

# Course Syllabus

## BPS 6311.011 Strategy Implementation

The University of Texas at Dallas

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| [Course Info](#) | [Tech Requirements](#) | [Access & Navigation](#) | [Communications](#) | [Resources](#) |  
[Assessments](#) | [Academic Calendar](#) | [Scholastic Honesty](#) | [Course Evaluation](#) | [UTD Policies](#) |

### Course Information

#### Course

Course Number Section    BPS 6311.011  
Course Title                Strategy Implementation  
Term and Dates            Fall 2012, (08/27 – 12/19)

#### Professor Contact Information

Professor                    Dr. Larry Chasteen  
Office Phone                972-883-5896  
Email Address              [chasteen@utdallas.edu](mailto:chasteen@utdallas.edu)  
Office Location             JSOM 4.231  
Online Office Hours        Tuesday/Thursday 2:00-3:00  
Other Information          Other individual assistance can be scheduled by appointment.  
Please email your Professor within eLearning with questions regarding the class.

#### About the Instructor

Dr. Larry Chasteen obtained his PhD in Strategy and Entrepreneurship from UT Dallas. He got his undergraduate degree from SMU in engineering and his Master's degree in Aeronautical Engineering from Stanford University. Recently having retired from Texas Instruments/Raytheon, Dr. Chasteen holds a rich and vast industry experience. He was the TI program manager for Radar Division and the USAF and International Radar programs. He was also the marketing manager for the Raytheon Missile Division, and was part of the US Navy smart weapons program.

Dr. Chasteen has served in the US Air Force as a B-52 pilot, and has flown in Viet Nam. An IEEE Congressional Fellow, he did NMD studies for Congress. He has taught in Germany on a Fulbright Fellowship, and spent a year at the State Department as a Foster Fellow. Dr. Chasteen teaches Introduction to Management and Strategy to both undergraduate and MBA students at UT Dallas.

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

Prerequisites: BPS 6310 or consent of instructor.

#### Course Description

This course covers the implementation issues of strategic planning. Topics include: planning system design, organizing for planning, situation analysis, and corporate/divisional relationships. Cases and selected readings illustrate the key planning concepts.

BPS 6311 is a follow-on course to BPS 6310 and focuses on how to effectively implement the concepts learned in BPS 6310. The main objective is to use innovation techniques to analyze and solve business problems.

### **Student Learning Objectives/Outcomes**

1. To learn the basics of innovation and disruptive technologies.
2. To learn the similarities and differences of implementation in corporate and new venture organizations.
3. To develop critical thinking and analysis skills to critique business situations from an implementation point of view.
4. To improve skills in oral and written communication

### **Required Textbooks and Materials**

#### **Required Texts**

(C) = Christensen, C, and Raynor, M. *The Innovator's Solution: Creating and Sustaining Growth*. Harvard Business School Press, 2003. ISBN 1-57851-852-0

(D) = Dess, Lumpkin, and Eisner, *Strategic Management. Creating competitive advantages*, 3rd edition. McGraw Hill, 2006. ISBN 978-0-07-312457-6 BUT ONLY NEED Chapter 12: Corporate Entrepreneurship and Chapter 13: New Ventures – can buy online from McGraw Hill – <https://create.mcgraw-hill.com/shop/#/catalog/details/?isbn=9780390121813>

#### **Required Materials**

NONE

### **Suggested Course Materials**

#### **Suggested Readings/Texts**

NONE

#### **Suggested Materials**

NONE

Textbooks and some other bookstore materials can be ordered online through [Off-Campus Books](#) or the [UTD Bookstore](#). They are also available in stock at both bookstores.

### **Course Policies**

#### *Make-up exams*

NONE

#### *Extra Credit*

NONE

#### *Late Work*

Not accepted.

### *Special Assignments*

NONE

### *Class Participation*

Students are required to login regularly to the online class site. The instructor will use the tracking feature in eLearning to monitor student activity. Students are also required to participate in all class activities such as discussion board, chat or conference sessions and group projects.

### *Virtual Classroom Citizenship*

The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

### *Policy on Server Unavailability or Other Technical Difficulties*

The university is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the UTD eLearning Help Desk: <http://www.utdallas.edu/elearninghelp>, 1-866-588-3192. The instructor and the UTD eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

[Top](#)

## **Technical Requirements**

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important [technical requirements and the web browser configuration information](#).

[Top](#)

## **Course Access and Navigation**

This course was developed using a web course tool called eLearning. It is to be delivered entirely online. Students will use their UTD NetID account to login at: <http://elearning.utdallas.edu>. Please see more details on [course access and navigation information](#).

To get started with an eLearning course, please see the [Getting Started: Student eLearning Orientation](#).

UTD provides eLearning technical support 24 hours a day/7 days a week. The services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. Please use this link to access the UTD eLearning Support Center: <http://www.utdallas.edu/elearninghelp>.

[Top](#)

## Communications

This eLearning course has built-in communication tools which will be used for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please see [communication tool information](#).

Interaction with Instructor: The instructor will communicate with students mainly using the Announcements and Discussions tools. Students may send personal concerns or questions to the instructor using the course email tool. The instructor will reply to student emails or Discussion board messages within 3 working days under normal circumstances.

[Top](#)

## Student Resources

The following university resources are available to students:

**UTD Distance Learning:** <http://www.utdallas.edu/elearning/students/cstudents.htm>

**McDermott Library:** Distance Learners (UTD students who live outside the boundaries of Collin, Dallas, Denton, Rockwall, or Tarrant counties) will need a UTD-ID number to access all of the library's electronic resources (reserves, journal articles, ebooks, interlibrary loan) from off campus. For UTD students living within those counties who are taking online courses, a Comet Card is required to check out materials at the McDermott Library. For more information on library resources go to <http://www.utdallas.edu/library/distlearn/disted.htm>.

[Top](#)

## Student Assessments

### Grading Information

#### *Weights*

<b>Assessment</b>	<b>Weightages</b>
Mid-term Exam	20%
Final Exam	20%
Participation	10%
Case Summaries (including Entrepreneurship Quiz)	20%
Team Project:	30%
Project Presentation - 15%	
Project Paper - 15%	
<i>Total</i>	<i>100%</i>

#### *Grading Scale*

<b>Scaled Score</b>	<b>Letter Equivalent</b>
90 - 100	A
80 - 89	B

70 - 79	C
0 - 69	F

### *Grading Policy*

#### Individual Performance will be assessed on:

- Exams (40% total)
- Participation (10%)
- Case summaries (20%)

#### Group Performance will be assessed on

- Team Projects (30% total)

### *Accessing Grades*

Students can check their grades by clicking “My Grades” under Course Tools after the grade for each assessment task is released.

## **Assessments**

### **1. Exams – 40%**

There will be 2 exams , i.e. Mid-Term Exam (20%) and Final Exam (20%). Exams will cover topics as shown, and will be closed-book exams (1 page of notes OK). Exams will consist of true-false, multiple choice, short answer questions, and case analysis on all assigned material. Each exam will have a window of 1 week, within which the student can attempt the exam.

Submission Instructions: You can access quizzes/exams by clicking the Assessments link on the course menu or see the quiz/exam icon on the designated page. Each quiz is timed, and the number of attempts allowed within a scheduled time window will be specified. Please read the on-screen instructions carefully before you click “Begin Assessment”. After each quiz is graded and released, you may go back to the Assessments page and click “View All Submissions” to review your exam results.

### **2. Case Summary (Module Based Assignment) – 20%**

Students will submit a 1 page (2 paragraph) summary on all assigned cases giving a brief summary of the case and how related to the chapter. This is to be submitted before the dates as shown in the Academic Calendar below.

Submission Instructions: Students will submit your assignments (in the required file format with a simple file name and a file extension) by using the Assignments tool on the course site. Please see the Assignments link on the course menu or see the icon on the designated page. You can click each assignment name link and follow the on-screen instructions to upload and submit your file(s). Please refer to the Help menu for more information on using this tool. **Please Note:** each assignment link will be deactivated after the assignment due time. After your submission is graded, you may click each assignment’s “Graded” tab to check the results and feedback.

### **3. Participation/Discussions – 10%**

For every case assignment, students are expected to make a discussion board posting. The minimum requirement is to make one original post on the case topic and at least 2 responses to other classmates' original posts. Responses need to be meaningful, and related to the topic.

In addition, this grade will be based on the overall discussion board postings, and other contributions to the class. The success and value of this course depends on class participation. Students are expected to read the assigned material and participate in class discussions and activities.

#### **4. Team Project - 30%**

Students will work in teams, to select a company and present their analysis of the company's approach to innovation and disruptive technology using information from this course. The company can be one that you are familiar with or any other company.

The expected outcomes for this project are:

- Each team will submit a paper (approximately 10 pages) through a tool called Turnitin, which will be provided by the instructor online. One team member will submit the paper and once it is graded, all group members will be able to view the results and feedback. The Turnitin tool is detailed further below.
- Each team will also prepare and upload a 15 minute Narrated PowerPoint Presentation summarizing their paper, on the discussion Board, and the rest of the class will have an opportunity to comment on it.
- Peer Evaluation: You will confidentially evaluate each member of your team, including yourself based on participation and level of contributions. Your score will determine your part of your team's project grade.

Students will be asked to form teams using a group sign-up sheet. Once teams are formed each team would have a separate and private homepage with discussion board, chat tool and file transfer features. The instructor would also have access to the team's homepage.

#### **Turnitin eLearning Assignment Submission Instructions**

The assignment(s) will be submitted and examined through the integrated plagiarism detection tool called [Turnitin](#). Please find the Turnitin assignment submission icon on the designated course page and click to open it. You can click the assignment title to view the assignment information. To submit your file, please click the submit icon, on the next page, select the option of "file upload" (or "cut and paste"), enter the submission title, click Browse to locate your file and click Submit button. You can then review (click "cancel, go back" if needed) and confirm your submission. (Note: only one single file may be submitted. Some common file types accepted are: Word, HTML, PDF, TXT and RTF.) You can go back to the assignment page to check the Originality Report (showing the percentage of similarity match and the sources detected) when it becomes available. Please note it may take some time for Turnitin to generate the originality report especially during the semester end busy time. For overwritten or resubmitted paper, it takes 24 hours. For more information and assistance on using Turnitin, please go to: <http://www.turnitin.com/static/training.html>.

## Academic Calendar

Legend: (C) – Christensen, C, and Raynor, M.  
(D) - Dess, Lumpkin, and Eisner

WEEK/ DATES	TOPIC/LECTURE	READING	ASSESSMENT / ASSIGNMENT	DUE DATE
0 08/27 – 09/02	<b><u>Module 0</u></b> Course Access and Self-Orientation	Syllabus & Introductory Video	- Syllabus Quiz	09/02
1 09/03 – 09/09	<b><u>Module 1 – Unit 1</u></b> Introduction to course & Course outline	None	- Discussion Board (Self introduction) - Entrepreneurship Quiz	09/09
2 09/10 – 09/14	<b><u>Module 2 – Unit 1</u></b> Corporate Entrepreneurship	(D): 12	- Dess Polaroid Case, p. 434 - Discussion Board	09/16
3 09/17 – 09/23	<b><u>Module 2 - Unit 2</u></b> Individual Entrepreneurship	(D): 13	- (D): Strategy Spotlight Case 13.2 - Discussion Board	09/23
4 09/24 – 09/30	<b><u>Module 2 – Unit 3</u></b> Importance of Entrepreneurship in the Global Economy	Getting to Plan B: A Better Business Model	- (D): Great SW Airlines Case, Pg. 470 - Discussion Board	09/30
5 10/01 – 10/07	<b>MID TERM EXAM (Based on Dess, Lumpkin, and Eisner)</b>			10/07
6 10/08 – 10/14	<b><u>Module 3 – Unit 0</u></b> Disruptive Technology	(C) “In Gratitude” (preface to book)	- (D): Strategy spotlight case 12.4 - Discussion Board	10/14
7 10/15 – 10/21	<b><u>Module 3 – Unit 1</u></b> Growth Imperative	(C): Chapter 1	- (D): Strategy spotlight case 12.2 - Discussion Board	10/21

8 10/22 – 10/28	<b><u>Module 3 – Unit 2</u></b> Disruption & Competition	(C): Chapter 2	- (D): Strategy spotlight case 12.6  - Discussion Board	10/28
9 10/29 – 11/04	<b><u>Module 3 – Unit 3</u></b> What Products do Customers want to buy?	(C): Chapter 3	- (D): Strategy spotlight case 12.1  - Discussion Board	11/04
10 11/05 – 11/11	<b><u>Module 3 – Unit 4</u></b> Who Are the Best Customers for Our Products?	(C): Chapter 4	- (D): Strategy spotlight case 13.9  - Discussion Board	11/11
11 11/12 – 11/18	<b><u>Module 3 – Unit 5</u></b> Integrate or Outsource?	(C): Chapter 5	- (D): Strategy spotlight case 13.8  - Discussion Board	11/18
	<b><u>Module 3 – Unit 6</u></b> How To Avoid Commoditization	(C): Chapter 6	Start Team Project	
12 11/19 – 11/25	<b><u>Module 3 – Unit 7</u></b> Is Your Organization Capable of Disruptive Growth	(C): Chapter 7	Continue Team Project	11/25
	<b><u>Module 3 – Unit 8</u></b> Managing the Strategy Development Process	(C): Chapter 8		
13 11/26 – 12/02	<b><u>Module 3 – Unit 9</u></b> There is 'good money' and there is 'bad money'	(C): Chapter 9	Post <b><i>Narrated PowerPoint</i></b> Presentation on Discussion Board	12/02
	<b><u>Module 3 – Unit 10</u></b> The Role of Senior Executives in Leading New Growth	(C): Chapter 10		
14 12/03 – 12/09	<b><u>Module 4 – Unit 1</u></b> The Role of Culture in Disruptive Growth	Ahlstrom Article	- Summary of Article  - Discussion Board	12/09
	Discussion Board: Students to comment on other teams' Narrated PowerPoints posted earlier.			
15 12/10 – 12/16	<b>TEAM PROJECT</b> - Paper Due - Peer Evaluations Due			12/16



16 12/17 - 12/19	<b>FINAL EXAM</b> <i>(Based on Christensen, C, and Raynor, M.)</i>	12/19
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[Top](#)

## Scholastic Honesty

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the [UTD Judicial Affairs](#) web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

[Top](#)

## Course Evaluation

As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. A link to an online instructional assessment form will be emailed to you for your confidential use.

[Top](#)

## University Policies

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

***These descriptions and timelines are subject to change at the discretion of the professor.***

[Top](#)