

**DEPARTMENT OF MANAGEMENT  
STRATEGIC MANAGEMENT-MGMT 6390-02V  
FALL 2021 MODULE 2**

**Instructor:** MICHAEL A. ABEBE, PH.D.

**Office:** ECOBE 228 (EDINBURG CAMPUS)

**Phone:** (956) 665-5225

**E-Mail:** [michael.abebe@utrgv.edu](mailto:michael.abebe@utrgv.edu) (*My preferred contact*)

**Office Hours:** I am available via e-mail, phone call or pre-arranged Zoom meeting. 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.

**REQUIRED TEXTBOOK:** *Strategic Management: Text and Cases* by: [Gregory Dess](#), [Gerry McNamara](#), [Alan Eisner & Seung-Hyun Lee](#), 10<sup>th</sup> edition, McGraw-Hill. ISBN: 9781260706581 (*Feel free to buy/rent e-book version*)

**Prerequisite:** Eighteen hours of MBA core courses (ACC 6320, MGMT 6330, FINA 6340, ECON 6350, MGMT 6360 and MARK 6370) or special permission of the MBA Director.

**Course Modality:** Accelerated Online Programs (VIRT)

**Online Asynchronous Courses:** These courses will be delivered fully online. There will be no designated class meeting time for real-time instructor/student interaction, which gives you the flexibility to engage with the course materials as best fits your daily schedule. Your learning will be guided by the digital presentation of the course content (e.g., recorded lectures, presentations, outlines, notes) and scheduled assignments. Your instructors will provide you with feedback on assigned work, communicate with you electronically, and be available to meet as defined on this syllabus.

**COVID-19 RESOURCES:**

Please visit the [UTRGV COVID-19 protocols web page](#) for the most up-to-date COVID-19 campus information and resources. The [COVID-19 Frequently Asked Questions \(FAQs\) web page](#) offers additional guidance to specific questions. To submit a question for the FAQ, please email [WelcomeBack@utrgv.edu](mailto:WelcomeBack@utrgv.edu).

### UTRGV VACCINE PORTAL

UTRGV Students are eligible to receive the COVID-19 Vaccine. Students may access and complete their vaccine profile via the [UTRGV Vaccine Portal](#). For additional information on the COVID-19 Vaccine, please visit the [UTRGV Vaccine web page](#).

### COURSE OBJECTIVES:

Strategic Management as field of study focuses on answering a central question: *why do some firms outperform others?* It deals with the issue of how firms create and sustain a competitive advantage. This course is designed to provide graduate business students with the opportunity to explore major strategic issues affecting the overall competitive advantage in modern corporations. In general, this course focuses on three areas of managerial decision-making: strategy formulation, strategy implementation and strategy evaluation. The central perspective taken in this course essentially emphasizes examining the firm from a Chief Executive Officer (CEO)/general manager standpoint, systematically integrating, analyzing, and interpreting diverse set of information from various business functions (e.g. accounting, marketing, operations, and distribution/logistics). Accordingly, you will be challenged to explore critical business issues from a holistic and enterprise perspective.

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

- (1) critically examine and analyze contemporary strategic issues facing the modern firm,
- (2) evaluate the components of external and internal business environments that contribute to the survival and growth of businesses,
- (3) identify factors that impact effective strategic formulation and implementation, and
- (4) thoroughly understand and explain some of the major global factors that affect the strategic management process in contemporary business institutions.

**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:

<b>MBA Learning Goals</b>	<b>This course contributes to the following MBA learning objectives:</b>	<b>Assessment method</b>
Leadership	<input checked="" type="checkbox"/>	Discussion postings, Individual case report
Communication: Oral & Written	<input checked="" type="checkbox"/>	Case analysis scored by writing rubric, Discussion Postings
Critical Analysis and decision-making	<input checked="" type="checkbox"/>	Discussion Postings, Individual case report, Reflection paper
Global perspectives		Discussion Postings; Exams
Ethics	<input checked="" type="checkbox"/>	Individual case report, Exams, Discussion Postings

### **ONLINE COURSE EVALUATION:**

“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 **December 1-7, 2021** for the fall module 2 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.

### **ACADEMIC 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.

### **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 Blackboards resource page. Your enrollment in this course requires that you use Respondus Lockdown Browser and Respondus Monitor for online assessment proctoring. LockDown Browser is a custom browser that locks down the testing environment within Blackboard and replaces regular browsers such as Chrome, Firefox, and Safari. Respondus Monitor requires you to have a webcam and microphone as it will record you while taking your assessment.

**YOUR ACTIVITIES ARE RECORDED WHILE YOU ARE LOGGED INTO OR TAKING YOUR ASSESSMENT(S). THE RECORDINGS SERVE AS A PROCTOR AND WILL BE REVIEWED AND USED IN AN EFFORT TO MAINTAIN ACADEMIC INTEGRITY.** You can find more detailed information on [Lockdown Browser and Monitor](#) at [UTRGV.edu/online](http://UTRGV.edu/online).

### **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:

Brownsville Campus <ul style="list-style-type: none"> <li>• Location: Rustenberg Hall Room 108</li> <li>• Phone: 956-882-6792</li> </ul>	Edinburg Campus <ul style="list-style-type: none"> <li>• Location: Education Building Room 2.202</li> <li>• Phone: 956-665-5327</li> </ul>
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Hours of Operation:

- Monday - Thursday, 7:30 a.m. - 7:00 p.m.
- Friday, 8:00 a.m. - 6:00 p.m.

### **Grading Policy:**

Description	Weights	Points	Course learning objective(s) measured:
Exams (Four @ 30 points each)	60%	120 points	1, 2, 3
Individual Case Analysis	10%	20 points	1, 2, 4, 5
Discussion Postings (4 Postings @ 10 Points each)	20%	40 points	1, 3, 4, 5
Reflection Paper	10%	20 points	1, 2, 4, 5
<b>Total Points Possible</b>	<b>100%</b>	<b>200 points</b>	

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 cover about three chapters and consists of multiple choice questions drawn from the topics covered in the lecture. Make-up exams are allowed only if you can reasonably prove (via formal documentation) that you couldn't take the exam due to unforeseen circumstances during the normal scheduled time and hence.

**INDIVIDUAL CASE ANALYSIS:** This assignment is designed to help you enhance your communication, analytical and critical thinking and problem-solving skills. You will be required to prepare an individual case analysis report as part of course requirements. This case analysis covers issues of strategic formulation, implementation and evaluation. **It will be due November 26<sup>th</sup>, 11:59pm.** You will be required to prepare a report using a detailed guideline provided by the instructor. This guideline will be available in blackboard. The case analysis report represents 10 percent of the overall course grade. Both assignments should be submitted using SafeAssign in Blackboard Learn.

**WEEKLY DISCUSSION POSTINGS:** There are **FOUR** discussion questions during the semester accounting for 20% of the overall course grade (40 points). Each post will be graded out of 10 points. 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.** The instructor evaluates your discussion posting using the rubric below. You may consider this rubric in preparing your postings.

WEEKLY DISCUSSION GRADING RUBRIC				
	Poor D-F (<70%)	Acceptable C (70-79%)	Good B (80-89%)	Excellent A (90-100%)
<b>Relevance</b>	The discussion posting is not at all relevant to the assigned topic	The discussion posting is somewhat relevant to the assigned topic	The discussion posting is relevant to the assigned topic	The discussion posting is not only relevant to the assigned topic but also updates the topic using recent examples
<b>Originality/ Insightfulness</b>	The discussion posting has little or no original and insightful content	The discussion posting has some original and insightful content	The discussion posting has original and insightful content	The discussion posting has very original and insightful content
<b>Quality of Communication</b>	The discussion posting has extensive typographic & grammar mistakes; the writing is unprofessional	The discussion posting has significant typographic & grammar mistakes	The discussion posting has occasional typographic & grammar mistakes	The discussion posting has no typographic & grammar mistakes



**REFLECTION PAPER:** The purpose of this assignment is to critically reflect on the major issues facing contemporary businesses. You will read two articles the instructor selected and respond to the questions accompanying these articles. You will prepare a reflection paper that includes your critical opinion on the concepts and ideas you read in the article. The reflection paper is due on **Friday, November 12<sup>th</sup> 11:59pm**.

## **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.

<i>The name of your...</i>	<i>...should follow the format:</i>	<i>Example:</i>
Individual Case Analysis	LastNameFirstInitial_case.doc	SmithJ_case.doc

### **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.

### **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](mailto: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](mailto: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.

**STUDENT SERVICES:** Students who demonstrate financial need have a variety of options when it comes to paying for college costs, such as scholarships, grants, loans and work-study. Students should visit the Student Services Center (U Central) for additional information. U Central is located in BMAIN 1.100 (Brownsville) or ESSBL 1.145 (Edinburg) or can be reached by email ([ucentral@utrgv.edu](mailto:ucentral@utrgv.edu)) or telephone: (956) 882-4026. In addition to financial aid, U Central can assist students with registration and admissions. 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)

**Calendar of Activities-Some important dates for Fall Module 2 include:**

October 20	First day of classes.
October 20	Last day to add a class or register for Fall 2021 Module 2 classes.
November 30	Last day to drop a class or withdraw.
December 8	Final Exams (Term Ends)
December 10	Grades Due at 3 p.m.

### MGMT 6390 Tentative Course Schedule\*-Fall Module 2 2021

<b>Week 1</b>	Chapter 1: Strategic Management: Creating Competitive Advantages  Chapter 11: Strategic Leadership	<b>Read Chapters 1 &amp; 11</b>  <b>Discussion Posting 1 Due October 27<sup>th</sup> 11:59pm</b>
<b>Week 2</b>	Chapter 2: Analyzing the External Environment  Chapter 3: Assessing the Internal Environment	<b>Read Chapters 2, 3</b>  <b>Discussion Posting 2 Due November 3<sup>rd</sup> 11:59pm</b>  <b>Take Exam 1 by Friday, November 5<sup>th</sup>, 11:59pm (Covers Chapters 1, 2 &amp; 11)</b>
<b>Week 3</b>	Chapter 5: Business-Level Strategy	<b>Read Chapter 5</b>  <b>Discussion Posting 3 Due November 10<sup>th</sup> 11:59pm</b>  <b>Reflection Paper Due Friday, November 12<sup>th</sup> 11:59pm</b>
<b>Week 4</b>	Chapter 6: Corporate-Level Strategy	<b>Read Chapter 6</b>  <b>Take Exam 2 by Friday, November 19<sup>th</sup>, 11:59pm (Covers Chapters 3 &amp; 5)</b>
<b>Week 5</b>	Chapter 7: International Strategy	<b>Read Chapter 7</b>  <b>Discussion Posting 4 Due November 24<sup>th</sup> 11:59pm</b>  <b>Individual Case Analysis (Strategic Analysis) Due November 26<sup>th</sup></b>
<b>Week 6</b>	Chapter 9: Strategic Control & Corporate Governance  Chapter 12: Managing Innovation and Fostering Corporate Entrepreneurship	<b>Read Chapters 9, 12</b>  <b>Take Exam 3 by Friday, December 3<sup>rd</sup>, 11:59pm (Chapters 6 &amp; 7)</b>
<b>Week 7</b>	<b>Take Final Exam (Chapters 9 &amp; 12) on Wednesday, December 8<sup>th</sup> by 11:59pm</b>	

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