

**MGMT 4300 CRN 21300**  
**Strategic Management**  
**The University of Texas at El Paso**

---

|                     |   |
|---------------------|---|
| <b>Class Time</b>   | Tuesday and Thursday 12 PM to 1:20 PM   |
| <b>Class Room</b>   | BUSN 312  |
| <b>Instructor</b>   | Mengge Li   |
| <b>Office</b>       | BUSN 203  |
| <b>Office Hours</b> | Tuesday to Thursday 10 AM to 12 PM<br>Zoom Meeting ID: 837 9759 0757 Passcode: D57MPVR9   |
| <b>E-mail</b>       | <a href="mailto:mli3@utep.edu">mli3@utep.edu</a>  |
| <b>Phone</b>        | 915-747-7742 (Office)   |
| <b>Textbook</b>     | Jay Barney & William Hesterly. (2019). <i>Strategic Management and Competitive Advantage, 6<sup>th</sup> edition.</i><br>MyLab Management Access Code<br><b>ISBN: 9780135838914</b> |

---

## **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 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. This course will walk you through the strategic management process and it covers a wide variety of topics in the area of strategic management. In addition, this course is also practical because you will be applying conceptual knowledge to systematically and thoroughly analyze a real company. Overall, you will be able to integrate all your business knowledge in various domains in this course.

## **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<br>Team discussion  | Exam<br>BBA assessment<br>Team project |
| Understand the concept of competitive advantage   | Reading: textbook chapter 1<br>Team discussion   | Exam<br>BBA Assessment<br>Team Project |
| Understand the impact of the external environment on profitability  | Readings: textbook chapter 2<br>Team discussion  | Exam<br>BBA Assessment<br>Team Project |
| Understand the development and redeployment resources and capabilities as the source of competitive advantage | Readings: textbook chapter 3<br>Team discussion  | Exam<br>BBA Assessment<br>Team Project |
| Understand cost leadership strategy and its impact on business-level competitive advantage                    | Readings: textbook chapter 4<br>Team discussion  | Exam<br>BBA Assessment<br>Team Project |
| Understand product differentiation strategy and its impact on business-level competitive advantage            | Readings: textbook chapter 5<br>Team discussion  | Exam<br>BBA Assessment<br>Team Project |
| Understand vertical integration decisions and their impact on competitive advantage                           | Readings: textbook chapter 6 and additional notes<br>Team discussion                   | Exam<br>BBA Assessment<br>Team Project |
| Understand horizontal diversification decisions and their impact on competitive advantage                     | Readings: textbook chapter 7 and additional notes<br>Team discussion                   | Exam<br>BBA Assessment<br>Team Project |
| Understand strategic alliances and their implications on competitive advantage                                | Readings: textbook chapter 9 and additional notes<br>Team discussion                   | Exam<br>BBA Assessment<br>Team Project |
| Understand merger and acquisitions and their impact on competitive advantage                                  | Readings: textbook chapter 10 and additional notes<br>Team discussion                  | Exam<br>BBA Assessment<br>Team Project |
| Understand the strategy development process   | Team discussion<br>Team project  | Exam<br>BBA Assessment<br>Team Project |
| Understand strategy evaluation  | Readings: textbook chapter 1, 2, and 3; additional notes on the strategic profit model | Exam<br>BBA Assessment<br>Team Project |

## **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 organization's 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 the 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. Team-based activities are important and significant components of the learning process. Team activities consist of in-class team discussions and assignments, team projects, and team presentations. Each student team will be assigned a real-world company, and the team is required to conduct a thorough analysis of the company.

My assumption going into a 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. In addition, attending class and participating actively in all team activities are crucial for effective learning.

## EVALUATION

Individual assessment:

|                               |                |
|-------------------------------|----------------|
| (1) Class participation       | 10%            |
| (2) MyLab assignment          | 10%            |
| (3) Exams 1, 2, and 3         | 30% (10% each) |
| (4) BBA assessment            | 15%            |
| • BBA exam                    | 10%            |
| • BBA presentation            | 5%             |
| (5) Team assignment           | 15%            |
| (6) Team project report       | 10%            |
| (7) Team project presentation | 10%            |

### 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:

$100 \geq A \geq 90$

$90 > B \geq 80$

$80 > C \geq 70$

$70 > D \geq 60$

$60 > F$

### (1) Class participation

Individual class participation is an important component of the course. It will be assessed through iClicker Reef, a student response system. It requires the use of a laptop computer, tablet, smart phone. You must be present in class in order to earn participation points in it. Recording attendance or answering questions for someone other than yourself constitutes academic misconduct. I will provide make-ups for class participation to students under truly unavoidable or legitimate circumstances. However, students can only gain partial credits for taking participation make-ups.

### (2) MyLab assignment

We will use the Pearson MyLab Management learning modules throughout the semester. Students must complete all online learning modules, including video assignment, mini simulations, quizzes, etc.

### **(3) Exams**

There are three in-class closed-book exams. They will contain multiple-choice questions. The questions can be based on the textbook, additional notes and class discussions. 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 that are taken more than 3 days after the actual exam will be penalized.

All exams will make use of Respondus Lock Down Browser. On the exam day, you must bring your laptop or iPad with the software installed. A mock exam will be available in Blackboard for you to troubleshoot the software.

### **(4) 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.

Individual presentation: Each student is required to make and record a 2-3 minute 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.

### **(5) Team assignment**

There will be multiple in-class team discussions and assignments. The discussion will be based on textbook materials, additional notes, or case analyses. All team members are required to participate in the discussion and submit the assignments.

### **(6) Team project report**

Each team will be assigned a real company (usually a public company that is listed in the U.S.). Teams will conduct a thorough investigation and analysis of the assigned company. The report will summarize the strategic management process of the company and needs to follow a given outline.

### **(7) Team project presentation**

There will be multiple team presentations. Teams will make their team presentations using PowerPoint slides. The purpose of this presentation is to share learning with the class and obtain additional comments. Each team will have a maximum of 15 minutes to present their reports and answer questions by the class.

### **Team peer evaluation**

It is necessary to fairly evaluate the contribution that each member of your team made to the team's overall performance in team activities. This contribution should reflect your assessment based on the following Teamwork Outcome Objective: Students will work effectively with individuals and teams to accomplish a common goal while demonstrating respect and value for a diversity of opinions,

viewpoints, and perspectives.

**Additional Notes on Team Activities:**

I expect teams to have some conflicts and solve them 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. Grades of students who are removed from teams will be heavily penalized.

**ADDITIONAL POLICIES**

**Class Culture:**

- You are expected to arrive at the class on time and stay until the end.
- 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 the 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.

**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).

**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)

**Regarding COVID-19:**

If you have tested positive for COVID-19, you are encouraged to report your results to [covidaction@utep.edu](mailto:covidaction@utep.edu) , so that the Dean of Students Office can provide you with support and help with communication with your professors. It is important to follow all instructions that you receive as part of the diagnosis, including isolation and staying at home until a negative test is produced.

If you experience COVID-19 symptoms, please follow the isolation protocol by staying at home and getting tested as soon as possible. If the test is negative but you are still seeking accommodations, please contact the Dean of Students Office for guidance in a timely manner. Your instructor will work with the Dean of Students Office to determine the extent of any such accommodations.

We strongly encourage you to think and act proactively in all matters related to COVID-19 and your academic endeavors. The Center for Disease Control and Prevention recommends that people in areas of substantial or high COVID-19 transmission wear face masks when indoors in groups of people. The best way that Miners can take care of miners is to get the vaccine. If you still need the vaccine, it is widely available in the El Paso area, and will be available at no charge on campus during the first week of classes. For more information about the current rates, testing, and vaccinations, please visit [epstrong.org](http://epstrong.org).

**THE CONTENT IN THIS SYLLABUS MAY BE SUBJECT TO CHANGE**

| <b>COURSE SCHEDULE - MGMT 4300</b> |  |
|------------------------------------|--|
| <b>DATE</b>                        | <b>ACTIVITY</b>  |
| 1-18                               | Course Overview  |
| 1-20                               | What Is Strategy and the Strategic Management Process (Chapter 1)  |
| 1-25                               | Evaluating a Firm's External Environment (Chapter 2)               |
| 1-27                               | Evaluating a Firm's External Environment (Chapter 2)               |
| 2-1                                | Evaluating a Firm's Internal Capabilities (Chapter 3)              |
| 2-3                                | Evaluating a Firm's Internal Capabilities (Chapter 3)              |
| <b>2-8</b>                         | <b>EXAM 1 (Chapter 1, 2, 3)</b>                                    |
| 2-10                               | Cost Leadership (Chapter 4)  |
| 2-15                               | Cost Leadership (Chapter 4)  |
| 2-17                               | Product Differentiation (Chapter 5)                                |
| 2-22                               | Product Differentiation (Chapter 5)                                |
| 2-24                               | Collusion (Chapter 7)  |
| 3-1                                | Collusion (Chapter 7)  |
| <b>3-3</b>                         | <b>EXAM 2 (Chapter 4, 5, 7)</b>                                    |
| 3-8                                | <b>First Team Presentation</b>                                     |
| 3-10                               | <b>First Team Presentation</b>                                     |
| <b>3-14 to 3-18</b>                | <b>Spring Break</b>  |
| 3-22                               | Vertical Integration (Chapter 8)                                   |
| 3-24                               | Vertical Integration (Chapter 8)                                   |
| 3-29                               | Corporate Diversification (Chapter 9)                              |
| 3-31                               | Corporate Diversification (Chapter 9)                              |
| 4-5                                | Strategic Alliances (Chapter 11)                                   |
| 4-7                                | Strategic Alliances (Chapter 11)                                   |
| 4-12                               | Merger and Acquisitions (Chapter 12)                               |
| 4-14                               | Merger and Acquisitions (Chapter 12)                               |
| 4-19                               | Strategic Profit Model   |
| 4-21                               | Strategic Profit Model   |
| <b>4-26</b>                        | <b>EXAM 3 (Chapter 8, 9, 11, 12)</b>                               |
| 4-28                               | <b>Second Team Presentation</b>                                    |
| 5-3                                | <b>Second Team Presentation</b>                                    |
| <b>5-5</b>                         | <b>BBA Exam<br/>BBA Presentation Video<br/>Team Project Report</b> |
|                                    |  |