10/25	Corporate activism and the changing purpose of the firm	--	
	Wed. 11/12/25	Case discussion #4 (Disney)	--	Case reading/write-up
	Fri. 11/14/25	Group project working day #5	--	
15	Mon. 11/17/25	Group presentations	--	G – Final Deliverable
	Wed. 11/19/25	Group presentations	--	I – Milestone #5
	Fri. 11/21/25	Group presentations	--	
16	Mon. 11/24/25	Group presentations	--	
	Wed. 11/26/25	NO CLASS – HAPPY THANKSGIVING!		

	Fri. 11/28/25	NO CLASS – HAPPY THANKSGIVING!		
17	Mon. 12/1/25	Group presentations & Course wrap-up	--	I – Final Deliverable
	Wed. 12/3/25	NO CLASS - UGA READING DAY		

** Disclaimer: The course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary.*