UTRGV logo

MGMT 6390 01V: Strategic Management

**Fall 2021 Module II**

*Subject to any new Texas legislative mandate changes.*

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

# Instructor Information:

Instructor Name: Wanrong Hou  
Phone: (956) 665-3387  
E-Mail: wanrong.hou@utrgv.edu  
Office location: EVCOBE 213B  
Office hours: Monday 10:00 AM-12:00 PM or by appointment

# Course Description, Prerequisites & MODE OF LEARNING

This is an online course. We will use Blackboard as the main platform of our class. This course is designed for graduate students in business major. Multiple ways of learning are applied to ensure the learning process and course objectives. We will use case analysis, simulation and lecture slides to learn the tools and skills using by top executives to make critical strategic decisions. You will be expected to apply the knowledge you learned from other sub-disciplines of business (accounting, marketing, finance, and human resource) to finish your tasks in this course, such as strategic analysis, thinking, and communication.

**BlackBoard Learn:**

Most of the course materials and the due dates will be posted on Blackboard. For you to finish the learning and assignments on time, you need to check the blackboard and your UTRGV email at least twice per week. *Since you need to submit some assignments to Blackboard except simulation, please check your submission and make sure that your files are attached, and your submission is readable. If for any reason your submission is not completed, your files are not attached, or your attachment is not readable, you must contact the instructor immediately by email by the due date. Otherwise, your grade of the missing assignment will be zero.*

If you need assistance with course technology on Blackboard at any time, please contact the [Center for Online Learning and Teaching Technology](http://www.utrgv.edu/online/) (COLTT).

Please note that Thanksgiving Holiday does not count for us. The Accelerated MBA program does not take those holidays. All assignments and activities scheduled during those holidays do not delay. So, please plan accordingly and finish the coursework by the due dates.

COVID-19 RESOURCES**:**

Please visit the [UTRGV COVID-19 protocols web page](https://www.utrgv.edu/commitment/info/protocols/index.htm) for the most up-to-date COVID-19 campus information and resources. The [COVID-19 Frequently Asked Questions (FAQs) web page](https://www.utrgv.edu/commitment/faq/covid19/index.htm) 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](https://apps.powerapps.com/play/6f63d352-fd99-4000-8107-c78a2b2eb84c). For additional information on the COVID-19 Vaccine, please visit the [UTRGV Vaccine web page.](https://www.utrgv.edu/commitment/vaccine/index.htm)

**COURSE OBJECTIVES**

1. To develop the decision-making capability by learning and acquiring concepts in strategic management including strategic analysis, strategy formulation and implementation.

2. To build the perspective of top management, conducting the holistic analysis of the organization with integration of its industrial background and the interests of stakeholders.

3. To improve the ability to participate in dialog, to generate and defend conclusions, to critical thinking.

4. To improve the capability in problem-solving and teamwork.

|  |  |  |
| --- | --- | --- |
| **MBA Learning Goals** | **This course contributes to the following MBA learning objectives:** | **Assessment method** |
| **Leadership** | 🗹 | Case analysis, simulation |
| **Communication: Oral & Written** | 🗹 | Case analysis scored by writing rubric, assignments |
| **Critical Analysis and decision-making** | 🗹 | Case analysis scored with a rubric; Exams, simulation |
| **Global perspectives** |  | Case analysis; Exams |
| **Ethics** | 🗹 | Case analysis scored with a rubric; Weekly chapter assignments; Exams |

**RECOMMENDED COURSE MATERIALS:**

**Text:** Essentials of Strategic Management, J. David Hunger & Thomas L. Wheelen, 5th Edition, ISBN-10: 0136006698 • ISBN-13: 9780136006695

**Simulation:** A key aspect of this course involves a simulation in which you compete against your classmates to test your skill in managing an auto company. You will receive an email from interpretive.com about **Stratsim Simulation**. By following their instructions, you can log in and make a purchase online ($ 50). *Each student must purchase this simulation. You will be dropped from this class if you have not purchased the simulation by* ***October 27th 11:59 PM, 2021.***

This simulation requires intensive teamwork, either online or physical face-to-face meeting with your teammates. Your contribution to the teamwork will be evaluated by your teammates. Therefore, please consider dropping this class if your schedule does not allow you to participate in the teamwork.

**GRADING AND ASSIGNMENTS:**

The course grade is determined as follows:

Weekly Chapter Assignment………………………..10%

Weekly Chapter Quizzes……………………………5%

Weekly Discussion Questions………………………5%

Case Analysis……………………………………….10%

Midterm Exam………………………………………10%

Final Exam………………………………………….10%

Simulation “case quiz”……………………………...10%

Simulation Performance\*…………………………..35%

Simulation Peer Evaluation………………………....5%

**\*** The grade of this part may be adjusted by peer evaluation.

**Grading Schemes:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Grade | A | B | C | D | F |
| Minimum Percent | 90 | 80 | 70 | 60 | <60 |

Late work is not accepted. However, emergency or medical issues may get you excused for delivering the late work. Therefore, it’s the student’s responsibility to contact the instructor for the emergency or medical issues. The instructor would make the decision basing on the evidence that students provide.

**1. Weekly Chapter Assignment (10%)**

There will be chapter assignment posted on Blackboard. Basically, the assignments are questions from each chapter. The grading of this part will base on the correctness and substantiality of your answer.

**2. Weekly Chapter Quizzes (5%)**

Quizzes will be posted on Blackboard. There will be no makeup quizzes.

**3. Weekly Discussion Questions (5%)**

There is one discussion question each week from the chapters following the syllabus, posted on Blackboard.

**4. Case analysis (10%)**

You will be required to submit one written case analysis with the length of maximum six pages (single-spaced). **It’s due on November 17th, 11:59 PM, 2021**. Please submit your work in a word file to Blackboard by the due date.

**5. Midterm Exam (10%) and Final Exam (10%)**

A take-home midterm exam and final exam will be given through the semester. The due dates are on the page 7 of this syllabus. Please submit your answers in a WORD file to BlackBoard, by the due date. Printed copy is not accepted.

**6. Simulation “case quiz” (10%)**

There is a simulation quiz on the website of the simulation ([www.interpretive.com](http://www.interpretive.com)). You need to log in by using your user ID and password. You can take the simulation student manual as the reference for the quiz. The quiz is due on **November 3rd, 11:59 PM, 2021**.

**7. Simulation Performance (35% of final grade)**

In order to facilitate “learning by doing” this course incorporates a complex management simulation. You will assume a role as a member of a management team for a large auto manufacturing company and compete against four other companies (your classmates) in a computer-based simulation. Although all simulations simplify the real world, this simulation is very realistic. No matter how well you do on the simulation, it will help you develop a much better appreciation for the demands of running a business as you attempt to implement a strategy. **The simulation is time consuming and will require teamwork and rigorous analysis.** If you take the simulation seriously, you will learn a great deal and hopefully enjoy the experience as well. The simulation will allow you to experiment with strategic concepts, as well as basic business skills that you have acquired in other classes (e.g., finance, marketing, operations).

Because the simulation is time consuming, please allocate a significant amount of time to your group work. In order to offer advice and fully independent decision-making, I would provide all kinds of advice and suggestions before the beginning of the simulation. Once the simulation starts, I only answer technical questions.

The grade distribution for the performance part of the simulation grade will be 100, 95, 90, 85, and 80. Instructions for how to register for the simulation will be provided in the email that sent by interpretive.com. The firm with the highest **percentage change in firm market value** (market value at round 8 minus market value at round 0, then divided by market value at round 0) will get the highest grade (100), the team with the second best performance will get 95, etc. You will only compete against four other teams IN YOUR INDUSTRY (there are five firms in each industry). **Alternatively**, your grade on this part will be 100 or 95 if the change in firm market value is higher than +150% or +100%.

The simulation is an important platform for you to learn to work with others. **There are no alternatives for the simulation work. If one member is “fired” by other teammates, he/she will automatically fail this course.** Due to the fact that decision-making is an integrated process in the simulation, the team members are not allowed to change groups once the teams are set. You will be given opportunities to choose your teammates to work together in a team. However, in order to balance the team assignments based on the number of students, the instructor may not be able to meet all students’ preferences. Therefore, students need to follow instructor’s assignment.

If one member wants to complain other members or talk about the conflicts in the teamwork with the instructor, the member must send email to the instructor and cc to all other members at the same time, for the purpose of fairness and transparency. The instructor does not talk about the complaining with any individual team member.

**8. Simulation Peer Evaluation (5%)**

When the simulation is all done, you will need to evaluate other members’ contribution to the team simulation across this whole semester. You are required to give percentage of contribution to each team member, including yourself. You may also give specific comments to the members. YOU FINISH THIS WORK ON BLACKBOARD, NOT ON SIMULATION WEBSITE!

**Simulation Team Assignments**

|  |  |
| --- | --- |
| **Teams** | **Last Names of Members** |
| 1A |  |
| 1B |  |
| 1C |  |
| 1D |  |
| 1E |  |
|  |  |

**Simulation Rules:**

1. No team may borrow more than $3 billion in any given round.
2. Marketing expenditure cap of $200 million per car per round. Look on the pro forma tab and make sure your overall marketing line item spending is below $200 million per car cap. That means if you produce three vehicles, you can only spend $600 million on marketing each round; if you produce nine cars, you can spend $1800 million on marketing each round. If you spend more than that in one week, you will have to spend less the next week. For example, if you produce three cars, but accidentally spend $630 million in marketing one round, you will have to spend $570 million in marketing the following week.

Simulation Due Dates (**simulation due at 11:59 PM** on the date listed):

|  |  |
| --- | --- |
| **Date** | **Round** |
| November 3 | Round 1 |
| November 7 | Round 2 |
| November 10 | Round 3 |
| November 14 | Round 4 |
| November 17 | Round 5 |
| November 21 | Round 6 |
| November 24 | Round 7 |
| November 28 | Round 8 |

**Tentative Course Learning Schedule**

October 20 – October 26:

* Course introduction
* Chapter 1 - Basic concepts of strategic management

October 27 – November 2:

* Chapter 2 - Corporate governance and social responsibility
* Chapter 3 - Environmental scanning and industry analysis

November 3 – November 9:

* Chapter 4 – Internal scanning: Organizational analysis
* Chapter 5 - Situation analysis and business strategy

November 10 – November 16:

* Chapter 6 - Strategy formulation: Corporate strategy
* Chapter 7 - Strategy formulation: Functional strategy and strategic choice

November 17– November 23:

* Chapter 8: Strategy implementation: Organizing for action
* Chapter 9: Strategy implementation: Staffing and leading

November 24– November 30:

* Chapter 10: Evaluation and control
* Chapter 11: Suggestions for case analysis

December 1 – December 8:

* Final exam is posted on Blackboard onDecember 1st 11:59 PM and due on December 8th 11:59 PM

**Coursework due dates**: For you to be aware of the due dates of the assignments, tests, and quizzes, I listed the due dates of them:

|  |  |
| --- | --- |
| **Coursework** | **Available time period** |
| Weekly chapter assignments | Wednesday – Wednesday 11:59 PM, weekly |
| Weekly chapter quizzes | Wednesday – Wednesday 11:59 PM, weekly |
| Case analysis | October 20 – November 17, 11:59 PM |
| Simulation “case quiz” | Purchase day – November 3, 11:59 PM |
| Midterm exam | November 10 – November 17, 11:59 PM |
| Simulation peer evaluation | December 1 – December 8, 11:59 PM |
| Final exam | December 1 – December 8, 11:59 PM |

Besides, please check the due dates for each round of simulation and make decisions accordingly. The due dates are listed on page 6 of this syllabus. The due dates are also available on [www.interpretive.com](http://www.interpretive.com) after you logged in.

**Presentation Rubric**

|  |  |  |  |
| --- | --- | --- | --- |
| |  |  |  | | --- | --- | --- | |  | **Criteria** | **Points** | |
| |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  | 1 | 2 | 3 | 4 |  | | **Organization** | Audience cannot understand presentation because there is no sequence of information. | Audience has difficulty following presentation because student jumps around. | Student presents information in logical sequence which audience can follow. | Student presents information in logical, interesting sequence which audience can follow. | \_\_\_\_ | | **Content Knowledge** | Student does not have grasp of information; student cannot answer questions about subject. | Student is uncomfortable with information and is able to answer only rudimentary questions. | Student is at ease with content, but fails to elaborate. | Student demonstrates full knowledge (more than required)with explanations and elaboration. | \_\_\_\_ | | **Visuals** | Student used no visuals. | Student occasional used visuals that rarely support text and presentation. | Visuals related to text and presentation. | Student used visuals to reinforce screen text and presentation. | \_\_\_\_ | | **Mechanics** | Student's presentation had four or more spelling errors and/or grammatical errors. | Presentation had three misspellings and/or grammatical errors. | Presentation has no more than two misspellings and/or grammatical errors. | Presentation has no misspellings or grammatical errors. | \_\_\_\_ | | **Delivery** | Student mumbles, incorrectly pronounces terms, and speaks too quietly for students in the back of class to hear. | Student incorrectly pronounces terms. Audience members have difficulty hearing presentation. | Student's voice is clear. Student pronounces most words correctly. | Student used a clear voice and correct, precise pronunciation of terms. | \_\_\_\_ | |  |  |  |  | **Total---->** | \_\_\_\_ | |

**Writing Rubric**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **TRAIT** | **0-1** | **2-3** | **4-5** | **6-7** | **Score** |
| **Logic &** | Does not develop ideas | Develops and organizes | Develops unified and | Develops ideas cogently, |  |
| **Organization** | cogently, uneven and ineffective overall organization, unclear introduction or conclusion | ideas in paragraphs that are not necessarily connected. Some overall organization, but some ideas seem illogical and/or unrelated, unfocused introduction or conclusions | coherent ideas within paragraphs with generally adequate transitions; clear overall organization relating most ideas together, good introduction and conclusion; cites evidence in support. | organizes them logically with paragraphs and connects them with effective transitions. Clear and specific introduction and conclusion; cites multiple evidences in support. |  |
| **Language** | Employs words that are unclear, sentence structures inadequate for clarity, errors are seriously distracting | Word forms and sentence structures are adequate to convey basic meaning. Errors cause noticeable distraction | Word forms are correct, sentence structure is effective. Presence of a few errors is not distracting. | Employs words with fluency, develops concise standard English sentences, balances a variety of sentence structures effectively. |  |
| **Spelling and** | Writing contains | Frequent errors in | While there may be minor | The writing is essential error- |  |
| **Grammar** | numerous errors in spelling and grammar which interfere with comprehension | spelling and grammar distract the reader | errors, the writing follows normal conventions of spelling and grammar throughout and has been carefully proofread | free in terms of spelling and grammar |  |
| **Development** | Most ideas | Presents ideas in general | Supports most ideas with | Explores ideas vigorously, |  |
| **of Ideas** | unsupported, confusion between personal and external evidence, reasoning flawed | terms, support for ideas is inconsistent, some distinctions need clarification, reasoning unclear | effective examples, references, and details, makes key distinctions | supports points fully using a balance of subjective and objective evidence, reasons effectively making useful distinctions |  |
| **Purpose** | The purpose and focus of the writing are not clear to the reader | The writer’s decisions about focus, organization, style, and content sometimes interfere with the purpose of the writing. | The writer has made good decisions about focus, organization, style, and content so as to achieve the purpose of the writing. | The writer’s decision about focus, organization, style, and content fully elucidate the purpose and keep the purpose at the center of the piece |  |

# Blackboard Support

# *If you need assistance with course technology at any time, please contact the* [*Center for Online Learning and Teaching Technology*](https://www.utrgv.edu/online/) *(COLTT).*

| **Campus:** | **Brownsville** | **Edinburg** |
| --- | --- | --- |
| **Location:** | Casa Bella (BCASA) 613 | Education Complex (EEDUC) 2.202 |
| **Phone:** | 956-882-6792 | 956-665-5327 |

## Toll Free: 1-866-654-4555

Office Hours: Monday - Friday, 7:30 a.m. - 6:00 p.m.  
Support Tickets Submit a Support Case via our [Ask COLTT Portal](https://utrgv.edu/coltthelp)

## 24/7 Blackboard Support

*Need Blackboard assistance after hours? You can call our main office numbers, 956-882-6792 or 956-665-5327, to speak with a support representative.*

ACADEMIC INTEGRITY:

Members of the UTRGV community uphold the [Vaquero Honor Code](https://nam01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.utrgv.edu%2Fstudentlife%2Fabout%2Fvaquero-honor-code%2Findex.htm&data=02%7C01%7Cdavid.granado%40utrgv.edu%7C2b62b139d6dd4e81de4208d83567012f%7C990436a687df491c91249afa91f88827%7C0%7C0%7C637318063815870808&sdata=u3JK2q8UqFwgzYkzXZWeIRM%2FuNsVreezdMT5ZQr8tdE%3D&reserved=0)’s  shared values of honesty, integrity and mutual respect in our interactions and relationships. In this regard, academic integrity is fundamental in our actions, as any act of dishonesty conflicts as much with academic achievement as with the values of honesty and integrity.  Violations of academic integrity include, but are not limited to: cheating, plagiarism (including self-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 (Board of Regents Rules and Regulations, STU 02-100, and UTRGV Academic Integrity Guidelines).  **All violations of Academic Integrity will be reported to Student Rights and Responsibilities through** [**Vaqueros Report It**](https://nam01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.utrgv.edu%2Fen-us%2Fstudent-experience%2Freport-it%2F&data=02%7C01%7Cdavid.granado%40utrgv.edu%7C2b62b139d6dd4e81de4208d83567012f%7C990436a687df491c91249afa91f88827%7C0%7C0%7C637318063815880802&sdata=AxekhYtwdB%2Baey6EThon1hqp19tXWY7HmAdrWDFIELA%3D&reserved=0)**.**

**UTRGV POLICY STATEMENTS**

STUDENTS WITH DISABILITIES:

Students with a documented disability (physical, psychological, learning, or other disability which affects academic performance) who would like to receive reasonable academic accommodations should contact **Student Accessibility Services (SAS)** for additional information.  In order for accommodation requests to be considered for approval, the student must apply using the [*mySAS* portal](https://www.utrgv.edu/mySAS). and is responsible for providing sufficient documentation of the disability to SAS. Students are required to participate in an interactive discussion, or an intake appointment, with SAS staff. Accommodations may be requested at any time but are not retroactive, meaning they are valid once approved by SAS. Please contact SAS early in the semester/module for guidance. Students who experience a broken bone, severe injury, or undergo surgery may also be eligible for temporary accommodations.

### Pregnancy, Pregnancy-related, and Parenting Accommodations

Title IX of the Education Amendments of 1972 prohibits sex discrimination, which includes discrimination based on pregnancy, marital status, or parental status. Students seeking accommodations related to pregnancy, pregnancy-related condition, or parenting (reasonably immediate postpartum period) should submit the request using the form found at <https://www.utrgv.edu/pregnancyandparenting> for review by **Student Accessibility Services.**

### Student Accessibility Services:

**Brownsville Campus**: Student Accessibility Services is located in 1.107 in the Music and Learning Center building (BMSLC) and can be contacted by phone at (956) 882-7374 or via email at [ability@utrgv.edu](mailto:ability@utrgv.edu).

**Edinburg Campus:** Student Accessibility Services is located in 108 University Center (EUCTR) and can be contacted by phone at (956) 665-7005 or via email at [ability@utrgv.edu](mailto:ability@utrgv.edu).

MANDATORY COURSE EVALUATION PERIOD**:**

Students are encouraged 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. Students who complete their evaluations will have priority access to their grades. Online evaluations will be available on or about:

Fall Module 1 (7 weeks) October 6-12, 2021

Fall Regular Term 2021 November 12- December 1, 2021

Fall Module 2 (7 weeks) December 1-7, 2021

SEXUAL MISCONDUCT and MANDATORY REPORTING:

In accordance with UT System regulations, your instructor is a “Responsible Employee” for reporting purposes under Title IX regulations and so must report to the Office of Institutional Equity & Diversity (OIED@utrgv.edu) any instance, occurring during a student’s time in college, of sexual misconduct, which includes sexual assault, stalking, dating violence, domestic violence, and 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](https://nam01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.utrgv.edu%2Fequity&data=02%7C01%7Cdavid.granado%40utrgv.edu%7C3d4a82332e444b8e606d08d834d42073%7C990436a687df491c91249afa91f88827%7C0%7C0%7C637317432985425767&sdata=jCnOqfBL3vxfYuvYF3qtjVy4tmK9o9m%2FBghvXKfL%2FN4%3D&reserved=0), 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 that is free from sexual misconduct, discrimination, and all forms of violence. If students, faculty, or staff would like confidential assistance, or have questions, they can contact OVAVP (Office for Victim Advocacy & Violence Prevention) at (956) 665-8287, (956) 882-8282, or [OVAVP@utrgv.edu](mailto:OVAVP@utrgv.edu).

COURSE DROPS:

According to UTRGV policy, students may drop any class without penalty earning a grade of DR (drop) until the official drop date. Following that date, students must be assigned a letter grade and can no longer drop the class. Students considering dropping the class should be aware of the “3-peat rule” and the “6-drop” rule so they can recognize how dropped classes may affect their academic success. The 6-drop rule refers to Texas law that dictates that undergraduate students may not drop more than six courses during their undergraduate career. Courses dropped at other Texas public higher education institutions will count toward the six-course drop limit. The 3-peat rule refers to additional fees charged to students who take the same class for the third time.

**DEAN OF STUDENTS RESOURCES:**

The Dean of Students office assists students when they experience a challenge with an administrative process, unexpected situation such as an illness, accident, or family situation, and aids in resolving complaints. Additionally, the office facilitates student academic related requests for religious accommodations, support students formerly in foster care, helps to advocate on behalf of students and inform them about their rights and responsibilities, and serves as a resource and support for faculty and campus departments.

[Vaqueros Report It](https://nam01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.utrgv.edu%2Fen-us%2Fstudent-experience%2Freport-it%2F&data=02%7C01%7Cdavid.granado%40utrgv.edu%7C2b62b139d6dd4e81de4208d83567012f%7C990436a687df491c91249afa91f88827%7C0%7C0%7C637318063815880802&sdata=AxekhYtwdB%2Baey6EThon1hqp19tXWY7HmAdrWDFIELA%3D&reserved=0) allows students, staff and faculty a way to report concern about the well-being of a student, seek assistance in resolving a complaint, or report allegations of behaviors contrary to community standards or campus policies.

The Dean of Students can be reached by emailing [dos@utrgv.edu](mailto:dos@utrgv.edu), by logging into [Virtual Office hours](https://www.utrgv.edu/studentlife/about/virtual-office-hours/index.htm) in which a representative is available Monday-Friday 9:00-11:00 a.m. and 1:00-4:00 p.m, or by visiting one of the following office locations: Cavalry (BCAVL) 204 or University Center (EUCTR 323). Phone: 956-665-2260.