DEPARTMENT OF MANAGEMENT  
SPRING 2020  

STRATEGIC MANAGEMENT-MGMT 4389-90L

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Office Hours: Mondays 9:00AM-10:30AM, 1:30PM-3PM, and by appointment


COURSE OBJECTIVES:
This course is often referred to as the “capstone course” because most business students take it after passing through other more functionally-oriented courses such as marketing, operations, accounting, finance and introductory management. Accordingly, this course is designed to help students view business organizations as enterprise systems integrating ALL functional units within their structure. Throughout this course, students will have an opportunity to examine business organizations from a strategic and global perspective. In other words, they will assume a senior management role in analyzing businesses and their environment. The following are the major goals of the course:
1. Demonstrate a critical examination of strategic issues involving modern, complex business organizations.
2. Identify the knowledge and skills required to perform formal strategic analysis of business environments.
3. Describe the process of formulation and implementation of business and corporate strategies in business organizations.
4. Apply rational and analytical techniques to solve multi-functional and multi-cultural strategic problems.
5. Illustrate the skills required for framing, analyzing and reporting strategic issues in business organizations.

STUDENT LEARNING OUTCOMES: The following table summarizes important skills and competencies, along with their specific measures, students will be able to acquire by taking this course.
<table>
<thead>
<tr>
<th>BBA Learning Goals</th>
<th>VCOBE Learning Objectives:</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical thinking and problem-solving</td>
<td>✓</td>
<td>Discussion Postings, Individual report</td>
</tr>
<tr>
<td>Professional attitudes</td>
<td>✓</td>
<td>Discussion Postings, Individual report</td>
</tr>
<tr>
<td>An appreciation for the role of business in a free enterprise economy</td>
<td>✓</td>
<td>Exams, Individual report</td>
</tr>
<tr>
<td>Basic quantitative and analytical skills</td>
<td>✓</td>
<td>Individual report</td>
</tr>
<tr>
<td>Written communication skills</td>
<td>✓</td>
<td>Individual report</td>
</tr>
<tr>
<td>Oral communication skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global awareness</td>
<td>✓</td>
<td>Exams, Individual report</td>
</tr>
<tr>
<td>Ethical decision-making</td>
<td>✓</td>
<td>Individual report, Exams</td>
</tr>
<tr>
<td>MGMT Major Learning Goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students will understand the process for developing and implementing strategies that will ensure the viability of the firm.</td>
<td>✓</td>
<td>Exams, Individual report</td>
</tr>
</tbody>
</table>

**ONLINE COURSE EVALUATION:**
“Students are required to complete an ONLINE evaluation of this course, accessed through your UTRGV account ([http://my.utrgv.edu](http://my.utrgv.edu)); you will be contacted through email with further instructions. Online evaluations will be available April 10-29, 2020 for the regular fall semester. Students who complete their evaluations will have priority access to their grades.”

**E-MAIL POLICY:** University policy requires all email communication between the University and students be conducted through the students' official University supplied e-mail account. Therefore, please use your UTRGV assigned e-mail for any correspondence with UTRGV faculty and staff.

**COURSE ORGANIZATION & ONLINE TOOLS**

**Course Structure:**
This course will be delivered entirely online through the course management system Blackboard Learn. You will use your UTRGV account to login to the course from the My UTRGV site and under applications click on Blackboard Learn. This course provides an in-depth overview of the strategic formulation, implementation and evaluation processes in modern business organizations. Each week, we will cover book chapters covering specific strategic topics. There will be corresponding discussion topics involving short business cases on the covered topics.
The course will involve three multiple choice exams (including final exam), two individual case analyses and five required discussion postings. The course is organized into weeks of instruction, as outlined in the Course Schedule and Due Dates below. Each week is listed by its main topic and contains required readings, discussion forum assignments, and individual case analyses.

Forums versus Email: If you have a question about course content or mechanics, I encourage you to post it to the General Help discussion forums. Doing so gives students in the course an opportunity to help one another and allows everyone to benefit from answers to your questions. Of course, don’t hesitate to email me directly if your concern is of a personal nature. My role in discussion forums is that of a facilitator. I will occasionally correct misconceptions and/or redirect conversations that need redirecting. I may also post comments following the completion of discussion indicating my general impressions of the comments and conclusions.

SCHOLASTIC INTEGRITY:
As members of a community dedicated to Honesty, Integrity and Respect, students are reminded that those who engage in scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and expulsion from the University. Scholastic dishonesty includes but is not limited to: cheating, plagiarism, and collusion; 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; any act designed to give unfair advantage to a student; or the attempt to commit such acts. Since scholastic dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced (Board of Regents Rules and Regulations and UTRGV Academic Integrity Guidelines). All scholastic dishonesty incidents will be reported to the Dean of Students. Scholastic dishonesty includes but is not limited to: cheating, plagiarism, and collusion; 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; any act designed to give unfair advantage to a student; or the attempt to commit such acts. Since scholastic dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced (Board of Regents Rules and Regulations and UTRGV Academic Integrity Guidelines). All scholastic dishonesty incidents will be reported to the Dean of Students.

SOFTWARE/HARDWARE REQUIREMENTS: This is an online class. To participate in it, you should have easy access to a computer less than 5-years old with a camera and high-speed internet connection via cable modem, LAN or DSL. To ensure you are using a supported browser and have required plug-ins please refer to Supported Browsers, Plugins & Operating Systems for Blackboard Learn from Blackboards resource page.
**Student Technical Skills:** You are expected to be proficient with installing and using basic computer applications, enabling and disabling pop-up windows in an internet browser, and send/receiving email attachments.

**Required Software**
- Google Chrome or Mozilla Firefox or MS Office’s Internet Explorer or Mac Safari
- MS PowerPoint
- MS Word (or similar word processing software where you can cut and paste)
- Respondus lockdown browser (for exams – to be downloaded from BlackBoard)
- Virus protection

**Technical Assistance**
Blackboard Support Contact Information:
If you need Blackboard support at any time during the course or to report a problem with Blackboard you can:
Visit the Blackboard Student Help Site
Submit a Blackboard Help Ticket

UTRGV’s Blackboard Support:

<table>
<thead>
<tr>
<th>Brownsville Campus</th>
<th>Edinburg Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Location: Rusteberg Hall Room 108</td>
<td>• Location: Education Building Room 2.202</td>
</tr>
<tr>
<td>• Phone: 956-882-6792</td>
<td>• Phone: 956-665-5327</td>
</tr>
</tbody>
</table>

**Grading Policy:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Weights</th>
<th>Points</th>
<th>Course learning objective(s) measured:</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Exams (10% each)</td>
<td>40%</td>
<td>80 points</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td>Individual Case Analysis (Strategic Analysis)</td>
<td>15%</td>
<td>30 points</td>
<td>1, 2, 4, 5</td>
</tr>
<tr>
<td>Individual Case Analysis (Ethical Decision-Making)</td>
<td>20%</td>
<td>40 points</td>
<td>1, 2, 4, 5</td>
</tr>
<tr>
<td>Discussion Postings (8 separate postings @ 5 points each)</td>
<td>20%</td>
<td>40 points</td>
<td>1, 3, 4, 5</td>
</tr>
<tr>
<td>ETS Test Points*</td>
<td>5%</td>
<td>10 points</td>
<td></td>
</tr>
<tr>
<td><strong>Total Points Possible</strong></td>
<td><strong>100%</strong></td>
<td><strong>200 points</strong></td>
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</table>
Final grade will be based on the percentage of total points earned and are assigned as follows:

A = 90%-100% (180 points)
B = 80-89% (160 points)
C = 70-79% (140 points)
D = 60%-69% (120 points)
F = Below 60% (<120 points)

EXAMS: There will be four exams during the semester (Exam I, Exam II, Exam III and the final exam). Each exam will consist of multiple choice questions drawn from the topics covered in the lecture. The final exam will cover the general themes covered during the semester. Study guides and reviews will be available before exams. Make-up exams are allowed only if you can reasonably prove (via paper documentation) that you have encountered unforeseen circumstances during the normal scheduled time and hence couldn’t take the exam.

INDIVIDUAL CASE ANALYSES: The main purpose of these assignments is to enhance your communication, analytical and critical thinking and problem-solving skills. You will be required to prepare two individual case analysis reports as part of course requirements. The first case analysis covers issues of strategic formulation, implementation and evaluation. It will be due March 20th, 11:59pm. The second case analysis primarily involves issues of social responsibility and ethical decision-making in a global context. It will be due April 24th, 11:59pm. For each case students prepare a report using the detailed guideline provided by the instructor. This guideline will be available in blackboard. Each case analysis report represents 20 percent of the overall course grade. Both assignments should be submitted using SafeAssign in Blackboard Learn.

WEEKLY DISCUSSION POSTINGS: There are Eight discussion questions during the semester accounting for 20% of the overall course grade (40 points). Each post will be graded out of 5 maximum points. You are required to post your comments and thoughts on All of these discussion topics. Each week’s posting is due on Fridays at 11:59pm. The instructor evaluates your discussion posting using the rubric below. You may consider this rubric in preparing your postings.

<table>
<thead>
<tr>
<th>WEEKLY DISCUSSION GRADING RUBRIC</th>
</tr>
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<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Relevance</td>
</tr>
</tbody>
</table>
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ETS TEST: ETS field exam is administered in MGMT 4389 sections to help us with our college level assessment efforts. We use this course for the ETS exam because it is a capstone course that students take in their last semester before graduation. You can find more info on ETS here: https://www.ets.org/mft/about/content/bachelor_business. The test is mandatory, and will be scheduled for late April. The exact test date and location will be communicated beforehand once it is confirmed.

COURSE POLICIES

Late Work Policy
Be sure to pay close attention to deadlines—there will be no make-up assignments or quizzes, or late work accepted without a serious and compelling reason and instructor approval.

Viewing Grades in Blackboard
Points you receive for graded activities will be posted to the Blackboard Grade Book. Click on the My Grades link on the left navigation to view your points. Your instructor will update the online grades each time a grading session has been complete—typically within 5 days following the completion of an activity. You will see a visual indication of new grades posted on your Blackboard home page under the link to this course.

Naming and Submitting Documents
Before you submit a document, name your file according to the format below. Avoid special characters and spaces in file names. Use a single underline _ to separate words.

<table>
<thead>
<tr>
<th>The name of your…</th>
<th>…should follow the format:</th>
<th>Example:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Case Analysis</td>
<td>LastNameFirstInitial_case.doc</td>
<td>SmithJ_case.doc</td>
</tr>
</tbody>
</table>
Participation
Online courses require your active participation. Here are some tips for success:

- In discussion forums, you learn from one another by posing questions, justifying your comments, and providing multiple perspectives. When you prepare for discussions through thoughtful reflection, you contribute to your own successful learning experience as well as to the experience of your peers.

- Log in to the course frequently (at least several times per week for long semesters and daily for summer sessions) and check the announcements. This will keep you apprised of any course updates, progress in discussions, assignment information, and messages requiring immediate attention.

- Be aware of and keep up with the Course Schedule in the Syllabus.

Complete Assignments
All assignments for this course will be submitted electronically through Blackboard unless otherwise instructed. Assignments and discussions must be submitted by the given deadline or special permission must be requested from instructor before the due date. Extensions will not be given beyond the next assignment except under extreme circumstances.

Communication Skills
All students must have adequate writing skills to communicate content in a professional and concise manner. Students must be proficient in their written presentations including strategies for developing ideas, citing scholarly references, writing style, wording, phrasing, and using language conventions. Students must follow APA guidelines, use non-racist and non-sexist language, and include sufficient references to support their thesis and ideas in the paper.

Time Commitment
Online courses are typically just as time intensive, and may be more rigorous than traditional courses. As you begin this course, you would be wise to schedule 8 or more hours per week for studying materials and completing assignments. Falling behind in this course is particularly problematic because the concepts we cover are cumulative. This means that not becoming proficient with information and objectives presented and assessed in a particular week can lead to low scores for that week as well as in subsequent weeks.

STUDENTS WITH DISABILITIES: Students with a documented disability (physical, psychological, learning, or other disability which affects academic performance) who would like to receive academic accommodations should contact Student Accessibility Services (SAS) as soon as possible to schedule an appointment to initiate services. Accommodations can be arranged through SAS at any time, but are not retroactive.
Students who suffer a broken bone, severe injury or undergo surgery during the semester are eligible for temporary services. **Brownsville Campus:** Student Accessibility Services is located in Cortez Hall Room 129 and can be contacted by phone at (956) 882-7374 (Voice) or via email at ability@utrgv.edu. **Edinburg Campus:** Student Accessibility Services is located in 108 University Center and can be contacted by phone at (956) 665-7005 (Voice), (956) 665-3840 (Fax), or via email at ability@utrgv.edu.

**SEXUAL HARASSMENT, DISCRIMINATION, and VIOLENCE:** In accordance with UT System regulations, your instructor is a “responsible employee” for reporting purposes under Title IX regulations and so must report any instance, occurring during a student’s time in college, of sexual assault, stalking, dating violence, domestic violence, or sexual harassment about which she/he becomes aware during this course through writing, discussion, or personal disclosure. More information can be found at www.utrgv.edu/equity, including confidential resources available on campus. The faculty and staff of UTRGV actively strive to provide a learning, working, and living environment that promotes personal integrity, civility, and mutual respect in an environment free from sexual misconduct and discrimination.

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“Students are required to complete an ONLINE evaluation of this course, accessed through your UTRGV account (http://my.utrgv.edu); you will be contacted through email with further instructions. Online evaluations will be available April 10-29, 2020 for the regular spring semester. Students who complete their evaluations will have priority access to their grades.”

**STUDENT SERVICES:** Students seeking academic help in their studies can use university resources in addition to an instructor’s office hours. University Resources include the Learning Center, Writing Center, Advising Center and Career Center. The centers provide services such as tutoring, writing help, critical thinking, study skills, degree planning, and student employment. Locations are:
- Learning center: BSTUN 2.10 (Brownsville) or ELCTR 100 (Edinburg)
- Writing center: BLIBR 3.206 (Brownsville) or ESTAC 3.119 (Edinburg)
- Advising center: BMAIN 1.400 (Brownsville) or ESWG 101 (Edinburg)
- Career center: BCRTZ 129 (Brownsville) or ESSBL 2.101 (Edinburg)

**Calendar of Activities—Some important dates for spring 2020 include:**
- January 13: First day of classes
- January 16: Last day to add a course or register for Spring 2020
- January 20: Martin Luther King Jr. Holiday – NO classes
- March 9-14: Spring Break – NO classes
- April 9: Last day to drop a course; will count toward the 6-drop rule
- April 10-11: Easter Holiday – NO classes
- April 30: Study Day – NO classes
- May 1-7: Final Exams
- May 7: Spring classes end; Official last day of the term
- May 8-9: Commencement Exercises
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Activities/Assignment Due</th>
</tr>
</thead>
</table>
| 1    | Ch. 1: The Nature of Strategic Management | Read Chapter 1  
Discussion Posting 1 Due January 15th 11:59pm |
| 2    | Chapter 2: Analyzing the External Environment  
- General Environment Analysis (PESTEL)  
- Industrial Organization (I/O Model)  
- Porter’s Five Forces Model | Read Chapter 2  
Discussion Posting 2 Due January 24th 11:59pm |
| 3    | Chapter 3: Analyzing the Internal Environment  
- Resource-Based View (RBV) of the firm  
- Value Chain Analysis & Core Competencies | Read Chapter 3  
Discussion Posting 3 Due January 31st 11:59pm |
| 4    | Take Exam 1 by Friday, February 7th, 11:59pm (Covers Chapters 1, 2 & 3) |  |
| 5    | Chapter 4: Business-Level Strategy  
- Types of Business Strategies | Read Chapter 4  
Discussion Posting 4 Due February 14th 11:59pm |
| 6    | Chapter 6: Corporate-Level Strategy  
- Corporate Strategy/Diversification  
- Reasons/Types of Diversification | Read Chapter 6  
Discussion Posting 5 Due February 21st 11:59pm |
| 7    | Chapter 7: Merger and Acquisition Strategies  
- Reasons for Acquisitions  
- Challenges in achieving acquisition success | Read Chapter 7  
Discussion Posting 6 Due February 28th 11:59pm |
| 8    | Take Exam 2 by Friday, March 6th, 11:59pm (Covers Chapters 4, 6 & 7) |  |
| 9    | Chapter 8: International Strategy  
- Identifying International Opportunities  
- Choice of International Entry Mode | Read Chapter 8  
Discussion Posting 7 Due March 20th 11:59pm  
Individual Case Analysis (Strategic Analysis) Due March 20th |
| 10   | Chapter 9: Cooperative Strategies  
- Types of Strategic Alliances | Read Chapter 9  
Discussion Posting 8 Due March 27th 11:59pm |
| 11   | Chapter 10: Corporate Governance  
- Separation of Ownership & Control  
- Agency Theory | Read Chapter 10 |
| 12   | Take Exam 3 by Friday, April 10th, 11:59pm (Chapters 8, 9 & 10) |  |
| 13 | **Chapter 11: Organizational Structure & Controls**  
- Strategy & structure  
- Types of Organizational Structures | Read Chapter 11  
Review final exam study guide |
| 14 | **Chapter 12: Strategic Leadership**  
- Role of Top Management Teams  
- Managerial Succession | Read Chapter 12  
**Individual Case Analysis (Ethical Decision-Making) Due April 24th** |
| 15 | **TAKE FINAL EXAM ON FRIDAY, MAY 4th BY 11:59pm** |

* Contents of syllabus are subject to change at instructor’s discretion.

**Important Note:** Any form of academic dishonesty, including cheating and plagiarism, may be reported to the office of student affairs.

**Course policies are subject to change.** It is the student’s responsibility to check Blackboard for corrections or updates to the syllabus. Any changes will be posted in Blackboard.