



# MGMT 4300 Strategic Management Spring 2021 Syllabus

[Who is responsible for the design & delivery of this course?](#)

**Instructor**

Bill Conwell

**CRN**

20753

**Office:**

CoBA Room 258

**Class Location:**

Virtual

**Office Hours:**

Virtual via Blackboard Collaborate (You can find the link to this tool on the left-hand navigation menu in Blackboard)

M, W, & F from 10:00 am to 11:00 am

**Class Days:**

Weekly Learning Modules Utilized

**Class Hours:**

On-line, asynchronous

**E-Mail:**

wjconwell@utep.edu

**Phone:**

915 342 4131

**Semester:**

Spring 2021

## What course is this again?

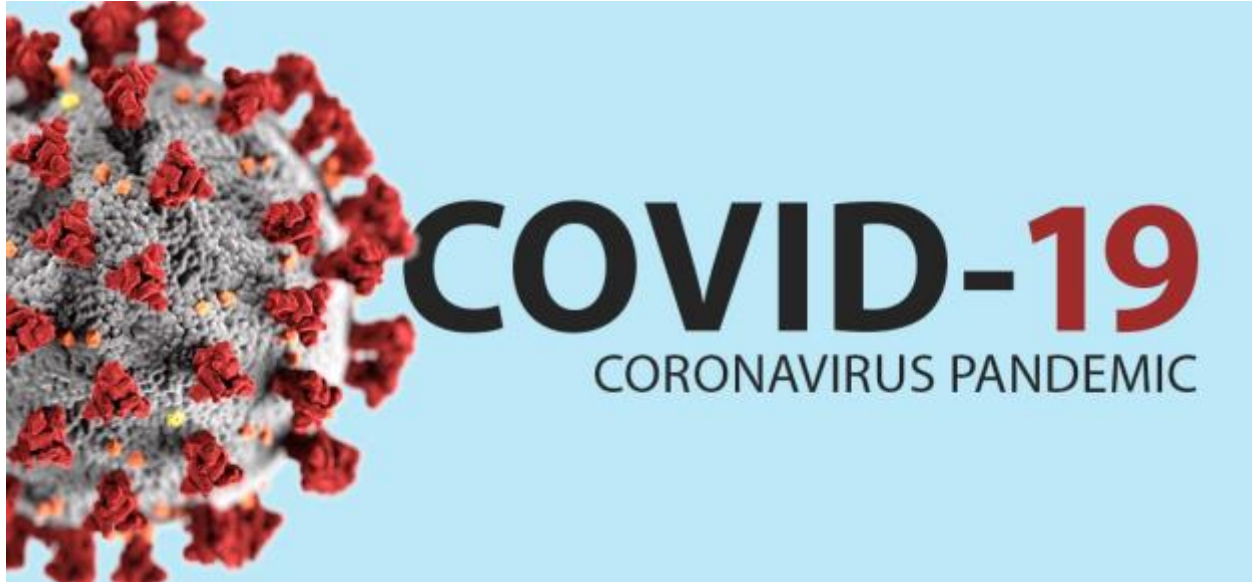


### **MGMT 4300: Strategic Management**

**Course Description:**

Here is what the catalog says: Integration of accounting, business law, finance, human resources, production management, and marketing to solve management problems.

## COVID-19 PRECAUTIONS



Foremost in our considerations for this course should be our mutual health and safety, as well as that of our families and friends. This will require a level of flexibility and adaptability as we proceed through the semester. Although these are key attributes in the world of business, it would be preferable if we could develop them under less rigorous circumstances.

The following **COVID-19 PRECAUTIONS** have been developed by the university and **we will all** abide by them in consideration of the aforementioned mutual health and safety of each other, friends, and family.

You should complete COVID-19 student training at <https://covidtraining.questionpro.com/> if you have not already done so for another fall 2020 course.

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](https://screening.utep.edu). (*The first time you sign in there are instructions on how you can install this on your mobile device*). 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](mailto:COVIDaction@utep.edu).

**For each day that you attend campus** (and this includes the Graduate Business Center)—for any reason—you must complete the questions on the UTEP screening website ([screening.utep.edu](https://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 face to face sessions of 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.

## What am I going to learn?



### **Learning Outcomes:**

Here is what we are going to learn:

- The concept of business strategy and the strategic management process
- Competitive advantage and ways and means to achieve and/or sustain it
- A business or industry's opportunities and threats through evaluating the environment in which it competes
- A business or industry's strengths and weaknesses based on an assessment of internal capabilities
- Understanding strategic management frameworks at different levels of analysis (business and corporate) and their impact on firm performance

- Which strategies to consider depending on an organization's competitive situation or opportunities

## What textbook will be required?



### **Strategic Management & Competitive Advantage**

**Author: Jay B. Barney & William S. Hesterly**

**Edition: 6th**

**ISBN: 978-0-13-474114-7**

**Note: MyLab Management will *not* be required for this class section.**



## How will the course be delivered?



This course will be accomplished in an online format.

- This course is designed using a modular format—that is, each week is “packaged” in Blackboard as a single module so that all the materials, lecture notes, submission areas, discussion posts are in one area for a given week

- Asynchronous online communication between instructor – student and student – instructor will be via Blackboard. Instructor will also have virtual office hours via Blackboard Collaborate. Recommended browsers are Google Chrome or Firefox. Any technology related issues or problems should be handled through Student Technology Services at: [https://www.utep.edu/technologysupport/ServiceCatalog/Student\\_Services.html](https://www.utep.edu/technologysupport/ServiceCatalog/Student_Services.html)
- Synchronous communication between students and instructor will be via ZOOM unless otherwise determined by course requirements

## How will we communicate?



Because this is an online class, we won't see each other in the ways you may be accustomed to: during class time, small group meetings, and office hours. However, there are a number of ways we can keep the communication channels open:

- Office Hours: We will not be able to meet on campus, but I will still have office hours for your questions and comments about the course. My office hours will be held on Blackboard Collaborate during the following times: Mondays, Wednesdays, and Fridays, 10-11 a.m. Mountain Time
- Blackboard Email (Messages icon, upper RH corner of home page) is preferred for content related to this course. Alternate is my UTEP e-mail. I will make every attempt to respond to your e-mail within 24-

48 hours of receipt. When e-mailing me, be sure to email from Blackboard or your UTEP student account. And please put the course number in the subject line. In the body of your e-mail, clearly state your question. At the end of your message, be sure to put your first and last name, and your university identification number.

- Discussion Board: If you have a question that you believe other students may also have, please post it in the Help Board of the discussion boards inside of Blackboard (Discussions icon, upper RH corner of home page). Please respond to other students' questions if you have a helpful response.
- Announcements: Check the Blackboard announcements (LH side of home page) frequently for any updates, deadlines, or other important messages.

## Class & Course Related Recordings



The use of recordings will enable you to have access to class lectures, group discussions, and so on in the event you miss a synchronous class meeting due to illness or other extenuating circumstance. Our use of such technology is governed by the Federal Educational Rights and Privacy Act (FERPA) and UTEP's acceptable-use policy. A recording of class sessions will be kept and stored by UTEP, in accordance with FERPA and UTEP policies. Your instructor will not share the recordings of your class activities outside of course participants, which include your fellow students, teaching assistants, or graduate assistants, and



any guest faculty or community-based learning partners with whom we may engage during a class session. You may not share recordings outside of this course. Doing so may result in disciplinary action.

## 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, Adobe, Flashplayer, Windows Media Player, QuickTime, and Java. Check that your computer hardware and software are up-to-date and able to access all parts of the course.

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.

## How am I going to learn?



Students are responsible for the text material. Supplemental material to enhance, make relevant, or clarify text material will be provided by the instructor.

Asynchronous class material will be focused on enhancement of assigned course material for the session, exercises to reinforce understanding and application of concepts, tools, and techniques from the textbook.

Small team exercises will be utilized to help with subject matter understanding as well as application of creative thinking in addressing case-related issues.

Quizzes will be used to monitor student progress as well.

An iterative, cumulative, small team project running throughout the length of the course will allow students to apply their strategic management learning as they attain it.

## How am I going to be graded?



### 1. Quizzes

- Quizzes via Blackboard will be utilized to measure and reinforce understanding of key chapter concepts. Quiz scores will be discounted if submission is past deadline.

### 2. Small Team Exercises

- Small teams of 3 to 5 assigned students will complete questions assigned from various chapters to confirm understanding while reinforcing teamwork skills and abilities.

### 3. Small Team Project

- The same small teams of 3 to 5 assigned students will work throughout the course on completing a project which will require them to apply what they are learning towards a strategic analysis of a major company and its industry. This will reinforce not only teamwork skills and abilities, but the discipline to present the teams' findings in a concise written document.

### 4. BBA Assessment Exam

- The BBA assessment is required by the College of Business Administration for all students who are enrolled in MGMT 4300. It is a comprehensive assessment of how well students have achieved the BBA program learning objectives. It consists of two parts, the exam and an individual presentation.

### 5. BBA Assessment Individual Presentation

- Each student will make a 2 to 3 minute recorded, individual presentation explaining (a) their learning experience in the BBA program, and (b) how this course (MGMT 4300) relates to it.

**Summary of criterion-based (no curve) grading scheme: Total Points: 1,000**

<b>Small Team Project Points</b>	<b>400</b>
<b>Small Team Exercises Points</b>	<b>250</b>

<b>Quizzes Points</b>	<b>200</b>
<b>BBA Assessment Exam Points</b>	<b>100</b>
<b>BBA Assessment Individual Presentation Points</b>	<b>50</b>
<b>Total Weight Points</b>	<b>1,000</b>

**Grading scale based on percentages of criterion-based (no curve) grading scheme:**

- A 90-100%
- B 80-89%
- C 70-79%
- D 60-69%
- F 0-59%

## **Other Important Announcements**





**Disability accommodation.** 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](#).

**Covid-19 Accommodations.** Students are not permitted on campus when they have a positive COVID-19 test, exposure or symptoms. If you are not permitted on campus, you should contact me as soon as possible so we can arrange necessary and appropriate accommodations

Students who are considered high risk according to CDC guidelines and/or those who live with individuals who are considered high risk may contact [Center for Accommodations and Support Services](#) (CASS) to discuss temporary accommodations for on-campus courses and activities..

#### **UTEP Policy on Academic 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, please visit [HOOP: Student Conduct and Discipline](#).

#### **Copyright Compliance:**

All materials used in this course are protected by copyright law. The course materials are only for the use of students currently enrolled in this course and only for the purpose of this course. They may not be further disseminated.

#### **Professional Demeanor:**

- This course will require online communication between students as well as between the students and faculty. The expectation is that all parties will interact in a professional manner. Your first class module will require you to read the “NETIQUETTE GUIDE FOR ONLINE COURSES”. The expectation is that you will comply with the guidelines throughout the course – and, hopefully, beyond.

## MGMT 4300 Spring 2021 Course Schedule



Subject to change if/as circumstances dictate.

### **Week 1 - Jan 18th**

#### **Read Chapter 1**

#### **From Blackboard**

- Instructor video(s)
- Read the Netiquette Guide for Online Courses
- Supplemental videos & course content related material

#### **Assignment to be completed before 11:59 pm, Jan 24th**

- Blackboard quiz on Chapter 1 material, instructor & supplemental videos & course content related material

### **Week 2 - Jan 25th**

#### **Read Chapter 2, pages 26-45**

#### **From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

**Assignment to be completed before 11:59 pm, Jan 31st**

- Get to know your assigned team members and establish how you will communicate & work as a team throughout the course
- Blackboard quiz on assigned Chapter 2 material, instructor & supplemental videos & course content related material

**Week 3 - Feb 1st**

**Read Chapter 2, pages 45-60**

**From Blackboard**

- Instructor video(s)
- **TEAM COURSE ITERATIVE/CUMULATIVE FINAL PROJECT ASSIGNED** DUE 11:59 pm, *May 9th*
- Supplemental videos & course content related material

**Assignment to be completed before 11:59 pm, Feb 7th**

- **TEAM ASSIGNMENT:** Submit team answers to assigned Chapter 2 Challenge Questions
- Blackboard quiz on assigned Chapter 2 material, instructor & supplemental videos & course content related material

**Week 4 - Feb 8th**

**Read Chapter 3, pages 62-79**

**From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

**Assignment to be completed before 11:59 pm, Feb 14th**

- Blackboard quiz on assigned Chapter 3 material, instructor & supplemental videos & course content related material

**Week 5 - Feb 15th**

**Read Chapter 3, pages 80-92**

**From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

**Assignment to be completed before 11:59 pm, Feb 21st**

- **TEAM ASSIGNMENT:** Submit team answers to assigned Chapter 3 Challenge Questions

- Blackboard quiz on assigned Chapter 3 material, instructor & supplemental videos & course content related material

#### **Week 6 - Feb 22nd**

##### **From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

##### **Assignment to be completed before 11:59 pm, Apr 18th**

- **INDIVIDUAL ASSIGNMENT:** BBA Individual Student Video

#### **Week 7 - Mar 1st**

##### **Read Chapter 4, pages 96-111**

##### **From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

##### **Assignment to be completed before 11:59 pm, Mar 7th**

- Blackboard quiz on assigned Chapter 4 material, instructor & supplemental videos & course content related material

#### **Week 8 - Mar 8th**

##### **Read Chapter 4, pages 111-122**

##### **Read Chapter 5, pages 124-136**

##### **From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

##### **Assignment to be completed before 11:59 pm, Mar 14th**

- **TEAM ASSIGNMENT:** Submit team answers to assigned generic strategy inquiry



Spring Break March 15th to 19th



**Week 9 - Mar 22nd**

**Read Chapter 5, pages 137-152**

**From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

**Assignment to be completed before 11:59 pm, Mar 28th**

- Blackboard quiz on assigned Chapter 5 material, instructor & supplemental videos & course content related material

**Week 10 - Mar 29th**

**Read Chapter 8, pages 202-214**

**From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

**Assignment to be completed before 11:59 pm, Apr 4th**

- Blackboard quiz on assigned Chapter 8 material, instructor & supplemental videos & course content related material

#### **Week 11 - Apr 5th**

**Read Chapter 8, pages 215-226**

**Read Chapter 9, pages 228-241**

#### **From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

#### **Assignment to be completed before 11:59 pm, Apr 11th**

- Blackboard quiz on assigned Chapter 8 & 9 material, instructor & supplemental videos & course content related material

#### **Week 12 - Apr 12th**

**Read Chapter 9, pages 241-254**

#### **From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

#### **Assignment to be completed before 11:59 pm, Apr 18th**

- **INDIVIDUAL ASSIGNMENT:** BBA Individual Student Video
- **TEAM ASSIGNMENT:** Submit team answers to assigned Chapter 8 & 9 Challenge Questions
- Blackboard quiz on assigned Chapter 9 material, instructor & supplemental videos & course content related material

#### **Week 13 - Apr 19th**

**Read Chapter 11**

#### **From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

#### **Assignment**

- No assignment

#### **Week 14 - Apr 26th**

**Read Chapter 12**

**From Blackboard**

- Instructor video(s)
- Supplemental videos & course content related material

**Assignment to be completed before 11:59 pm, May 2nd**

- CEMEX analysis project

**Week 15 - May 3rd**

**BBA Exam**

**From Blackboard**

- Instructor video(s)

**Assignment to be completed before 11:59 pm, May 9th**

- **TEAM COURSE ITERATIVE/CUMULATIVE FINAL PROJECT ASSIGNED** DUE 11:59 pm, May 9th