

MGMT 4300 CRN 21596
Strategic Management
The University of Texas at El Paso

Class Time	Tuesday and Thursday 12 PM to 1:20 PM
Class Room	BUSN 312
Instructor	Mengge Li
Office	BUSN 220
Office Hours	Tuesday and Thursday 2 PM to 5 PM, Wednesday 10 AM - noon
E-mail	mli3@utep.edu
Phone	915-747-7742 (Office)
Textbook	Jay Barney & William Hesterly. (2015). <i>Strategic Management and Competitive Advantage, 5th edition</i> . New York, NY: Pearson. ISBN: 9780133129304

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 Team discussion	Exam BBA assessment Team project
Understand the concept of competitive advantage	Reading: textbook chapter 1 Team discussion	Exam BBA Assessment Team Project
Understand the impact of the external environment on profitability	Readings: textbook chapter 2 Team discussion	Exam BBA Assessment Team Project
Understand the development and redeployment resources and capabilities as the source of competitive advantage	Readings: textbook chapter 3 Team discussion	Exam BBA Assessment Team Project
Understand cost leadership strategy and its impact on business-level competitive advantage	Readings: textbook chapter 4 Team discussion	Exam BBA Assessment Team Project
Understand product differentiation strategy and its impact on business-level competitive advantage	Readings: textbook chapter 5 Team discussion	Exam BBA Assessment Team Project
Understand vertical integration decisions and their impact on competitive advantage	Readings: textbook chapter 6 and additional notes Team discussion	Exam BBA Assessment Team Project
Understand horizontal diversification decisions and their impact on competitive advantage	Readings: textbook chapter 7 and additional notes Team discussion	Exam BBA Assessment Team Project
Understand strategic alliances and their implications on competitive advantage	Readings: textbook chapter 9 and additional notes Team discussion	Exam BBA Assessment Team Project
Understand merger and acquisitions and their impact on competitive advantage	Readings: textbook chapter 10 and additional notes Team discussion	Exam BBA Assessment Team Project
Understand the strategy development process	Team discussion Team project	Exam BBA Assessment Team Project
Understand strategy evaluation	Readings: textbook chapter 1, 2, and 3; additional notes on the strategic profit model	Exam BBA Assessment 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 attendance	10%
(2) Exams 1, 2, and 3	30% (10% each)
(3) BBA assessment	15%
• BBA paper test	12.5%
• BBA presentation	2.5%
(4) Team discussion	15%
(5) Team project report	10%
(6) Team project presentation	10%
(7) Team peer evaluation	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>A≥90

90>B≥80

80>C≥70

70>D≥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) 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.

(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.

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.

(4) Team discussion

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.

(5) 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.

(6) Team project presentation

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 10 minutes to present their papers and answer questions by the class.

(7) 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, 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)

THE CONTENT IN THIS SYLLABUS MAY BE SUBJECT TO CHANGE

COURSE SCHEDULE - MGMT 4300 (CRN 21596)	
DATE	ACTIVITY
1/21	Course Overview
1/23	What Is Strategy and the Strategic Management Process (Chapter 1)
1/28	Evaluating a Firm's External Environment (Chapter 2)
1/30	Evaluating a Firm's External Environment (Chapter 2)
2/4	Evaluating a Firm's Internal Capabilities (Chapter 3)
2/6	Evaluating a Firm's Internal Capabilities (Chapter 3)
2/11	Cost Leadership (Chapter 4)
2/13	Cost Leadership (Chapter 4)
2/18	EXAM 1 (Chapter 1, 2, 3, 4)
2/20	Product Differentiation (Chapter 5)
2/25	Product Differentiation (Chapter 5)
2/27	Vertical Integration (Chapter 6)
3/3	Vertical Integration (Chapter 6)
3/5	Corporate Diversification (Chapter 7)
3/10	Corporate Diversification (Chapter 7)
3/12	EXAM 2 (Chapter 5, 6, 7)
3/16-3/20	Spring Break – No Class
3/24	Strategic Alliances (Chapter 9)
3/26	Strategic Alliances (Chapter 9)
3/31	Merger and Acquisitions (Chapter 10)
4/2	Merger and Acquisitions (Chapter 10)
4/7	International Strategies (Chapter 11)
4/9	International Strategies (Chapter 11)
4/14	EXAM 3 (Chapter 9, 10, 11)
4/16	Strategic Profit Model
4/21	Strategic Profit Model
4/23	Team presentations
4/28	Team presentations
4/30	Team presentations
5/5	Course Summary and Team working
5/7	Team project report deadline BBA presentation video deadline
Finals Week	BBA assessment test