



## Executive Education, Project Management

*Online MBA Program*



### **BPS-6310 – STRATEGIC MANAGEMENT – Sum 2016**

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**Course Duration** May 23 – Aug 7

#### **I. Course Description**

This course has *historically* been referred to as “Business Policy” and its sole purpose was to help the student “integrate” the knowledge he/she had developed in other courses in the undergraduate business program. Business policy traditionally had little content of its own. However, in recent years it has become increasingly apparent that general managers (including top executives) not only apply knowledge from a wide variety of functional areas (e.g., accounting, marketing, finance), but also perform activities that require knowledge and skills not addressed in those areas. Therefore, it has become acknowledged that there is a unique body of content material that is not taught in functional area business courses that should be taught in a course such as this. Topics such as the nature of managerial work, strategy formulation and implementation, and organization design are examples.



## **II. Course Objectives**

The course the following student learning objectives:

1. Analyze the external environment of a firm.
2. Assess the resources and capabilities of a firm.
3. Identify the stakeholders of the firm, assess the firm's current strategy, and design ethical strategic responses
4. Integrate skills acquired in FIN, ACCT, MKT, and MIS courses to create a successful generic strategy
5. Improving skills in oral and written communication.
6. Developing an awareness of the literature of business policy/strategic management and how it applies to contemporary organizations.

By the end of this course, you should be able to (1) *analyze* a particular business situation, (2) *identify* the significant problems, and (3) *propose* and *justify explicit solutions* that are realistic, effective, and efficient.

### **Achieving the Objectives**

You will be required to complete five activities in order to achieve the identified objectives: (**NOTE – conflicts will be discussed at the 1st group phone call**)

1. Contribute to the group phone discussions by exhibiting (a) an understanding and analysis of the information presented and (b) skills in the prerequisite courses. Attendance is required at all group phone calls. I recognize that, at times, professional and personal emergencies may arise which causes you to miss a phone call. I request that you contact me in advance (via e-mail) if you must miss a call. **No “no-shows” please.**
2. Complete the weekly assignments (submit them under assignments in Blackboard). Submit ~1 page covering the key issues in the case and how it relates to the material in the chapter. Also, post two comments to the discussion board – your opening opinion, then a comment to a classmate's posting. **Due: as shown on the class schedule.**
3. Complete the team simulation project – see details below. **Due: see class schedule**
4. Complete the “GROUP PROJECT” – see details below. **Due: see class schedule**
5. Complete mid-term and final exam. These tests consist of multiple-choice questions, essay questions, and case analyses. Closed book, but 1 note page OK. **Due: see class schedule**



### III. Resources

**Text:** Dess, G.G. and Lumpkin, G.T., 2008, 4th edition - *Strategic Management: Creating Competitive Advantages*, McGraw-Hill/Irwin. ISBN- 978-0-07-338121-3

Foundation Simulation Guide

### IV. Grading basis

1. Class Participation/Contribution to discussion board	10%
2. Case Assignments	10%
3. Simulation results/HW/presentation (10%/10%/10%)	30%
4. Group project paper/presentation (10%/10%)	20%
5. Mid-term/Final Exams (10%/20%)	30%
Total	100%

Final grade determined as follows: 90 – 100 = A; 80 – 89 = B; 70 – 79 = C; below 70 = F.

Points for the team projects will be allocated based on the peer evaluation.

#### **Overview of the Simulation Project**

The Foundation simulation will be used. Students will be organized into teams that represent firms within an industry. Each team begins at the same starting point, but advances based on decisions made by the team. There will be 4 practice rounds to learn to play the game, and hopefully identify some fatal strategies. After that, the simulation results count toward your final grade. As the simulation continues, each team 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.

When the simulation ends, each team will give a presentation that summarizes the decisions taken during the simulation. Be able to defend your decisions and assumptions and answer questions from the other teams. Presentations are to be 15-20 minutes.

#### **Overview of the Group Project on a selected company and its industry**

The team selected project topic must be finalized by Session 5. Each part of this assignment (Industry and Company) should be approximately 8 double-spaced pages each *excluding* tables, charts, figures, etc. Teams will also present their results (15-20 minutes). Due dates are shown on the class schedule. See class website for additional information.



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### **Policies and Procedures for Students**

The University of Texas at Dallas provides a number of policies and procedures designed to provide students with a safe and supportive learning environment. Brief summaries of the policies and procedures are provided for you at <http://go.utdallas.edu/syllabus-policies> and include information about technical support, field trip policies, off-campus activities, student conduct and discipline, academic integrity, copyright infringement, email use, withdrawal from class, student grievance procedures, incomplete grades, access to Disability Services, and religious holy days.

### **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 publication, A to Z Guide, which is provided to all registered students each academic year.

### **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 includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

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.

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



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### **CLASS SCHEDULE**

	DATE	TEXT BOOK ASSIGNMENT	SIMULATION ASSIGNMENT
1	5/23  call in 5/29	COURSE OVERVIEW Chapter 1 <i>Assignment:</i> Post the Vision, Mission, and Objectives for your company on the discussion board by 5 PM on 5/29.	DO INTRO TUTORIAL AND ITS QUIZ DO 2-3 REHEARSAL ROUNDS BY 5/28 Practice round #1 by 5/29 @ 11PM – use the example decisions for your firm
2	5/30	EXTERNAL ANALYSIS, CASE ANALYSIS Chapter 2, 13 <i>Assignment:</i> Beer case, p. 37.	Practice round #2 by 6/1 @ 11PM Practice round #3 by 6/5 @ 11PM
3	6/6 call in 6/12	INTERNAL ANALYSIS Chapter 3 <i>Assignment:</i> Goodyear, p.75	Practice round #4 by 6/8 @ 11PM Decision round #1 by 6/12 @ 11PM (email me planned strategy by 6/12 @ 5PM)
4	6/13	Mid-term exam (Chapters 1-3, 13, and Capsim) (Avail 6/13 to 6/19) BUSINESS STRATEGY - Chapter 5	Decision round #2 by 6/15 @ 11PM HR Tutorial under “Help” and Quiz Decision round #3 by 6/19 @ 11PM TQM Tutorial under “Help” and Quiz
5	6/20 call in 6/26	CORPORATE and INTERNATIONAL STRATEGY Chapter 6, 7 <i>Assignment:</i> Wal-Mart, p. 227 Finalize group project topic	Decision round #4 by 6/22 @ 11PM Decision round #5 by 6/26 @ 11PM
6	6/27	Control and Organization Chapter 9,10 <i>Assignment:</i> Airbus, p. 339	Decision round #6 by 6/29 @ 11PM Decision round #7 by 7/3 @ 11PM
7	7/4 call in 7/10	Leadership - Chapter 11	Decision round #8 by 7/6 @ 11PM SIMULATION PRESENTATIONS during 7/10 call in– post your presentation on the discussion board by 5 PM on 7/10
8	7/11	Innovation - Chapter 12 and 8 <i>Assignment:</i> Polaroid, p 411	
9	7/18 call in 7/24	GROUP PROJECT PRESENTATIONS during 7/24 call in– post presentation to discussion board by 5 PM on 7/24 GROUP PROJECT PAPERS due by 11 PM on 7/23	
10	7/25	FINAL EXAM (CHAPS 5-12) AVAIL 7/25 TO 7/31	



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### Webconference Schedule

Date	Time	Meeting ID	To Discuss
May 29 - Sun	5:00 PM	6310	Syllabus, Visions and Objectives
Jun 12 - Sun	5:00 PM	6310	Discuss simulation, 2 cases
Jun 26 - Sun	5:00 PM	6310	Discuss exam, 1 case, finalize Group Project
Jul 10 - Sun	5:00 PM	6310	1 case, Simulation Presentations
Jul 24 - Sun	5:00 PM	6310	1 case, Group Project Presentations

### Important Dates

Date	Assignments / Exams
May 29 5 PM	Discussion Board – What are the Vision, Mission, and Objectives for your current company (or previous one).
Jun 5 11 PM	Beer case, p. 37
Jun 12 5 PM	Goodyear, p.75
<b>Jun 19 11 PM</b>	<b>Midterm exam</b>
Jun 26 5 PM	Wal-Mart, p. 227
Jul 3 11 PM	Airbus, p. 339
<b>Jul 10 5 PM</b>	<b>Simulation Presentation</b>
Jul 17 11 PM	Polaroid, p. 411
<b>Jul 23 11 PM</b>	<b>Group Project Paper</b>
<b>Jul 24 5 PM</b>	<b>Group Project Presentation</b>
<b>Jul 31 11 PM</b>	<b>Final Exam</b>



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### Student Information Sheet

Please email me this information before the 1st call.

1. Name: \_\_\_\_\_

2. What is your job and where do you work?

3. Educational Background (degree and university)

4. Future Plans

5. Any other related information