

*The University of Texas at Dallas*  
**Course Syllabus**  
**Summer 2009**

### **Course Information**

*Course Number/Section:* BA4305-OU1  
*Course Title:* Strategic Management  
*Meeting times:* Tuesdays and Thursdays: 12:30-2:45  
*Location:* SOM 2.717

### **Instructor Contact Information**

*Instructor:* Maria Hasenhuttl, PhD  
*Office Phone:* 972-883- (only during office hours)  
*Email:* maria.hasenhuttl@utdallas.edu  
*Office Location:* SOM 2.712  
*Office Hours:* Wednesdays 4:30-5:30  
 Thursdays 11:00-12:00  
*Other Information:* The quickest way to reach me is via email through WebCT.

### **Course Pre-requisites, Co-requisites, and/or Other Restrictions**

Co-requisite: BA 4371, Prerequisites: BA 3341, BA 3351, BA 3352, BA 3361 and BA 3365.

### **Course Description**

The Strategic Management course is a capstone course aiming to integrate what you have learned in other classes, including finance, accounting, operations, MIS, marketing, and organizational behavior and use this knowledge to study the strategic management of the firm as well as the responsibilities of a general manager.

The approach of the class is practical and problem oriented. The major part of the course will involve applying concepts and analytic frameworks to the strategic issues that real-world companies face. These issues are presented in case studies and in the form of a simulation exercise. For the class to work well - and for you to benefit from it - attendance and preparation for each class meeting is essential. Failure to fully prepare for class is also a detriment to your fellow students. **This is an extremely intense course, which requires a substantial time commitment.**

### **Learning Objectives/Outcomes**

Students will be able to

1. complete an external analysis of a firm.
2. complete an internal analysis of a firm.
3. identify the strategic problems of a firm and develop ethical solutions to those problems.
4. Students will be able to integrate skills acquired in finance, accounting, marketing, production, and MIS courses to create a successful firm strategy.

## Required Textbook and Materials

1. G.G. Dess, G.T. Lumpkin, and A.B. Eisner. Strategic Management Theory. Text and cases. 2008. 4<sup>th</sup> Edition, McGraw-Hill Irwin.
2. Management Simulations (Smith, D.C.). CAPSTONE and Comp-XM.(Team Member Guide is distributed in class). You are required to register at <http://www.capsim.com> for the simulation. The SIM ID for this class is: C31201\_000. With questions regarding the simulation exercise please call the following toll free number during working hours: 877-477-8787.
3. Use the website [http://www.umuc.edu/prog/ugp/ewp\\_writingcenter/modules/plagiarism/start.html](http://www.umuc.edu/prog/ugp/ewp_writingcenter/modules/plagiarism/start.html) to complete your plagiarism tutorial and quiz, due with your first individual case paper (Whole Foods).
4. Refer to the APA style guide at <http://www.wisc.edu/writing/Handbook/DocAPA.html> to write your individual case papers.
5. A stapler is required for this course. For your protection, papers submitted for a grade must be stapled. **Keep a copy** of every paper and assignment you submit for a grade. If something happens to it, **YOU** will be responsible for replacing it.
6. You will be assigned a SORTING NUMBER corresponding to the position of your name in the gradebook. **Please write your Sorting Number, by hand, very clearly in the top right corner of the first page for every assignment you submit for a grade.** Assignments submitted without your name and Sorting Number written on the first page may not be graded.
7. We will be using WebCT throughout the semester. Use your UTDallas NetID to log in to Galaxy and WebCT. WebCT allows you to receive information from instructors and monitor your grades. Be sure that your grades have been recorded correctly. Report any discrepancies within **THREE WEEKS** of the day the grade was posted.

## Recommended Readings

Business Week  
Wall Street Journal

## Course Schedule

The following course schedule provides a detailed checklist of topics and assignments by week. This course outline provides a general plan for the course. The instructor reserves the right to make periodic changes to content, requirements, and schedule.

**IMPORTANT:** I want to help you do well in this class! To get the most benefit from your time in this class, read the material to be discussed *before* we discuss it in class. You will find classes to be much more interesting and involving if you *come prepared* to discuss each day's topic.

Notice that there may be times when you have more than one assignment due on a particular day. You will need to plan ahead so that you do not fall behind.

**Readings and Assignments are to be completed before class.**

Date	Topic	Reading/Case Discussion	Assignments Due
5/26	Course Requirements Introduction to Capstone Simulation		<ul style="list-style-type: none"> <li>Form groups for the simulation (3 members)</li> </ul>
5/28	Library presentation Introduction to Strategic Management	Chapter 1	
6/2 6/4	Quiz External Environment of the firm	Chapter 2	<ul style="list-style-type: none"> <li>Registered for simulation</li> <li>Read student guide</li> <li>Viewed introductory lesson and completed the quiz</li> <li>Printed Capstone Courier</li> <li>Rehearsal simulation completed</li> <li>Situation Analysis completed on-line (info in chapter 8 of student guide)</li> </ul>
6/9 6/11	Internal Environment of the firm	Chapter 3 Chapter 13: Appendix Case 28: Caribou	<ul style="list-style-type: none"> <li><b>Simulation 1 Paper</b> (Cost-leadership)</li> <li>Bring Caribou and Starbucks Financials PLUS calculator</li> </ul>
6/16 6/18	Intellectual Assets Business-Level Strategy	Chapter 4 Chapter 5 Case 18: Southwest Airlines	<ul style="list-style-type: none"> <li><b>Case Paper 1</b> (Whole Foods)</li> <li>Printout of completed plagiarism tutorial quiz</li> <li>P: Southwest Airlines</li> </ul>
6/23	<b>Exam 1</b>	Chapters 1 through 5	<ul style="list-style-type: none"> <li><b>Simulation 2 Paper</b> (Differentiation)</li> <li>P: Johnson &amp; Johnson</li> </ul>
6/25	Corporate Level Strategy	Chapter 6 Case 19: Johnson & Johnson	
6/30 7/2	International Strategy  Case Analysis	Chapter 7 Case 21: Heineken Chapter 13	<ul style="list-style-type: none"> <li><b>Case Paper 2</b> (GM/Ford)</li> <li>P: Heineken</li> </ul>
7/7 7/9	Strategic Control and Corporate Governance	Chapter 9 Case 10: Enron (1)	<ul style="list-style-type: none"> <li>P: Enron (1)</li> </ul>
7/14 7/16	Organizational Design  Strategic Leadership	Chapter 10 Case 24: Proctor & Gamble  Chapter 11 Case 10: Enron (2)	<ul style="list-style-type: none"> <li><b>Simulation 3 Paper</b> (Focus)</li> <li>P: Proctor &amp; Gamble, or</li> <li>P: Enron (2)</li> </ul>
7/21 7/23	Innovation and Corporate Entrepreneurship	Chapters 8 and 12 Case 26: Samsung Electronics	<ul style="list-style-type: none"> <li><b>Case Paper 3</b> (Kmart Sears)</li> <li>P: Samsung</li> <li>Start Comp-XM</li> </ul>
7/28	Course Re-cap Simulation Debrief		
7/30	<b>Exam 2</b>	Chapters 6 through 12	
8/6			<ul style="list-style-type: none"> <li><b>Comp-XM completed (9AM)</b></li> </ul>

NOTE: It is YOUR RESPONSIBILITY to acquire missed lecture notes, assignments, handouts, and announcements **from a classmate—NOT from me**. You are responsible for **all** information given in class. This includes any changes to the syllabus, content and format of exams, and details given regarding assignments.

Please do not make video and/or audio recordings of class sessions without my explicit permission. Video and/or audio recordings of class sessions made with or without permission may not be distributed in any way. This includes but is not limited to postings on the internet, websites, WebCT, or email.

## Grading Policy

1. 3 Group Simulation Papers	15%
2. Comp-XM	15%
3. 3 Individual Case Papers	24%
4. 2 Exams	26%
5. Participation	10%
6. Attendance	<u>10%</u>
	100%

A+: 97 and up	A: 94-96	A-: 90-93
B+: 87-89	B: 84-86	B-: 80-83
C+: 77-79	C: 74-76	C-: 70-73
D+: 67-69	D: 64-66	D-: 60-63
F: 59 and below		

## Detailed Descriptions of Course Assignments

### Capstone Simulation

1. Simulation Papers
2. Comp-XM

The Capstone simulation will be conducted with students organized into groups of three. You will represent separate firms within an industry. Every firm begins from the same starting point, but will compete based on various decisions you make. We will begin with some practice rounds first against the computer. Then, we will run with specific strategies for 4 rounds each. As the simulation continues, each firm will keep a record of decisions made, and the specific strategic reasons for those decisions. Simulations are fun, but take the competition seriously – there are winners and losers in this game.

You will run 3 separate simulations of 4 rounds each (the minimum), each time using a different strategy. You will be playing against the computer. Notice that after each deadline, the simulation will be reset for the next strategy. You may work at a faster pace & request an earlier reset. If you want to practice more

(STRONGLY RECOMMENDED) I am happy to reset you as often as you like. Just send me an e-mail. When each simulation ends, you will prepare a report (to be approximately 3 double-spaced, typed pages of text PLUS tables) that outlines actions taken throughout the 4 rounds of the simulation. Focus on an overall analysis, NOT a round by round description of your decisions.

The report should include at a minimum:

1. A competitive analysis – what generic strategies did the competing firms follow?
2. A financial analysis of your firm including benchmarking.
3. Evaluation of your firm's successes and failures. What decisions were correct? What would you do differently next time? Explain!
4. The following pages from capsim:
  - First page of the Capstone Courier for the 4<sup>th</sup> round
  - Fourth page of the Capstone Courier (production analysis)
  - Financial Historical Summary (1 page summary of the performance of your firm over the 4 rounds)
  - Select Financial Statistics (1 page summary of the performance of your firm and your competitors)

These 3 sets of simulation rounds will prepare you for the Comp-XM, which will occur during the last weeks of the semester. You will be required to demonstrate business judgment and analytical skills by managing your own company for four simulated years, competing against three computer-managed companies. Comp-XM also includes a series of questions based on the simulation results. You will receive a grade for the Comp-XM.

### 3. Individual Case Papers

You are assigned 3 of the cases from the text. Each paper must be a minimum of 3 pages of text PLUS exhibits. Each case will have its own specific content requirements, in addition to a general case analysis. You must submit a hard copy of each case paper PLUS upload it to the turnitin link in WebCT.

Case paper format & rules:

- You must follow the requirements. This assignment involves the ANALYSIS PROCESS.
- For each paper you will be turning in a hard copy as well as uploading to the turnitin link on WebCT.
- The References page and citation format for these papers will follow the format approved by the American Psychological Association as described in the APA Publication Manual. Use of the website <http://www.wisc.edu/writing/Handbook/DocAPA.html> is **REQUIRED**. I suggest that you acquaint yourself with the information to be found here early in the semester—waiting until you have finished writing your first paper is likely to be too late. You must list references - just using the text book is **NOT** enough. I expect you to go to the library for sources. The Internet may be used but only along with other sources. If your paper has only Internet sources, it is an automatic zero! This includes Wikipedia.
- You will use each textbook case as a starting point, then update with additional information through research.
- Late papers will not be accepted.
- Visit the Writing Lab BEFORE you hand in any papers if you feel you need help – they are extremely helpful.

### Plagiarism Tutorial & Quiz:

Use the website

[http://www.umuc.edu/prog/ugp/ewp\\_writingcenter/modules/plagiarism/start.html](http://www.umuc.edu/prog/ugp/ewp_writingcenter/modules/plagiarism/start.html) to complete your plagiarism tutorial and quiz. Review the tutorial and retake the quiz as many times as is necessary to earn a grade of 100% correct on the quiz. Print your quiz results and submit your print-out with your first individual Case Paper (Whole Foods).

You must complete the tutorial and quiz successfully in order to be allowed to submit your First Case Paper.

#### 1. Case 12: Whole Foods Market

Due 6/16

Complete the following analysis:

- i) General external environment
- ii) Five-Forces analysis of the natural food industry
- iii) Stakeholders

#### 2. Cases 37 & 38: General Motors & Ford

Due 6/30

Complete financial analyses of both firms & determine if one has a competitive advantage over the other. Use 3 Tables as the basis for your calculations (tables will be handed out in class).

#### 3. Case 9: Kmart-Sears

Due 7/14

Identify strategic problems.

Make recommendations.

### 4. Exams

- a. **Two non-cumulative exams** focusing on the assigned readings and lecture material will be given to assess your mastery of the material in each section of the course. Exam format will be multiple-choice, based on materials from the readings, lectures, videos, and class discussions.
- b. Preparing for an exam is an important part of the learning process—it takes *weeks* of preparation, not days or hours. Learning and understanding the material are the best preparation for the exams. Keeping up with the readings pays off. **Plan to spend at least 8-10 hours per week outside of class on the simulation, reading and writing assignments for this course.**
- c. *Policy regarding Make-up exams: You must be present for exams.* If you might miss an exam, notify me IMMEDIATELY via e-mail through WebCT. I must hear from you **before** the scheduled time of the exam. If you wait to talk to me at the next class meeting, you will not be able to make up the exam. Make-up exams will be given only if: (a) you were seriously ill and have verifiable documentation from a physician, or (b) you made arrangements prior to the exam

to attend an urgent family or business affair. It is your responsibility to make sure that the exam is made up **before the next class** session. If you do not show up for your makeup exam at the scheduled time, you will receive 0 points (you get ONE chance to make up the exam). Beware, make-up exams are designed to be more difficult to compensate for having more study time.

## 5. Participation

The success and value of this course depend on class participation. We all have experiences that will enrich the topics and direction of discussion in this course. Plus, you will enjoy it a lot more. This means that you need to be fully acquainted with the readings for a given session. It is my expectation that you will have read the assigned material and cases and **be prepared to participate in class discussions and activities**. Participation will be assessed in two ways:

- a) Each week that a case is assigned for discussion, you have the chance to submit a 1 page case analysis (hard copy) that answers to questions that I will specify in the previous class. These written case analyses are to aid you during the class discussion. No handwritten case analysis will be accepted. You must attend class & participate in discussions for this portion of the grade. You need to submit 5 case analyses (out of 7 possible) to earn 1 point each.
- b) Active participation during discussions and class activities: You can earn 5 points if you show consistent active participation from the beginning. It is not enough to just participate in the latter stages of the semester.

## 6. Attendance

Your attendance grade is based on the percentage of class periods that you attended. There will be a sign-in sheet at each class period. I will distribute it randomly during the class period. If you missed the sign-in sheet because you either came late or left early, you forfeit the attendance grade for that class period.

## Course & Instructor Policies

### *Assignments:*

All assignments are due at the beginning of the class period for which they are assigned. All written work is to be typewritten, double spaced, stapled, and follow expected standards of clarity, organization and grammar. Note: visit the writing lab BEFORE submitting papers if you think you would benefit.

**Late assignments will not be accepted.** If you have a conflict, you need to contact me before the due date and we will find an earlier date for you to turn it in.

### *Class attendance:*

Class attendance is required, and is assessed in a variety of ways (extra credit opportunities, sign-in sheets, etc.). Class attendance and participation are an important indication of your commitment and professionalism, and are critical to your success in this course. If you are absent or late to a class meeting, it will be your responsibility to catch up with all the missed materials including learning of any announcement made while you were absent.

*Classroom citizenship:*

Please come to class on time and stay for the duration of the class session. You should be seated and ready to begin **on time**. Coming in late or leaving early is disruptive and distracting. **Cell phones must be turned OFF and PUT AWAY during class time! Use of cell phones for ANY purpose during class will result in your expulsion from the class for the rest of that day** (and of course, you forfeit that day's attendance). Similarly, **the use of laptops for any purpose other than taking notes for the current class session or conducting research related to the topic of discussion (as instructed) will result in your expulsion from the class.**

*Etc.*

It is your responsibility to **READ THE SYLLABUS thoroughly and to keep track of all the important dates and requirements.**

**Student Conduct & Discipline**

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD printed publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Series 50000, Board of Regents, The University of Texas System*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391) and online at <http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-HOPV.html>

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

**Academic Integrity**

**The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.**

**Scholastic Dishonesty, any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the 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.**

**Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.**

## Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials, including music and software. Copying, displaying, reproducing, or distributing copyrighted works may infringe the copyright owner's rights and such infringement is subject to appropriate disciplinary action as well as criminal penalties provided by federal law. Usage of such material is only appropriate when that usage constitutes "fair use" under the Copyright Act. As a UT Dallas student, you are required to follow the institution's copyright policy (Policy Memorandum 84-I.3-46). For more information about the fair use exemption, see <http://www.utsystem.edu/ogc/intellectualproperty/copypol2.htm>

## Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

## Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

## Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

## Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

## Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:

The University of Texas at Dallas, SU 22

PO Box 830688

Richardson, Texas 75083-0688

(972) 883-2098 (voice or TTY)

[disabilityservice@utdallas.edu](mailto:disabilityservice@utdallas.edu)

If you anticipate issues related to the format or requirements of this course, please meet with the Coordinator of Disability Services. The Coordinator is available to discuss ways to ensure your full participation in the course. If you determine that formal, disability-related accommodations are necessary, it is very important that you be registered with Disability Services to notify them of your eligibility for reasonable accommodations. Disability Services can then plan how best to coordinate your accommodations.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

## Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

## Field Trip Policies

### Off-campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address [http://www.utdallas.edu/BusinessAffairs/Travel\\_Risk\\_Activities.htm](http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm). Additional information is available from the office of the school dean.

No travel and/or risk-related activity is associated with this course.