

MGMT 4300 Spring 2021
Strategic Management (Online)
The University of Texas at El Paso

Instructor	Mengge Li
Virtual Office Hours	Tuesday and Thursday 1 PM to 3 PM (Zoom meeting ID: 605 997 6631)
E-mail	mli3@utep.edu
Textbook	Jay Barney & William Hesterly. (2019). <i>Strategic Management and Competitive Advantage, 6th edition.</i> MyLab Management Access Code ISBN: 9780135838914

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 real-world business events. 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	ASSESSMENT
Define strategy and understand its importance	Exam BBA Assessment Team Assignment
Understand the concept of competitive advantage	Exam BBA Assessment Team Assignment
Understand the impact of the external environment on profitability	Exam BBA Assessment Team Assignment
Understand the development and redeployment resources and capabilities as the source of competitive advantage	Exam BBA Assessment Team Assignment
Understand cost leadership strategy and its impact on business-level competitive advantage	Exam BBA Assessment Team Assignment
Understand product differentiation strategy and its impact on business-level competitive advantage	Exam BBA Assessment Team Assignment
Understand vertical integration decisions and their impact on competitive advantage	Exam BBA Assessment Team Assignment
Understand horizontal diversification decisions and their impact on competitive advantage	Exam BBA Assessment Team Assignment
Understand strategic alliances and their implications on competitive advantage	Exam BBA Assessment Team Assignment
Understand merger and acquisitions and their impact on competitive advantage	Exam BBA Assessment Team Assignment
Understand the strategy development process	Exam BBA Assessment Team Assignment
Understand strategy evaluation	Exam BBA Assessment Team Assignment

COURSE GRADING

Individual assessment:

(1) MyLab Management	15%
(2) Discussion Board	10%
(3) Exams 1, 2, and 3	30% (10% each)
(4) BBA assessment (Final Exam)	15%
• BBA paper test	10%
• BBA presentation	5%
(5) Quizzes	15%
(6) Team assignments	15%

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) MyLab Management

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.

(2) Discussion Board

There is a discussion board topic every week. The topic includes summary of readings, mini case analysis, and discussion questions, etc. All students are required to post a thread on each topic and reply to at least two peers under each topic.

(3) Exams

There are three online closed-book exams. The questions can be based on the textbook, additional notes and readings. Students will need to access the exams using [Respondus Lockdown Browser](#) with the monitor function. Therefore you will need a stable internet connection and a good quality webcam. 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.

(4) BBA assessment (Final Exam)

The BBA assessment is conducted by the college of business on all students who are enrolled in the MGMT 4300 courses. It is a comprehensive assessment of how well students have achieved the BBA program learning objectives. It consists of (a) a closed book exam and (b) an individual presentation.

Individual presentation: Each student is required to make and record a 2.5 minutes 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.

(5) Quizzes

All lecture videos will have embedded quizzes. Students are required to watch all assigned videos and answer questions in the quizzes. Do not fast forward the video, as you may miss important information and fail to answer the quiz questions.

(6) Team assignments

Students will be assigned to a team of no more than five members. There will be multiple team 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.

Additional Notes on Team Activities

- Students can use tools they prefer to collaborate with their teams (Skype, Microsoft Teams, Zoom, etc.). I expect teams to have some conflicts and resolve them in a constructive manner. In extreme cases of team conflict, I reserve the right to remove a student from a team. Grades of students who are removed from teams will be heavily penalized.
- **Team Peer Evaluation** - Students will have a chance to evaluate their team members' contribution to all team activities. The peer evaluation scores will not count toward the final grades, but extra credits will be awarded for those who submit the peer evaluations.

ATTENDANCE POLICY

Because this is an online course, attendance is determined by class participation online. Participation is determined by completion of the following activities:

- Reading/Viewing all course materials to ensure understanding of assignment requirements
- Complete all learning modules on Pearson's MyLab Management
- Participating in engaging discussion with your peers on the Discussion Boards (grading rubric provided in the "grading information" area of each forum)
- Completing all module activities (team assignments, quizzes, etc.)
- Completing all online exams (exams 1-3, and BBA exam)

TECHNOLOGY REQUIREMENTS

Course content is delivered via the Internet through the Blackboard learning management system (LMS). Ensure your UTEP e-mail account is working and that you have access to the Web and a stable web browser. Mozilla Firefox and Google Chrome are the most supported browsers for Blackboard; other browsers may cause complications with the LMS. When having technical difficulties, update your browser, clear your cache, or try switching to another browser.

You will need to have or have access to a computer/laptop, scanner, a webcam, and a microphone. You will need to download or update the following software: Microsoft Office, Respondus Lockdown Browser, Adobe PDF Reader, Skype, Zoom. Check that your computer hardware and software are up-to-date and able to access all parts of the course.

You will need to have a stable Internet connection and a webcam to take all online exams.

If you encounter technical difficulties beyond your scope of troubleshooting, please contact the [Help Desk](#) as they are trained specifically in assisting with technological needs of students.

TEST PROCTORING SOFTWARE

All exams will make use of Respondus Lock Down Browser and Respondus Monitor inside of Blackboard to promote academic integrity. You are encouraged to learn more about how to use these programs prior to the first test.

Please review the following guidelines:

- The assessments will only be available at the times identified on the course calendar.
- You may take the test at any time during the 12-hour window.
- A reliable Internet connection is essential to completing the exam. If you must go to a location to take the exam (such as the library), be sure to follow their health and safety requirements.
- You have only 1 attempt to take the test. Once the window closes, your answers will be saved, and no changes can be made.
- Respondus Lockdown Browser will require that all internet tabs are closed prior to the start of the test.
- Respondus Monitor requires a webcam and microphone.
- You will be required to show the webcam your student ID prior to the start of the test.

- Your face should be completely visible during the test. Blocking the camera will disable the test.
- No notes or textbook materials are permitted during the test. Respondus Monitor requires you to take a video of your surrounding area (desk, chair, walls, etc.)
- You should not have conversations with other people and/or leave and return to the area during the test.

NETIQUETTE

- Always consider audience. Remember that members of the class and the instructor will be reading any postings.
- Respect and courtesy must be provided to classmates and to instructor at all times. No harassment or inappropriate postings will be tolerated.
- When reacting to someone else's message, address the ideas, not the person. Post only what anyone would comfortably state in a F2F situation.
- Blackboard is not a public internet venue; all postings to it should be considered private and confidential. Whatever is posted on in these online spaces is intended for classmates and professor only. Please do not copy documents and paste them to a publicly accessible website, blog, or other space. If students wish to do so, they have the ethical obligation to first request the permission of the writer(s).

LATE WORK POLICY

Exams

- You will be given a 12-hour timeframe (9 AM – 9 PM) to start and finish each exam. Please inform me as soon as possible if you will not be able to finish an exam during the scheduled time.

Video Quizzes

- All video quizzes will be due on Thursday at midnight (11:59 PM). No late work will be accepted.

Discussion Board Posts

- All discussion board posts will be due on Thursday at midnight (11:59 PM). No late work will be accepted.

MyLab Assignments

- All MyLab assignments will be due on Friday at midnight (11:59 PM). Late submission will be penalized.

Team Assignments

- Team assignments are due on Friday at midnight (11:59 PM). No late work will be accepted.

DROP POLICY

To drop this class, please contact the [Registrar's Office](#) to initiate the drop process. If you cannot complete this course for whatever reason, please contact me. If you do not, you are at risk of receiving an "F" for the course.

ACCOMMODATIONS POLICY

The University is committed to providing reasonable accommodations and auxiliary services to students, staff, faculty, job applicants, applicants for admissions, and other beneficiaries of University programs, services and activities with documented disabilities in order to provide them with equal opportunities to participate in programs, services, and activities in compliance with sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990 and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008. Reasonable accommodations will be made unless it is determined that doing so would cause undue hardship on the University. Students requesting an accommodation based on a disability must register with the [UTEP Center for Accommodations and Support Services](#).

SCHOLASTIC INTEGRITY

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion. Cheating may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports. Plagiarism occurs when someone intentionally or knowingly represents the words or ideas of another as ones' own. Collusion involves collaborating with another person to commit any academically dishonest act. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. All suspected violations of academic integrity at The University of Texas at El Paso must be reported to the [Office of Student Conduct and Conflict Resolution \(OSCCR\)](#) for possible disciplinary action. To learn more [HOOP: Student Conduct and Discipline](#).

COVID-19 PRECAUTIONS

You must STAY AT HOME and REPORT if you (1) have been diagnosed with COVID-19, (2) are experiencing COVID-19 symptoms, or (3) have had recent contact with a person who has received a positive coronavirus test. Reports should be made at screening.utep.edu. If you know of anyone who should report any of these three criteria, you should encourage them to report. If the individual cannot report, you can report on their behalf by sending an email to COVIDaction@utep.edu.

For each day that you attend campus—for any reason—you must complete the questions on the UTEP screening website (screening.utep.edu) prior to arriving on campus. The website will verify if you are permitted to come to campus. Under no circumstances should anyone come to class when feeling ill or exhibiting any of the known COVID-19 symptoms. If you are feeling unwell, please let me know as soon as possible, and alternative instruction will be

provided. Students are advised to minimize the number of encounters with others to avoid infection.

Wear face coverings when in common areas of campus or when others are present. You must wear a face covering over your nose and mouth at all times in this class. If you choose not to wear a face covering, you may not enter the classroom. If you remove your face covering, you will be asked to put it on or leave the classroom. Students who refuse to wear a face covering and follow preventive COVID-19 guidelines will be dismissed from the class and will be subject to disciplinary action according to Section 1.2.3 Health and Safety and Section 1.2.2.5 Disruptions in the UTEP Handbook of Operating Procedures.

STUDENT RESOURCES

UTEP provides a variety of student services and support:

- [UTEP Library](#): Access a wide range of resources including online, full-text access to thousands of journals and eBooks plus reference service and librarian assistance for enrolled students.
- [Help Desk](#): Students experiencing technological challenges (email, Blackboard, software, etc.) can submit a ticket to the UTEP Helpdesk for assistance. Contact the Helpdesk via phone, email, chat, website, or in person if on campus.
- [University Writing Center \(UWC\)](#): Submit papers here for assistance with writing style and formatting, ask a tutor for help and explore other writing resources.
- [Math Tutoring Center \(MaRCS\)](#): Ask a tutor for help and explore other available math resources.
- [History Tutoring Center \(HTC\)](#): Receive assistance with writing history papers, get help from a tutor and explore other history resources.
- [Military Student Success Center](#): UTEP welcomes military-affiliated students to its degree programs, and the Military Student Success Center and its dedicated staff (many of whom are veterans and students themselves) are here to help personnel in any branch of service to reach their educational goals.
- [RefWorks](#): A bibliographic citation tool; check out the RefWorks tutorial and Fact Sheet and Quick-Start Guide.

THE CONTENT IN THIS SYLLABUS MAY BE SUBJECT TO CHANGE

	Topic	Activities	Assignments Due
Week 1	Course Overview	Review syllabus Watch introductory video Register for MyLab	Syllabus video quiz – 1/21
Week 2	What Is Strategy and the Strategic Management Process	Read chapter 1 Watch videos of chapter 1 Teams are formed	Video quiz – 1/28 DB Posts – 1/28 MyLab – 1/29
Week 3	Evaluating a Firm’s External Environment	Read chapter 2 Watch videos of chapter 2 Teams are finalized	Video quiz – 2/4 DB Posts – 2/4 MyLab – 2/5 Team assignment – 2/5
Week 4	Evaluating a Firm’s Internal Capabilities	Read chapter 3 Watch videos of chapter 3	Video quiz – 2/11 DB Posts – 2/11 MyLab – 2/12 Team assignment – 2/12
Week 5	Cost Leadership	Read chapter 4 Watch videos of chapter 3	Video quiz – 2/18 DB Posts – 2/18 MyLab – 2/19 Team assignment – 2/19
Week 6	EXAM 1	Review chapter 1 to chapter 4	Exam 1 – 2/25 (Thu) 9 AM – 9 PM
Week 7	Product Differentiation	Read chapter 5 Watch videos of chapter 5	Video quiz – 3/4 DB Posts – 3/4 MyLab – 3/5 Team assignment – 3/5
Week 8	Vertical Integration	Read chapter 8 Watch videos of chapter 8	Video quiz – 3/11 DB Posts – 3/11 MyLab – 3/12 Team assignment – 3/12
Week 9	Spring Break	No activities	
Week 10	Corporate Diversification	Read chapter 9 Watch videos of chapter 9	Video quiz – 3/25 DB Posts – 3/25 MyLab – 3/26 Team assignment – 3/26
Week 11	EXAM 2	Review chapter 5, 8, and 9	Exam 2 – 4/1 (Thu) 9 AM – 9 PM
Week 12	Strategic Alliances	Read chapter 11 Watch videos of chapter 11	Video quiz – 4/8 DB Posts – 4/8 MyLab – 4/9 Team assignment – 4/9
Week 13	Merger and Acquisitions	Read chapter 12 Watch videos of chapter 12	Video quiz – 4/15 DB Posts – 4/15 MyLab – 4/16 Team assignment – 4/16
Week 14	Strategic Profit Model	Read strategic profit model Video presentation	Video quiz – 4/22
Week 15	EXAM 3	Review chapter 11, 12, and strategic profit model	Exam 3 – 4/29 (Thu) 9 AM – 9 PM
Week 16	Review	Review all chapters and strategic profit model Watch instructions of BBA presentation Submit all make-up works	BBA Presentation – 5/7 Team peer evaluation – 5/7
Finals Week	BBA Assessment Test		BBA Test – TBD