BPS 6310 COURSE SYLLABUS

Jindal School of Management - The University of Texas at Dallas

Course Information

Course Number/Section: *BPS* 6310
C**ourse Title:** Strategic Management
Term: ***Summer*** 2016
Professor Contact Information: Shawn M. Carraher…… smc130730@utdallas.edu
Wednesday: 6 PM-10 PM JSOM 2.714

Office hours between classes [in JSOM 3.621 at X-5877]

Course prerequisites, co-requisites, and/or other restrictions: Prerequisites: OB 6301 and MKT 6301 and ACCT 6201 and ACCT 6202 and FIN 6301

Course Description

Strategic management consists of the analysis, decisions, and actions that organizations take to create sustainable competitive advantages. The course examines a variety of issues including environmental, competitor, and stakeholder analysis; strategy formulation; and strategy implementation and control. The central role of ethics and corporate governance as well as global issues will be addressed.

Students will participate in a simulation that requires taking into account multiple decision-making factors while balancing all sectors of the firm's environment. This is an extremely intense course and requires a substantial time commitment.

Student Learning Objectives/Outcomes

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

Required Materials

Dess, Lumpkin, & Eisner, & McNamara Strategic Management: Creating competitive advantages (8th edition). McGraw-Hill: Boston. ISBN-

You shall also need to purchase access to the **Business Strategy Game** from its publisher [this can't be done until I give you access codes].

Assignments & Academic Calendar

Week	Dates	Chapter	Topics / Assignments / Important Events
1	5/23 – 5/27		Introduction; Intro. Cont. & BSG Intro. Read BSG Manual
2	5/30 – 6/3	**1, 2**	**Ch. 1 Strategic Management: Creating Competitive Advantages**; **Ch. 2 Analyzing the External Environment of the Firm: Creating Competitive Advantages P1**
3	6/6 – 6/10	**3**	**Ch. 3 Assessing the Internal Environment of the Firm P2**
4	6/13 – 6/17	**4**	**Ch. 4 Recognizing A Firm's Intellectual Assets: Moving Beyond a Firm's Tangible Resources, P3 Research**
5	6/20 – 6/24	**5**	**Ch. 5 Business Level Strategy: Creating and Sustaining Competitive Advantages P4 Ch. 6 Corporate-Level Strategy: Creating Value through Diversification**
6	6/27 – 7/1	**6**	**Exam**
7	7/4 – 7/8	**7**	**Ch. 7 - International Strategy: Creating Value in Global Markets P5**
8	7/11 – 7/15	**8**	C7 Cont. **Ch. 8 Entrepreneurial Strategy and Competitive Dynamics P6**
9	7/18 – 7/22	**9**	**Ch. 9 - Strategic Control and Corporate Governance & Participation 7 Ch. 10 - Creating Effective Organizational Designs**
10	7/25 – 7/29	**11**	**Ch. 11 - Strategic Leadership: Creating a Learning Organization and an Ethical Organization**
11	8/1 – 8/5	**12**	**Ch. 12 - Managing Innovation and Fostering Corporate Entrepreneurship**, P8
12	8/8 to 8/10		Final Exam

MATERIAL COVERED EACH DAY SHALL CHANGE AT THE DISCRETION OF THE PROFESSOR – ESPECIALLY WHEN IT COMES TO GUEST SPEAKERS

Individual Exams

There will be two exams. Exams will be based on assigned readings (textbook and other articles) as well as all other materials covered in class (videos, cases, new articles). Some exam questions can come from information in the textbook that we did not explicitly cover in class. If you do not understand something

in your textbook, please ask questions about it so I can clarify for you. If you have concerns about a project please let me know & an alternative might be able to be arranged.

Group Projects

1. You will form a group of your self and work over the course of the semester on the Business Strategy Game. In the business strategy game you and your teammates manage a hypothetical organization for 10 years and complete a 3 year strategic plan for the business. You are competing both with other students in your league as well as individuals from around the world. While there are suggestions for "gaming the system" on-line they don't take in to account that the newest version of the game adjusts itself to how seriously it believes you are playing the game.

2. You shall have a group of up to 2 individuals in which you shall complete a group paper on strategic management related to your major which shall examine the research on the relationships between these topics. See below for additional information about this.

3. You shall do a Small Business Institute type project with the JSOM Development & Alumni Affairs area as your client. The project shall focus on crowd funding either for conferences at Oxford and Cambridge Universities.

Literature Review Paper

You will write at least one **paper** in this course. It shall be a research/literature review paper.
You shall review ***at least*** 20 peer-reviewed academic journal articles in an area of strategic management in order to examine relationships previously found in empirical research and write a paper with a ***minimum*** of 4500 words. After the abstract you shall include an Introduction, a literature review, and suggestions for future research based upon your examination of the literature. If the paper has fewer than 4500 words or fewer than 20 peer reviewed journal article references it shall be assigned a grade of **0**. Typically it takes around 20 pages with 30 or more peer reviewed papers to earn an A. Unacceptable papers are invited to be revised and resubmitted. It is turned in through e-learning for Turnitin.com. In terms of grading if it does not have at least 20 peer reviewed journal articles cited in the paper it receives a 0. If it does not have at least 4500 words it shall receive a 0. After that the paper needs to have at least 3 paragraphs of suggestions for future research in order to be able to receive an A.

Outline example of extended abstract:

> Purpose – This study examines customer service levels of high tech Chinese entrepreneurs in the health care and hospitality industries utilizing the Big Five Personalities Scale (Korzaan and Boswell, 2008) that includes agreeableness, conscientiousness, emotional stability, extraversion, and openness to experience and compares them to American entrepreneurs in the same fields.
>
> Design/methodology/approach – The data was collected both face-to-face and via survey instrument. Their personalities were assessed via survey instrument while their customer service oriented behaviors were measured face-to-face through direct observation with trained raters.
>
> Findings – The findings showed Implications of anticipating employees' behavioral response, the need to address cultural and social differences, and possible employee reward systems are addressed.
>
> Originality/value/contribution – The current study is original in that it uses multiple methods to collect data allowing for a comparison across industry groups for managers and entrepreneurs within

China. Primary data of this type is difficult to obtain in China. We contribute to the literature by showing that different industries may have different requirements in terms of the relationship between personality and customer service levels among managers.

Outline example of paper

Introduction – 2 to 3 paragraphs about why managers would care about the topic.

Literature Review – A couple of paragraphs about the Chinese culture, A couple of paragraphs about the American culture, A couple of paragraphs about health care, A couple of paragraphs about the hospitality industry, A couple of paragraphs about customer service, A paragraph or two about customer service in the health care industry, A paragraph or two about customer service in the hospitality industry, A couple of paragraphs about customer service in China and the USA, A review of any research you can find about customer service in the health care and hospitality industries in China and/or the USA;

Conclusions and Suggestions for future research – 3 to 5 paragraphs suggesting future research that you think should be performed and any other conclusions that you can draw.

Works Cited [***at least*** 20 peer-reviewed academic articles from journals]

Grading Policy / Grading Criteria

The following aspects of the course determine your grade. (Scaled score letter equivalent)

Activity Score
Comp Exam from BSG: 30% [July]
Student Learning Outcome Exam 15% [some time in July]
Organizational Project: **15%**
Business Strategy Game: **7%** and +/- (this kicks in at below a 70% for the GradeToDate) [on-going]
Three Year Strategic Plan (2nd one) 10% and +/-
Paper on Strategic Management: **13%** and +/- OR if you do all of the participations then you can instead have the points go to the 3 Year Strategic Plan
Participations: +/- and 10%
Attendance: +/-
Extra Credit shall be available

+/- = + = 0, - = -20%

Grading Scale

97 – 100	A+	93 – 96.99	A	90 – 92.99	A-
87 – 89.99	B+	83 – 86.99	B	80 – 82.99	B-
77 – 79.99	C+	73 – 76.99	C	70 – 72.99	C-
67 – 67.99	D+	64 – 66.99	D	60 – 63.99	D-

59.99 and below – F

Attendance & Participation
Attendance and Participation are graded +/-. Attendance is taken nearly every day but points are not taken off of your score until you have missed at least 15% of the classes; participation is assessed with 8 assessments spaced throughout the semester which are designed to reinforce the learning objectives for the class and provide you with feedback.

General Class Policies

Learning is an active process. I believe that it should be transformational. I am a Professor, not a teacher or a lecturer. Please be at each class on time and prepared. Classes will be a combination of lecture, discussion, and exercises – you should actively participate in each part. You are responsible for the assigned readings and what is covered in class.

Common Courtesy: You are expected to be courteous during class time. Please respect your fellow students, professor, and guest speakers and arriving punctually to class. If you have concerns about a project or some other aspect of the class please approach me so that we can work identify and work out a solution.

Academic Honesty: 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.

Policies and Procedures for Students (Please refer to the below websites)
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://coursebook.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, and access to Disability Services, and religious holy days.

You may also seek further information at these websites:

Travel and Risk Related Activities:	*http://policy.utdallas.edu/policy/utdbp3023*
Policies - Dean of Students - UT Dallas:	*http://www.utdallas.edu/deanofstudents/policies/*
Fair use of copyrighted materials:	*http://copyright.lib.utexas.edu/copypol2.html*
(For disability services) Student AccessAbility:	*http://www.utdallas.edu/studentaccess/*

NOTE: These descriptions and timelines are subject to change at the discretion of the instructor.