



Course BPS4305.005.13F Strategic Management
Professor Dr. Vance Johnson Lewis
Term August 26, 2013 through December 11, 2013
Meetings Tuesdays and Thursdays 10:00am to 11:30am, JSOM 2.714

Professor's Contact Information

Office Phone 972-883-5869
Other Phone N/A
Office Location JSOM 2.205
Email Address Vance.Lewis@UTDallas.edu
NOTE: I do not check my email on my phone or 24 hours a day.
Office Hours Wednesdays 12:30p-2:30p
Tuesday and Thursday afternoons by appointment
Statement of Teaching Teaching is not something I am forced to do...I do it because I not only enjoy it but I, by personality, am motivated by helping other people find success. Every decision I make regarding this class is done with the motive of helping you acquire the skills and knowledge to become a highly successful business person.

General Course Information

Pre-requisites (BCOM 3311 or ACCT 3311), FIN 3320, MIS 3300, OPRE 3310, OBHR 3310, MKT 3300 and (STAT 3360 or OPRE 3360).

Course Description Capstone-level course requiring integration of all fields of business. Students will draw on their broadened awareness of various environmental influences (social and political) to solve business problems. Management alternatives will be examined with an ethical perspective relating policy trends to the strategic planning mode.

Learning Outcomes

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

Required Texts & Materials *Strategic Management and Competitive Advantage: CONCEPTS 4th ed.*
Jay B. Barney and William S. Hesterly; Pearson: Prentice Hall
** The electronic version on this textbook is not acceptable and cannot be used during class or exam.*

This course will require the use of a clicker. A clicker is an audience response device that resembles a small calculator. This allows you to provide real-time feedback to your instructor during class. Class summary results are displayed graphically, providing students and the instructor a gauge as to how well the class is grasping the material. You can purchase (and sell back) your clicker at the UTD Bookstore.

Evaluated Efforts

Grade Component	Point Available
Exam One	125
Exam Two	125
Mini Group Case Study 1	50
Mini Group Case Study 2	50
Individual Case Study	50
In-Class Quizzes	165
Written Group Project	200
Class Contributions	50
Attendance	250
Course Contract	10
Total	1075

Final Grade Determination

Final Point Total	Letter Grade
970-1000	A+
940-969	A
900-939	A-
870-899	B+
840-869	B
800-839	B-
770-799	C+
740-769	C
700-739	C-
680-699	D+
670-679	D
660-669	D-
0-659	F

**Midterm grades are due October 18, 2013. Midterm grades will be calculated using any assignments recorded to E-Learning on that date and will only use A, B, C, D or F labels.*

Extra Credit

The concept of extra credit can be traced back to the earliest Colonial Divinity Schools and it was an exercise offered to motivated students to further their learning...it had nothing to do with helping desperate individuals get a higher grade. There will be no extra credit offered in this course; however, please note that the amount of point available to earn exceeds the maximum amount of points counted thus extra credit is already built into the course.

In-Class Quizzes

At the beginning of each class session which covers a chapter of the text, students will be given a five question quiz (with each question counting three points each) which covers the material for the day. These quizzes will be multiple choice and will utilize a Turning

Technologies Innovative Response Clicker (available at the UTD Bookstore). These questions will be closed note and closed book.

Exams

This course will feature two unit exams. These exams will feature a mix of multiple choice questions and essay/short answer questions. At the time of this syllabus, the exact format for exams is still under consideration.

Group Project

Each group will research one company from corporate history, either from the suggestion list or of their own selection. As a whole, the group will research the rise (and perhaps fall) of the company, discuss three major points of decision within that history, and hypothesize and discuss what they would have done at one of those points of decision. Each group will also design an effective presentation based on their research to share with the class. The written group project will be worth 200 points. There will not be a formal oral presentation; however, there will be at least one day of discussions in class over what each group discovered in their projects.

Case Studies

There will be three mini case studies in this course, two done in groups and one done individually. These studies will challenge students to utilize material in a practical and usable manner, demonstrating understanding of the material. These mini case studies can be no longer than two pages in length and will be specific in what they seek.

Class Contributions

This is a team-based, experiential course; consequently, contribution is critical. Contribution is different from attendance or from paying attention. Contribution includes coming to class prepared, having read the material, making relevant contributions to the discussion, asking pertinent questions, politely listening to other students, helping clarify an issue, offering an alternate point of view, and so forth. Sleeping in class, reading material unrelated to the class, whispering while other students are talking, and other such disrespectful actions will negatively impact your participation score. As in a business setting, the positive, active participation of all members increases the benefit to all. Arriving to class late or leaving class early will negatively affect how your contributions are perceived.

Attendance

Just as how in one's job they are expected to be at work, students are expected to be in class and attendance is expected. In this course, there are 250 points awarded for attendance with students being awarded 10 points for each class attended (exam days are excluded). Attendance will be taken promptly at the beginning of each class and to earn full points, students must remain in class from beginning to end.

Note: Though I am sympathetic to the issues that might arise in your life, an emergency in your life does not warrant a change of action on my part. Attendance recording will begin on August 29, 2013.

Late Work and Missed Assignments and/or Exams

All deadlines for submissions are clearly defined; therefore, no assignments or projects will be accepted late FOR ANY REASON. If a student misses an exam, they will receive a grade of zero for that exam. If a student misses a graded class activity, they will receive a grade of zero. If a student misses a quiz, they will receive a grade of zero. If a student feels they have a compelling reason for missing either the presentation, exam, or activity, they may file a written appeal with the Professor.

Cell Phones/Mobile Devices

Many companies, in their company handbook, make provisions for the use of cell phones and mobile devices during the company's time. The policy in this course is that cell phones and mobile devices are not allowed during class time. This is in place for three reasons: 1) you need to be paying attention to what is occurring during class, 2) your use of a device may be a distraction to others in the class, 3) your use of a device may be a distraction to the Professor. Students who elect to violate this policy will first be issued a warning, either verbally or through email. Any further issues with the policy after that will cause the student to be placed on "unpaid leave" and asked to leave the class for the day.

Laptop Computers

As with mobile devices, many companies elect to limit computer use during company time. The only approved use for laptop/tablet devices is for use in taking notes. Use of a computer outside of this provision will result first is your being asked to stop usage of your computer and then, if problems persist, in your being placed on "unpaid leave" and asked to leave the class for the day.

Note: Students electing to use a laptop in class will be asked to sit in the front rows of the classroom.

Common Sense

Webster's Dictionary defines Common Sense as "sound and prudent judgment based on a simple perception of the situation or facts." To be successful in business, one must have a certain level of common sense. One cannot expect to have their hand held nor can they expect to be able to defer all responsibility to either the supervisor or to their teammates when making decisions. In this class, you are expected to think as a professional business person and act accordingly, exercising good judgment.

Off-campus Instruction and Course Activities

This course does not require students to participate in any activity off-campus.

Email and Communication

Due to issues of privacy, all email communications from students must either be through E-Learning or the students utdallas.edu email account. Emails sent from a non-utdallas.edu email, such as yahoo, gmail, google, etc., will not be answered.

UT Dallas Syllabus Policies and Procedures

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.

Statement regarding potential academic dishonesty

All allegations of scholastic dishonesty will be submitted to the Office of Judicial Affairs who will make a determination based on evidence. If it is decided that an infraction occurred, *at minimum* a grade of zero will be recorded for the assignment/activity in question.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.

COURSE SCHEDULE			
Date	Topic	Material to be Discussed in Class	Assignment Due at the Beginning of Class
Tues., Aug. 27	Course overview Email etiquette review	Syllabus Handout	
Thurs., Aug. 29	Analyzing Cases and Preparing for Class Discussions	Appendix	
Tues., Sept. 3	What is Strategy?	Chapter 1	Course Contract Personal Data Sheet
Thurs., Sept. 5	What is Strategy?	Chapter 1	
Tues., Sept. 10	Evaluating a Firm's External Environment	Chapter 2	
Thurs., Sept. 12	Evaluating a Firm's External Environment	Chapter 2	
Tues., Sept. 17	Evaluating a Firm's Internal Capabilities	Chapter 3	
Thurs., Sept. 19	Evaluating a Firm's Internal Capabilities	Chapter 3	
Tues., Sept. 24	Cost Leadership	Chapter 4	
Thurs., Sept. 26	Cost Leadership	Chapter 4	Group Mini Case Study 1
Tues., Oct. 1	Production Differentiation	Chapter 5	
Thurs., Oct. 3	Production Differentiation	Chapter 5	
Tues., Oct. 8	Exam One		
Thurs., Oct. 10	Group Project Work Day		
Tues., Oct. 15	Vertical Integration	Chapter 6	Group project sample
Thurs., Oct. 17	Vertical Integration	Chapter 6	
Tues., Oct. 22	Corporate Diversification	Chapter 7	
Thurs. Oct. 24	Corporate Diversification	Chapter 7	Group Mini Case Study 2
Tues. Oct. 29	Organizing to Implement	Chapter 8	
Thurs., Oct. 31	Organizing to Implement	Chapter 8	
Tues., Nov. 5	Strategic Alliances	Chapter 9	
Thurs., Nov. 7	Strategic Alliances	Chapter 9	
Tues., Nov. 12	Mergers and Acquisitions	Chapter 10	
Thurs., Nov. 14	Mergers and Acquisitions	Chapter 10	
Tues., Nov. 19	International Strategies	Chapter 11	
Thurs., Nov. 21	International Strategies	Chapter 11	
Tues., Nov. 26	<i>Thanksgiving</i>	<i>No Class</i>	
Thurs., Nov. 28	<i>Thanksgiving</i>	<i>No Class</i>	
Tues., Dec. 3	Case study discussion Group Projects Discussion	Case Studies	Individual Case study Group Project
Thurs., Dec. 5	TBA		
Tues., Dec. 10	Exam Two		
Final Exam TBA			