

COURSE SYLLABUS

School of Management
The University of Texas at Dallas

Course: BPS6310-OG1
Instructor: Dr. Marilyn Kaplan
Semester: Summer 2006
Course Start/End Date: 5/15-7/31

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Course Information

Course Description

The strategic management course is a capstone class, integrating the knowledge you have gathered in your coursework including accounting, finance, marketing, MIS, and organizational behavior. We will be studying the creation of a strategic plan; analyzing the firm's environment, structure, culture, and leadership through case analyses and a computer simulation.

Prerequisites: AIM6201; AIM6202; FIN6301; MKT6301; OB6301

Course Objectives

Upon completion of this course, the student will:

Communicate a firm's strategic vision by creating a clear and comprehensive mission statement.

1. Complete an analysis of the external environment of a firm.
2. Determine the resources and capabilities of a firm.
3. Integrate skills acquired in finance, accounting, marketing, and MIS courses to create a successful generic strategy.
4. Identify the strategic fit of the firm in its industry.
5. Explain the importance of culture and leadership on strategic implementation.

Instructor Information

Dr. Marilyn R. Kaplan
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972-883-2742
Office: SOM4.216

Contact me via email through the WebCT system about course content only. Be sure to address your questions about the system itself to the Global MBA office

Course Materials

1. E-text or custom paperback Thompson et al: Crafting & Executing Strategy The e-book is considerably cheaper)
2. Plus e-book or paperback Pasewark: Understanding Corporate Annual Reports.
3. E-reserve articles:
 - a. <http://www.utdallas.edu/library/services/disted.htm>
 - b. You need a Comet Card number for access
4. Business Strategy Game: www.bsg-online.com

Textbooks and some other bookstore materials can be ordered online through [MBS Direct Virtual Bookstore](#) or [Off-Campus Books](#) online ordering site. They are also available in stock at [UTD Bookstore](#) and Off-Campus Books.

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Technical Requirements

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

Course Access and Navigation

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

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

If you have any problems with your UTD account or any problem with the UTD WebCT server, you may email to: assist@utdallas.edu or call the UTD Computer Helpdesk at: **972-883-2911**. If you encounter any technical difficulties within the course site, please send an email to gmbasupport@utdallas.edu.

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Communications

WebCT course has built-in communication tools which will be used for course interactions and communications. Some external communication tools such as regular email and web conferencing tool may also be used during the semester. Please see more details about [communication tool information](#).

Interaction with Instructor: Instructor will communicate with students mainly using the Discussion board. Students may send personal concerns or questions to me using the course Email tool. Instructor will reply to student emails or Discussion board messages within 3 working days under normal circumstances. I am available for teleconferences with groups – please contact me to schedule.

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Student Assessments

Grading Information

Scaled Score	Letter Equivalent
90 -100	A
80 - 89	B
70 – 79	C
Less than 70	F

Pasewark Workbook	10%
Business Strategy Game	30%
Blog	20%
Individual Written Assignments	<u>40%</u>
	100%

You can check your grades by accessing the “My Grade” icon on the Student Tools page after the grade for each assessment task is released.

Assignments

Pasewark Workbook

You will be researching J.C. Penney (find data through the UTD library – be sure to complete the library tutorial). Answer the questions on pages 3-15, 29, and 32-46 in a word document and complete the financial analysis in Excel (pages 49-50) using the file located at:

http://highered.mcgraw-hill.com/sites/0073101818/student_view0/financial_analysis_excel_template.html

This assignment will prepare you for both the *Business Strategy Game* and future individual written assignments.

Individual Written Assignments

Over the weeks of the course, you will complete any 5 of 7 written assignments. You will write a 3-5 page paper that is assigned for the module. You will be researching a firm or firms for each assignment. Again, this means utilizing the library databases. Your paper will likely include diagrams and data. These papers will be graded on a scale of 1-10. (Note that there are 7 assignments – you will choose any 5. **You must support your opinions with theory and facts. Papers that are mere opinion will receive failing grades!** Please note that the deadline for uploading papers is strict - **late papers cannot be accepted!**

Assignment submission instructions: You will submit your assignments (in the required file format with a simple file name and a file extension) by using the Assignment Dropbox tool on

the course site. Please see the Assignments 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 or the WebCT Student Guide for more information on using this tool. **Please note:** each assignment link can only be used once and will be deactivated after the assignment due time. After your submission is graded, you may click each assignment's "Graded" link to check the results and feedback.

Blog

Each week you are to add comments to your personal, private blog, a discussion board that will be set up just for you. You will reference the assigned readings, primarily the e-reserve assignments and any posted discussion questions. Your comments should include, but should not be limited to, your interpretation of the readings, application of the topic to your experiences, and relevant items in the current news. There is no weekly time limitation or cut-off deadline on discussion board postings - hopefully you will consider all of the topics throughout the semester and will find that a newspaper story or event at work stimulates a contribution to the discussion – but you must post a minimum of once per week. Your blog will be judged on the value of your contributions. In other words, content counts, not quantity.

Participation

In addition, there will be open discussion boards for the use of the entire class. If you post something relevant to the rest of the class, I will ask your permission to copy it to the class-wide discussion board. There is a discussion board for each topic. Assume that this tool will take the place of in-class discussions, but the discussions will be held over an extended time period. Feel free to comment on the contributions of your fellow students, and to start a new thread.

Group Assignment - Business Strategy Game

Game performance	10%
Report	20%

The Business Strategy Game is an online simulation of the international athletic footwear industry. Each group will be a firm competing with the other groups' firms in that industry. Your decisions will include:

- where to produce and sell
- whether or not to sell online
- whether to produce private label brands
- employee compensation
- shipping
- pricing
- marketing, including celebrity endorsements
- financing.

You will choose a generic strategy for your firm based on your mission statement and proceed with your decisions. We will begin with practice rounds (that do not count toward your grade)

and continue by restarting the game for 8 rounds. Once the final results are in, you will complete a report for your firm, due the last week of the semester.

Characteristic Assessed	Excel- lent	Good	Fair	Missin g
Mission Statement	10	8	6	0
Graphic				
Directional				
Flexible				
Focused				
External Analysis				
Stakeholder Analysis	10	8	6	0
Competitive Analysis	10	8	6	0
Internal Analysis				
Value Chain Analysis	10	8	6	0
Financial Analysis	10	8	6	0
Generic Strategy				
Generic strategy fit	10	8	6	0
Explanation of variance from strategy	10	8	6	0
Culture	5	4	3	0
Leadership	5	4	3	0
Implementation	10	8	6	0
Paper Format & Presentation	10	8	6	0
Organization/Continuity				
Writing Style/Technical Quality				
Format/Spelling/Grammar				

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Online Tests/Quizzes

There are 2 quizzes at the end of each module. One is a self-test, the other is required to advance you to the next module. You must pass the module advancement quizzes to move on. You can access quizzes by clicking the Quizzes/Exams icon and then clicking the specific quiz title link. Each quiz is timed and can only be accessed one time within the scheduled time window. Please read the on-screen instructions carefully before you click the Begin Quiz button. After each quiz is graded and released, you may go back to the quizzes page and click the "View scores" button (on the quiz) to review your results.

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Scholastic Dishonesty

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the [Scholastic Dishonesty](#) 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. All written assignments are subject to the plagiarism detection software, turnitin.com.

Course Evaluation

As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. An online instructional assessment form will be made available for your confidential use. Please look for the course evaluation link on the course Homepage towards the end of the course.

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Course Outline/Schedule

WEEK	STARTING DATE	TOPIC/LECTURE	READING	ASSESSMENT / ACTIVITY
0		Course Access and Self-Orientaion		
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