Course Number: MGMT 4389-90L
Instructor: Dr. Michael A. Abebe
Office: ECOBE 228 (Edinburg Campus)
Office Hours: Mondays 10:00am-1:00pm (I am available via e-mail and phone call)
Office Telephone: 956-665-5225
E-mail: michael.abebe@utrgv.edu (My preferred contact) Generally I will do my best to respond to emails within 24 hours of receiving them. If I plan to be away from my computer for more than a couple of days, I will let you know in advance.

Course Description: 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 you view business organizations as enterprise systems integrating ALL functional units within their structure. Throughout this course, you will have a chance to examine business organizations from a strategic and global perspective. In other words, you will assume a senior management role in analyzing businesses and their environment. This capstone course for all Business Administration majors requires the broad integration of knowledge contained in functional, core and specialty areas, and focuses on the formulation, implementation and evaluation of strategy in both business and nonprofit organizations in a global environment. Cases, projects and practical applications in the course require in-depth analysis of competitive, economic, regulatory, cultural, technological, demographic and environmental variables as they influence strategy formulation.

Prerequisite: MGMT 3361, MGMT 4363, FINA 3383 and MARK 3371 or equivalents according to the degree plan.

TEXTBOOK & COURSE MATERIALS

STUDENT LEARNING OUTCOMES
The following table summarizes important skills and competencies students will be able to acquire by taking this course along with their specific measures.

<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>Individual case analyses, weekly discussion topics</td>
</tr>
<tr>
<td>Professional attitudes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>An appreciation for the role of business in a free enterprise economy</td>
<td>✔</td>
<td>Exams, Individual case analyses, weekly discussion topics</td>
</tr>
<tr>
<td>Basic quantitative and analytical skills</td>
<td>✔</td>
<td>Individual case analyses</td>
</tr>
<tr>
<td>Written communication skills</td>
<td>✔</td>
<td>Individual case analyses</td>
</tr>
<tr>
<td>Oral communication skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global awareness</td>
<td>✔</td>
<td>Individual case analyses</td>
</tr>
<tr>
<td>Ethical decision-making</td>
<td>✔</td>
<td>Individual case analyses, 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 case analyses, weekly discussion topics</td>
</tr>
</tbody>
</table>

COURSE OBJECTIVES:
At the end of the course, students will be able to:

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.
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.

Discussion Forums: You will find the following discussion forums in the course Blackboard site:

- **General Help**: Post any questions or comments you may have about course mechanics or technical issues to this forum.
- **Forums related to collaborative and discussion assignments**, as described in Learning Module sections

**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.

Assignments

Unless indicated otherwise in Weekly materials, you will submit Individual case analysis assignment to the respective assignment area. The due dates in Assignments match the due dates in the schedule below.

ACADEMIC DISHONESTY:
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.

TECHNICAL REQUIREMENTS

Computer Hardware:
To participate in this online course, you should have easy access to a computer less than 5-years old with high-speed internet connection. 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 Blackboard’s resource page.

Student Technical Skills
You are expected to be proficient with installing and using basic computer applications and have the ability to send and receive email attachments.

Software
- Mozilla’s Firefox (latest version; Macintosh or Windows)
- Google Chrome (latest version; Macintosh or Windows)
- Adobe’s Flash Player & Reader plug-in (latest version).
- Apple’s QuickTime plug-in (latest version). A free download is available at Virus protection UTRGV Software link
- Microsoft Office UTRGV Software link

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>

Hours of Operation
- Monday - Thursday, 7:30 a.m. - 7:00 p.m.
- Friday, 8:00 a.m. - 6:00 p.m.
Grading Policy

Graded Course Activities
List all activities, tests, etc. that will determine the students’ final grade. Choose the appropriate chart below based on your grading policy such as points or weight. You can also alter the chart to reflect your needs.

<table>
<thead>
<tr>
<th>Description</th>
<th>Weights</th>
<th>Points</th>
<th>Course learning objective(s) measured:</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Exams (Exam 1@10%, Exam 2@10% &amp; Final Exam@20%)</td>
<td>40%</td>
<td>80</td>
<td>1, 2, 3</td>
</tr>
<tr>
<td>Individual Case Analysis (Strategic Analysis)</td>
<td>20%</td>
<td>40</td>
<td>1, 2, 4, 5</td>
</tr>
<tr>
<td>Individual Case Analysis (Ethical Decision-Making)</td>
<td>20%</td>
<td>40</td>
<td>1, 2, 4, 5</td>
</tr>
<tr>
<td>Discussion Postings (5 separate postings @ 4% each)</td>
<td>20%</td>
<td>40</td>
<td>1, 3, 4, 5</td>
</tr>
<tr>
<td>Total Points Possible</td>
<td>100%</td>
<td>200</td>
<td></td>
</tr>
</tbody>
</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 three exams during the semester (Exam I, Exam II 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 June 28th, 11:59pm.** The second case analysis primarily involves issues of social responsibility and ethical decision-making in a global context. **It will be due July 5th, 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 FIVE discussion questions during the semester accounting for 20% of the overall course grade. You are required to post your comments and thoughts on ALL of these discussion topics. Each week’s posting is due on Wednesdays at 11:59pm (except first post which is due on Friday). The instructor evaluates your discussion posting using the rubric below. You may consider this rubric in preparing your postings.

**WEEKLY DISCUSSION GRADING RUBRIC**

<table>
<thead>
<tr>
<th>Poor D-F (&lt;70%)</th>
<th>Acceptable C (70-79%)</th>
<th>Good B (80-89%)</th>
<th>Excellent A (90-100%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
<td>The discussion posting is not at all relevant to the assigned topic</td>
<td>The discussion posting is somewhat relevant to the assigned topic</td>
<td>The discussion posting is relevant to the assigned topic</td>
</tr>
<tr>
<td>Originality/Insightfulness</td>
<td>The discussion posting has little or no original and insightful content</td>
<td>The discussion posting has some original and insightful content</td>
<td>The discussion posting has original and insightful content</td>
</tr>
<tr>
<td>Quality of Communication</td>
<td>The discussion posting has extensive typographic &amp; grammar mistakes; the writing is unprofessional</td>
<td>The discussion posting has significant typographic &amp; grammar mistakes</td>
<td>The discussion posting has occasional typographic &amp; grammar mistakes</td>
</tr>
</tbody>
</table>

**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.

• Participate in team activities to the best of your ability. How well your team does—and how well you do—depends on all the team members working cooperatively.

Build Rapport
If you find that you have any trouble keeping up with assignments or other aspects of the course, make sure you let your instructor know as early as possible. As you will find, building rapport and effective relationships are key to becoming an effective professional. Make sure that you are proactive in informing your instructor when difficulties arise during the semester so that we can help you find a solution.

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. Many students claim that online courses require more time and commitment. 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.

Understand When You May Drop This Course
It is the student’s responsibility to understand when they need to consider de-enrolling from a course. Refer to the UTRGV Course Schedule for dates and deadlines for registration. After this period, a serious and compelling reason is required to drop from the course. Serious and
compelling reasons includes: (1) documented and significant change in work hours, leaving student unable to attend class, or (2) documented and severe physical/mental illness/injury to the student or student’s family.

**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](http://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.

**MANDATORY COURSE EVALUATION PERIOD:**
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. Students who complete their evaluations will have priority access to their grades. Online evaluations will be available July 1 – July 8 for the summer I term.

**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 ESWKH 101 (Edinburg)
- Career center: BCRTZ 129 (Brownsville) or ESSBL 2.101 (Edinburg)
### TOPIC OUTLINE/SCHEDULE

**Important Note:** Activity and assignment details will be explained in detail within each week’s corresponding weekly content area. If you have any questions, please contact your instructor.

<table>
<thead>
<tr>
<th>Week</th>
<th>Assignments</th>
<th>Due</th>
</tr>
</thead>
</table>
| 1    | **Assigned Readings (Strategic Management Process; General & Industry Analysis)**  
  - Read Chapters 1 & 2 from Textbook; PowerPoint slides  
  **Discussion:**  
  - Read instruction for week 1 discussion and post your comments by due date  
  **Assignment:** Week 1 Discussion Topic: “Analyzing the U.S. Cable TV Industry” | **Discussion posting #1 due Friday, June 7th, 11:59pm** |
| 2    | **Assigned Readings (Resource-Based View; Value-chain analysis)**  
  - Read Chapters 3 & 4 from Textbook; PowerPoint slides  
  **Discussion:**  
  - Read instructions for week 2 discussion and post your comments by due date  
  **Assignment:** Week 2 Discussion Topic: “Resources as basis of competitive advantage—Southwest Airlines” | **Discussion posting #2 due Wednesday, June 12th, 11:59pm** |
| 3    | **Assigned Readings (Corporate strategies; Mergers & Acquisitions)**  
  - Read Chapters 6 & 7 from Textbook; PowerPoint slides  
  **Discussion:**  
  - Read instructions for week 3 discussion and post your comments by due date  
  **Assignment:** Week 3 Discussion Topic: “Doing Acquisition right: The CEMEX Way”  
  **TAKE EXAM ONE (Covers chapters 1, 2 & 3)** | **Discussion posting #3 due Wednesday, June 19th, 11:59pm**  
  **Take Exam 1 by Friday, June 21st, 11:59pm** |
| 4    | **Assigned Readings (International Strategies; Strategic Alliances)**  
  - Read Chapters 8 & 9 from Textbook; PowerPoint slides  
  **Discussion:**  
  - Read instructions for week 4 discussion and post your comments by due date  
  **Individual Case Analysis (Strategic Analysis) DUE JUNE 28th**  
  **Assignment:** Week 4 Discussion Topic: “Going Global: IKEA in India”  
  **TAKE EXAM TWO (Covers chapters 4, 6 & 7)** | **Discussion posting #4 due Wednesday, June 26th, 11:59pm**  
  **Take Exam 2 by Friday, June 28th, 11:59pm** |
<table>
<thead>
<tr>
<th>Week</th>
<th>Assignments</th>
<th>Due</th>
</tr>
</thead>
</table>
| 5    | Assigned Readings  
• Read Chapter 11 from Textbook; PowerPoint slides  
Discussion:  
• Read instructions for week 5 discussion and post your comments by due date  
Assignment:  
Week 5 Discussion Topic: “Strategy Implementation Challenges at AT&T” | Discussion posting #5 due Wednesday, July 3rd, 11:59pm  
Individual Case Analysis (Ethical Decision-Making) Due July 5th |

**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.