

UNIVERSITY OF TEXAS AT EL PASO
MGMT 4300: STRATEGIC MANAGEMENT
CRN 22132
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Office hours: Tuesdays 9:00-10:00 at COBA and 2:45-4:45 at GBC, Thursdays 9:00-10:00 and 2:30-4:30 at COBA, 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 develop a competitive advantage through the development and redeployment of firm resources and capabilities. 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 simulation manual	Exam BBA assessment Final project

LEARNING OBJECTIVE	ACTIVITIES	ASSESSMENT
Understand the concept of competitive advantage	Reading: textbook chapter 1 and simulation manual	Exam BBA Assessment Capstone Simulation Final project Comp-XM Basix Assessment
Understand the impact of the external environment on profitability	Readings: textbook chapter 3 and simulation manual	Exam BBA assessment Capstone Simulation Final project Comp-XM Basix Assessment
Understand the development and redeployment resources and capabilities as the source of competitive advantage	Readings: textbook chapter 4 and simulation manual	Exam BBA assessment Capstone Simulation Final project Comp-XM Basix Assessment
Understand vertical integration decisions and their impact on competitive advantage	Readings: textbook chapter 5 and notes	Exam BBA assessment
Understand horizontal diversification decisions and their impact on competitive advantage	Readings: textbook chapter 5 and notes	Exam BBA assessment
Understand international expansion decisions and their impact on competitive advantage	Readings: textbook chapter 5 and notes	Exam
Understand the strategy making process	Readings: textbook chapter 6 and Capstone simulation	BBA assessment Capstone Simulation Final project Comp-XM Basix Assessment
Understand strategy implementation	Readings: textbook chapters 7 and 8; and Capstone simulation	BBA assessment Capstone Simulation Final project Comp-XM Basix Assessment
Understand strategy evaluation	Readings: textbook chapter 9 and Capstone simulation	BBA assessment Capstone Simulation Final project Comp-XM Basix Assessment

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 write concise, clear business reports.
- 4.2 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. The Capstone business simulation is incorporated into all MGMT 4300 courses. It consists of a tournament competition involving six companies in the electronic sensor industry. Each company, comprised by a student team, develops and implements strategies that determine its performance.

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 a course site on Blackboard to post all class materials and email communicate with you.

TEXTBOOK

Title: Strategic Management: Concepts (13th Edition)
Author: Fred R. David
Publisher: Pearson Prentice Hall
ISBN: 0136120997

SIMULATION SOFTWARE

Capstone ® (available at www.capsim.com).

CLASS PARTICIPATION SOFTWARE

Top Hat ® (available at <https://tophat.com/>)

EVALUATION

See class schedule on page 9 for all dates and deadlines.

Individual assessment:

(1) Class participation	10%
(2) Exams (2)	15% each
(3) BBA assessment	10%
(4) Capstone rehearsal and quiz	1% (extra credit)
(5) Lessons learned paper	3% (extra credit)
(6) Comp-XM Basix	10%

Team assessment:

(7) Capstone performance - practice rounds	2.5%
(8) Capstone performance - competition rounds	15%
(9) Team presentation	5%
(10) Final report	10%
(11) Peer review	7.5%

(1) Class participation

Class participation is an important component of the course. It will be assessed through the Top Hat response system. Top Hat requires the use of a laptop computer, tablet, smart phone or cell phone in class (standard texting fees apply to the latter). If you do not have access to one of these devices please let me know as soon as possible.

You are required to have recorded attendance in a session in order to earn participation points in it. 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.

(2) Exams

There are two in-class closed-book exams. They will contain multiple choice questions. *The questions can be based on the textbook, additional notes and class discussions.*

(3) BBA assessment

An in-class closed book exam. It assesses the degree of fulfillment of the BBA program's learning goals listed above. I will provide further information in class.

(4) Capstone rehearsal and quiz

Completion of this assignment will accelerate your learning and ease the transition to the team-based competition. *You are required to complete at least two rounds and the quiz.*

(5) Lessons learned paper

This paper requires an individual assessment about strategic goals, external assessment, internal assessment, strategy choice, strategy implementation and strategy evaluation. I will provide further information in class.

(6) Comp-XM Basix

This computer-based assessment uses the business simulation to assess individual business judgment and analytical skills.

(7) Capstone performance in practice rounds

Your company will compete against five other companies in the electronic sensor industry. There are 2 practice rounds.

(8) Capstone performance in competition rounds

Your company will compete against five other companies in the electronic sensor industry. There are five official competition rounds.

(9) Team presentation

Each team is required to make a final presentation explaining their decisions and learning through each official round of Capstone. I will provide further information in class. See Appendix A for grading rubric. *Each student needs to present to be graded in the last section of the BBA assessment.*

(10) Final report

Each team is required to submit a final written report the day of their presentation detailing their decisions and learning through each official round of Capstone. Due: See Appendices B and C for details.

(11) Peer review

This component will be based on your peer's confidential evaluation of your contribution to your group project. I will make a form for this purpose available on Blackboard. *The forms should not be submitted in class.* You can submitted via email or drop it in my mailbox (office 230 at COBA). You should not assess yourself in the form. *Forms using a scale different from the one listed in it will not be considered. Such forms and those not submitted will be considered equivalent to granting the maximum grade to your team members.* Due: May 8 at 5:00 p.m.

Teamwork:

I expect teams to have some task conflict to work throughout the challenges of the simulation. In extreme cases of task or personal conflict I reserve the right to remove a student from a team. A removed student may be reassigned to another team that accepts him/her or he/she may be assigned to do the Capstone simulation individually competing against 5 computer teams.

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.

Scale:	A 90-100%
	B 80-89.9%
	C 70-79.9%
	D 60-69.9%
	F 59.9% and below

Re-grading Policy:

- All requests must be submitted in writing to me. You must identify:
 - The question or point you believe was incorrectly graded
 - The amount of credit you request
 - The reasons why
- All requests must be handed to me within a week of receiving your grade.
- This policy applies to exams and final project.

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.

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, 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.

Academic Honesty:

"The University of Texas at El Paso prides itself on its standards of academic excellence. In all matters of intellectual pursuit, UTEP faculty and students must strive to achieve excellence based on the quality of work produced by the individual. In the classroom and in all other academic activities, students are expected to uphold the highest standards of academic integrity. Any form of academic dishonesty is an affront to the pursuit of knowledge and jeopardizes the quality of the degree awarded to all graduates of UTEP. It is imperative, therefore, that the members of this academic community understand the regulations pertaining to academic integrity and that all faculty insist on adherence to these standards. Any student who commits an act of academic dishonesty is subject to discipline. Academic 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, and 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 homepage of the Dean of Students at: <http://www.utep.edu/dos> may result in sanctions ranging from disciplinary probation, to a failing grade on the work in question, to a failing grade in the course, to suspension or dismissal, among others." (UTEP's Handbook of Operating Procedures)

Suspected cases of academic misconduct will be reported to the Office of the Dean of Students. Dishonest use of Top Hat is included.

CLASS POLICIES:

- You are expected to arrive to the class on time and stay until the end. Please notify me in advance if you need to arrive late or leave early in extraordinary cases.
- You must bring your University-issued ID to exams to verify identity.
- 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.*

COURSE DROP:

Course drop deadline is April 6. 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.

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 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 with a concentration on Business and Economics of South East Asia 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 expansion, institutions, and economic geography. My work has been published in the following outlets: Strategic Management Journal, Strategic Organization, Journal of International Management, European Journal of Political Economy, Advances in Strategic Management, 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, the European International Business Academy, and the Strategic Management Society. I am also a member of the Editorial Review Board at Global Strategy Journal.

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

CLASS SCHEDULE

MGMT 4300 (CRN 22132)	
DATE	TOPIC
20-Jan	Welcome and Course Overview
22-Jan	The Nature of Strategic Management (Chapter 1)
27-Jan	Introduction to Capstone
29-Jan	The Business Vision and Mission (Chapter 2)
3-Feb	The External Assessment (Chapter 3)
5-Feb	The External Assessment (Chapter 3) Individual Rehearsal Simulation (2 rounds) and Quiz due Feb. 6 at 5:00 p.m.
10-Feb	The Internal Assessment (Chapter 4 & Notes)
12-Feb	The Internal Assessment (Chapter 4 & Notes)
17-Feb	Strategies in Action (Chapter 5 & Notes)
19-Feb	Capstone*: Practice Round #1 (due Feb. 21 at 11:00 p.m.)
24-Feb	Strategies in Action (Chapter 5 & Notes)
26-Feb	Capstone*: Practice Round #2 (due Feb. 28 at 11:00 p.m.)
3-Mar	Strategies in Action (Chapter 5 & Notes)
5-Mar	Exam I
10-Mar	<i>Spring Break</i>
12-Mar	<i>Spring Break</i>
17-Mar	Strategy Analysis and Choice (Chapter 6)
19-Mar	Implementing Strategies (Chapter 7)
24-Mar	Implementing Strategies (Chapter 8)
26-Mar	Capstone*: Competition Round #1 (due March 28 at 11:00 p.m.)
31-Mar	<i>Cesar Chavez Birthday (no class)</i>
2-Apr	Capstone*: Competition Round #2 (due April 4 at 11:00 p.m.)
7-Apr	Strategy Review, Evaluation and Control (Chapter 9)
9-Apr	Capstone*: Competition Round #3 (due April 11 at 11:00 p.m.)
14-Apr	Exam II
16-Apr	Capstone*: Competition Round #4 (due April 18 at 11:00 p.m.)
21-Apr	Review for BBA, presentations and Comp-XM assessments
23-Apr	Capstone*: Competition Round #5 (due April 24 at 11:00 p.m.)
28-Apr	BBA assessment
30-Apr	Team presentations
5-May	Team presentations Final report due at 10:30 a.m.
7-May	Course Synthesis Peer review due May 8 at 5:00 p.m.
14-May	Comp-XM Basix Exam 10:00 a.m. to 12:45 p.m. at CALC Lab 3 (Room 324)
* Class meets in CALC Lab 3 (Room 324)	
Note: All Capstone deadline times are MT	

**APPENDIX A
GRADING RUBRIC FOR FINAL TEAM PRESENTATIONS**

Content

- The presentation shows coherent analysis
- The information is clear and easy to follow

Mastery

- All team members present meaningful sections

Professionalism

- Addresses the audience as if they were business professionals
- Professional attire

TEAM	Content		Mastery	Professionalism		TOTAL
	Analysis	Clarity		Tone and language	Attire	
	30	20	30	10	10	100

APPENDIX B INSTRUCTIONS FOR FINAL REPORT

Format: between 18 and 20 pages (excluding appendix and references), typed, double-spaced, one-inch margins, 12 point Times New Roman font, and bound in a professional manner.

Structure:

1. Table of contents (1 page)
2. Description of company strategy and 5-year strategic plan (minimum 3 pages)
3. Analysis of competition rounds 1-5 (minimum 10 pages).
 - Analyze each round (2 pages per round).
 - For each round explain the main internal and external issues or problems you identify.
 - Explain your decisions across departments to address the issues or problems identified. Be aware of the impact of decisions across departments.
4. Conclusions (minimum 4 pages).
 - Summarize your overall performance and learning from it.
 - Link your learning in the simulation with key theoretical concepts of strategy.
5. Appendix with results of rounds 1-5.
6. Bibliography. Credit sources used in your report.

APPENDIX C GRADING RUBRIC FOR FINAL REPORT

Scale for items:
1= Unacceptable
2= Developing
3= Acceptable
4= Exemplary

CONSISTENCY

The paper content is consistent with the content of the presentation

ISSUE RECOGNITION

The analysis recognizes the critical issues of the assignment.

ANALYSIS

The analysis deals with the relevant problems or critical issues.

The analysis uses the relevant theoretical background.

The analysis is coherent. The logical reasoning of the arguments is sound.

The conclusions follow from the arguments.

The recommendations are feasible given the company's resources.

The analysis is cohesive. Answers are well-connected.

PRESENTATION

The paper is well written. It has no misspellings and obvious grammatical errors.

The paper complies with all format guidelines.