

**THE UNIVERSITY OF TEXAS AT EL PASO**  
**MGMT 4300: STRATEGIC MANAGEMENT**  
**CRN 11493**  
**FALL 2019**

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Office hours: Tuesdays and Thursdays from 10:30 - 12:00 and 1:00 to 2:00; and by appointment.

**COURSE DESCRIPTION**

Welcome to Management 4300! This course focuses on the understanding of why some companies perform better than others. As advanced undergraduate students you already know 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 what you already know in these different areas while focusing on the behavior and performance of the entire organization.

More specifically, the course is designed to provide you with theoretical knowledge, frameworks and a business simulation experience to understand how companies can develop and sustain a competitive advantage through the development and redeployment of firm resources and capabilities within and across industries. The course can be described in two words: pragmatic and eclectic. It is *pragmatic* because I will be teaching about issues and concepts relevant for your future business career. It will contextualize key theoretical ideas through the use of a business simulation. It is *eclectic* because I draw upon a wide variety of theoretical ideas.

**COURSE LEARNING OBJECTIVES**

To overarching goal of the course is to understand the key elements of strategic management of a company: analysis of the firm and its competitive environment, analysis of strategic alternatives, and development of strategic recommendations. This will be achieved through the following learning objectives and corresponding activities and assessments:

LEARNING OBJECTIVE	ACTIVITIES	ASSESSMENT
Define strategy and understand its importance	Readings: textbook chapter 1 and Capstone ® simulation manual	Exam BBA assessment
Understand the concept of competitive advantage	Reading: textbook chapter 1 and Capstone ® simulation manual	Exam BBA Assessment Capstone Simulation Comp-XM Basix Exam

LEARNING OBJECTIVE	ACTIVITIES	ASSESSMENT
Understand the impact of the external environment on profitability	Readings: textbook chapter 2 and Capstone ® simulation manual	Exam BBA Assessment Capstone Simulation Comp-XM Basix Exam
Understand the development and redeployment resources and capabilities as the source of competitive advantage	Readings: textbook chapters 3-5 and Capstone ® simulation manual	Exam BBA Assessment Capstone Simulation Comp-XM Basix Exam
Understand vertical integration decisions and their impact on competitive advantage	Readings: textbook chapter 6	Exam BBA Assessment
Understand horizontal diversification decisions and their impact on competitive advantage	Readings: textbook chapter 7	Exam BBA Assessment
Understand international strategies and their impact on competitive advantage	Readings: textbook chapter 11	BBA Assessment Capstone Simulation Comp-XM Basix Exam
Understand strategy implementation	Readings: Capstone ® simulation manual	BBA Assessment Capstone Simulation Comp-XM Basix Exam
Understand strategy evaluation	Readings: Capstone ® simulation manual	BBA Assessment Capstone Simulation Comp-XM Basix Exam

## COLLEGE OF BUSINESS ADMINISTRATION GOALS AND OBJECTIVES OF BBA

The College of Business Administration has established goals and objectives to assess its BBA program. The goals and objectives assessed in MGMT 4300 are:

- 1.1 BBA students will assess an organizations strengths, weaknesses, opportunities, and threats and will integrate these factors into a viable strategic plan.
- 1.2 BBA students will analyze a firm's financial and accounting information identifying firm strengths and weaknesses and will develop suitable strategies to improve corporate performance.
- 1.3 BBA students will recognize, measure, and analyze market demand for a product or service and will integrate this analysis into an effective marketing strategy.
- 1.4 BBA students will understand the role of financial markets and institutions in our economy and will integrate these monetary factors into an effective decision-making process.

- 1.5 BBA students will employ information technology to collect and evaluate business data to support the formulation of organizational strategies based on the results of their analysis.
- 1.6 BBA students will employ production operation models to supply chain problems and will recommend the operating strategy that maximized shareholder value.
- 1.7 BBA students will integrate decision processes and models from management, marketing, economics, finance, and accounting into the value creation process
- 2.2 BBA students will apply quantitative methods and frameworks to business problems and will incorporate the results of analysis into operating strategies.
- 4.1 BBA students will prepare and make a persuasive, professional speech on a current business topic.

## **LEARNING METHOD**

The course will involve some lecture and discussion of the key concepts and frameworks. This part is important to clarify your understanding of these ideas for their correct application. However, much of the learning will occur through the strategic management of a company in the Capstone® business simulation. This simulation is incorporated into all MGMT 4300 courses. It consists of a tournament competition involving six companies in an electronic sensor industry. Students compete both individually and in teams a different periods.

My assumption going into class is that you have read or prepared the assigned material. I believe that learning occurs most effectively when you are *actively engaged* in the process. Therefore, if you want to learn and do well in the course you have to *prepare* and *participate*.

## **COMMUNICATION**

I will use Blackboard® to post materials and email communicate with you.

## **TEXTBOOK**

Strategic Management and Competitive Advantage: Concepts, 5th Edition  
Authors: Jay B. Barney & William S. Hesterly  
Publisher: Pearson  
ISBN-13: 978-0133129304  
ISBN-10: 0133129306

## **SIMULATION SOFTWARE**

Capstone® (available at [www.capsim.com](http://www.capsim.com)).

## CLASSROOM RESPONSE SYSTEM

I will be using iClicker ® to take attendance and assess class participation. Students who do not have an existing iClicker account, need to go to at <https://www.iclicker.com/students> or download the iClicker Reef student app from the App Store or Google Play to sign up for a student account. iPad users need to change the search to iPhone App. You should use your university email address (@miners.utep.edu) when creating your account. If you need to change your email address, or password, edit your account profile. *Do not create and use more than one account, as you will only receive credit from a single account.*

*Note the following regarding the classroom response system:*

- *When registering for the course use your name as listed on Goldmine, UTEP ID and UTEP email address.*
- *You do not need to purchase a subscription to use iClicker because it is provided to you free.*
- *The software's geolocation feature is more accurate with Wi-Fi. For additional tips see <https://macmillan.force.com/iclicker/s/article/Attendance-Geolocation-Tips>*
- *For help with the classroom response system contact technology support (<https://www.utep.edu/technologysupport/>)*

## EVALUATION

### Assessment components:

See class schedule on page 9 for a summary of important dates and deadlines.

#### Individual assessment:

(1) Class participation	15%
(2) Exams (2)	35% (17.5% each)
(3) BBA assessment	12.5%
• Sections I-IX	10%
• Section X	2.5%
(4) Comp-XM Basix exam	12.5%
(5) Capstone individual warm-up rounds	3%
(6) Capstone individual competition rounds	12%
(7) Capstone rehearsal and quiz	1% (extra credit)
(8) Lessons learned paper	2% (extra credit)

#### Team assessment:

(9) Capstone team competition rounds	10%
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#### (1) Class participation

Individual class participation is an important component of the course. It will be assessed through iClicker. *Earning at least 80 % of all participation points available in the semester is required to obtain the full share of participation in the final grade.* You must have attendance credit recorded through iClicker in order to earn participation points. *Note that I consider obtaining attendance credit or submitting answers on behalf of a fellow student to be a violation of the University policy*

*on academic honesty and cause for disciplinary action.* Additional information on academic honesty is available below on page 7.

## (2) Exams

There are two in-class closed-book exams. They will contain multiple choice questions. *The questions can be based on the textbook and class discussions.* You must bring your University-issued ID to these exams to verify identity. Dates: October 10 and November 14.

## (3) BBA assessment

It consists of (a) an in-class closed book exam and (b) an individual presentation. It assesses the degree of fulfillment of the BBA program's learning goals listed above. I will provide further information in class. Deadline for individual presentation: November 27 at 5:00 p.m. local time  
Date for written portion: November 29.

- Individual presentation: Each student is required to make and record a 2-3 minute professional individual presentation explaining (a) their learning experience in the BBA Program, and (b) how this course ties to it. Regarding the learning experience in the BBA Program, describe mainly what you learned in your major(s). Regarding how the course ties to your BBA learning experience, describe of how this course helped in the accomplishment of the aforementioned BBA goals. Think of this video as a promotional tool you could use in your job search. I will provide further information in class.

## (4) Comp-XM Basix exam

This computer-based assessment uses the business simulation to assess individual business judgment and analytical skills. You must bring your University-issued ID to the exam to verify identity. Date: December 10 from 10:00 a.m. to 12:45 p.m. in CALC Labs 2 and 3 (rooms COBA 320 and 324).

## (5) Capstone individual warm-up rounds

Your company will compete against other companies in the electronic sensor industry. The goal of these warm-up rounds is to quickly familiarize you with the Capstone environment while minimizing the potential impact of early mistakes. Due dates: September 18, September 25 and October 2 (all at 11:00 p.m. local time)

## (6) Capstone individual competition rounds

These rounds aim to test your individual knowledge of the simulation in a competitive environment. Due dates: October 11, October 17, October 24, October 31 and November 5 (all at 11:00 p.m. local time).

## (7) Capstone rehearsal and quiz

Completion of this assignment will accelerate your immersion in the Capstone simulation. *You are required to complete four rounds and the quiz.* Due date: September 14 at 11:00 p.m. local time

## (8) Lessons Learned Paper

This paper requires an individual assessment about strategic goals, external assessment, internal assessment, strategy choice, strategy implementation and strategy evaluation during the team

competition rounds. Due date: December 10 at 12:45 (submitted in person during Comp-XM Basix exam).

(9) Capstone team competition rounds

You will be part of a team and compete against other teams. These rounds aim to test your ability to work as part of a team in a competitive environment. Due dates: November 15, November 22, November 29, December 4, and December 8 (all 11:00 p.m. local time)

**Teamwork:**

I expect teams to have some task conflict and solve it in a constructive manner. *In extreme cases of team conflict I reserve the right to remove a student from a team.* An alternative assignment will be considered depending upon the specific circumstances of each case.

You will submit a short peer review assignment through Blackboard. It will not be part of the course grade. Due date: December 9 at 11:00 p.m. via 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.

Grading scale:

100>A≥90

90>B≥80

80>C≥70

70>D≥60

60>F

**Re-grading Policy:**

- You must meet during office hours or by appointment to go over your exam.
- Requests must be submitted in writing to me. You must identify:
  - The question you believe was incorrectly graded
  - The reasons why
- All requests must be handed to me within a week of receiving your grade.
- This policy applies to all exams and assignments.

**Make-up Exams:**

I will provide make-ups for exams to students under truly unavoidable or legitimate circumstances. Such circumstances include, but are not necessarily limited to, documented illness, documented participation in athletic events or other group activities sponsored by the University, serious family emergencies, subpoenas, jury duty, military service, and religious observances. *Make-up exams will be in essay format.*

**Course Drop:**

Course drop deadline is November 1. You must meet with an advisor to complete a course drop. If you do not drop the class and you stop coming to it, you will get an “F” grade.

**EXPECTATIONS OF CLASSROOM BEHAVIOR**

I expect professional behavior in class. Specifically, please note the following:

- You are expected to arrive to the class on time and stay until the end.
- Do not be disruptive to the instructor or other students. I reserve the right to ask any students disrupting the normal flow of class to leave the room. If this occurs, you will need to meet with me before you can further attend class.
- No audio or video recording of the class is allowed without my written consent.
- Be brief and to the point when speaking in class.
- Respect other people's ideas.
- *Use technology for class activities.*

**STUDENT SUPPORT SERVICES****Disabilities:**

If you have a disability and need classroom accommodations, please contact the Center for Accommodations and Support Services (CASS) at 747-5148, or by email to [cass@utep.edu](mailto:cass@utep.edu), or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at [www.sa.utep.edu/cass](http://www.sa.utep.edu/cass).

**Counseling:**

Your general well-being is very important to faculty and staff at UTEP. If you are facing a difficult personal situation, please contact the University Counseling Center at 747-5302, or by email to [caps@utep.edu](mailto:caps@utep.edu), or visit the office located in Union West, Room 202. UTEP has specialized staff who can help you.

**ADDITIONAL POLICIES****Campus Carry:**

Persons who hold a Concealed Handgun License can lawfully carry their gun into a UTEP classroom as long as it remains concealed. Open carry remains prohibited on campus. Should you feel someone is intentionally displaying a gun (or any other weapon for that matter), do not hesitate to call Campus Police (915-747-5611) or 9-1-1. For more information on campus carry, see <https://www.utep.edu/campuscarry/>.

**Academic Honesty:**

"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 Section 1.2.2.1)

*Suspected cases of academic misconduct will be reported to the Office of the Dean of Students.*

**OTHER POINTS**

It will often occur that I do not directly discuss some of the assigned reading material. In these cases, I believe that this material is important but is easily understood from your reading of it. If you have questions on this material please let me know.

Strategic management is an evolving discipline. I will let you know when the book has limitations on explaining some concepts.

*If you have any questions or concerns about the class, please contact me.*

**ABOUT ME**

I am Associate Professor of Management at UTEP. I have a Ph.D. in Business Administration with a focus on Strategy and International Management from the University of Minnesota (Carlson School of Management). I also have a M. Sc. in International Economics and Business from the Stockholm School of Economics in Sweden, and a B. Sc. in Industrial and Systems Engineering from ITESM (Monterrey Tech) Querétaro Campus in Mexico. I have primarily taught in the areas of strategic management and international business at upper undergraduate and graduate levels (MBA and Ph.D.). Before joining UTEP I was Assistant Professor of Management at the University of Massachusetts Dartmouth. I was also Full-Time Lecturer at ITESM Campus Guadalajara before pursuing my doctoral degree. Prior to my academic career I worked for Coca-Cola bottling groups in Mexico in marketing and distribution.

My research interests revolve around corporate strategy, international strategy, institutions, and economic geography. My work has been published in *Strategic Management Journal*, *Strategic Organization*, *Journal of International Management*, *European Journal of Political Economy*, *Advances in Strategic Management*, *Multinational Business Review* and *Innovating Strategy Process* (a Strategic Management Society Series book). I have presented my research at major international conferences organized by the Academy of International Business, the Academy of Management and the Strategic Management Society.

**IMPORTANT NOTICE: THE CONTENT IN THIS SYLLABUS MAY BE SUBJECT TO CHANGE**



<b>COURSE SCHEDULE - MGMT 4300 (CRN 11598)</b>	
<b>DATE</b>	<b>ACTIVITY</b>
8/27	Welcome and Course Overview
8/29	What is Strategy and the Strategic Management Process (Chapter 1)
9/3	Introduction to Capsim
9/5	Evaluating a Firm's External Environment (Chapter 2)
9/10	Evaluating a Firm's External Environment (Chapter 2)
9/12	Evaluating a Firm's Internal Capabilities (Chapter 3) <b>Individual Rehearsal Simulation and Quiz due September 14 at 11:00 p.m.</b>
9/17	<b>*Capstone: Individual Warm-Up Round #1 (due September 18 at 11:00 p.m.)</b>
9/19	Evaluating a Firm's Internal Capabilities (Chapter 3)
9/24	<b>*Capstone: Individual Warm-Up Round #2 (due Sept. 25 at 11:00 p.m.)</b>
9/26	Cost Leadership (Chapter 4)
10/1	<b>*Capstone: Individual Warm-Up Round #3 (due October 2 at 11:00 p.m.)</b>
10/3	Product Differentiation (Chapter 5)
10/8	<b>*Capstone: Individual Competition Round #1 (due October 11 at 11:00 p.m.)</b>
10/10	<b>Exam I</b>
10/15	<b>*Capstone: Individual Competition Round #2 (due October 17 at 11:00 p.m.)</b>
10/17	Vertical Integration (Chapter 6)
10/22	<b>*Capstone: Individual Competition Round #3 (due October 24 at 11:00 p.m.)</b>
10/24	Corporate Diversification (Chapter 7)
10/29	<b>*Capstone: Individual Competition Round #4 (due October 31 at 11:00 p.m.)</b>
10/31	Corporate Diversification (Chapter 7) <b>Capstone: Individual Competition Round #5 (due November 5 at 11:00 p.m.)</b> <i>No class time allocated for this round</i>
11/5	International Strategies (Chapter 11)
11/7	International Strategies (Chapter 11)
11/12	<b>*Capstone: Team Competition Round #1 (due November 15 at 11:00 p.m.)</b>
11/14	<b>Exam II</b>
11/19	<b>*Capstone: Team Competition Round #2 (due November 22 at 11:00 p.m.)</b>
11/21	<b>BBA assessment</b>
11/26	<b>*Capstone: Team Competition Round #3 (due November 29 at 11:00 p.m.)</b> <b>Individual Presentation (due November 27 at 5:00 p.m.)</b>
11/28	Thanksgiving Holiday (no class)
12/3	<b>*Capstone: Team Competition Round #4 (due December 4 at 11:00 p.m.)</b>
12/5	Course Synthesis <b>Capstone: Team Competition Round #5 (due December 8 at 11:00 p.m.)</b> <i>No class time allocated for this round</i> <b>Peer review (due December 9 at 11:00 p.m. via Blackboard)</b>
12/10	<b>*Comp-XM Basix Exam (10:00 a.m. - 12:45 p.m.)</b> <b>Lessons learned paper (due at 12:45 in person during exam)</b>
* Class meets in CALC Labs 2 and 3 (COBA rooms 310 and 324) unless otherwise specified. Note: All Capstone deadlines are in local time.	