

Course Syllabus

Course Information

<i>Course Number/Section</i>	BPS4305- 004
<i>Course Title</i>	Strategic Management
<i>Term</i>	Fall 2016
<i>Days & Times</i>	Monday/Wednesday 4:00-5:15

Professor Contact Information

<i>Professor</i>	Marilyn R. Kaplan, Ph.D.
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<i>Office Location</i>	SOM 11.105G
<i>Office Hours</i>	Tuesdays & Thursdays 3-5pm or by appointment

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

Prerequisites: BCOM/AACT 3311, FIN3320, ITSS3300, OPRE3310, OBHR 3310, MKT3300, and OPRE/STAT3360.

Course Description

This is a 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.

The Strategic Management course has been designated a capstone course in business at the University of Texas at Dallas. The purpose of a capstone course is to integrate the learning achieved in individual business courses taken to earn a business degree. The knowledge acquired in finance, accounting, operations, MIS, marketing, and organizational behavior classes will be utilized to study the strategic management of the firm as well as the responsibilities of the general manager. 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, which requires a substantial time commitment.

Student Learning Objectives/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.
 5. Students will be able to benchmark firms to their competitors and analyze the resulting comparison.
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Required Textbooks and Materials

Required Text

Strategic Management

Dess, Lumpkin, & Eisner, McGraw Hill 7th Edition

Required Materials

Required Simulation:

Capstone Foundation and Comp-XM www.capsim.com

Assignments & Academic Calendar

Week	Topic	Dess, Lumpkin, & Eisner Chapter	Discussion Case Due Wednesdays 8am	Capstone Simulation	Capstone Assignment Due in class on Wednesdays with Capstone Courier attached	Comprehensive Case Paper Due 8am Fridays
8/22 8/24	Capstone Intro Library			Registration Pairs formed		
8/29 8/31	Intro & Mission Statements			Game Practice	Registration Completed	
9/7	Generic Strategies	1		Differentiation Capstone Simulation Begins	Rehearsal Completed	
9/12 9/14	Internal Analysis	3	How I met Your Ratio			
9/19 9/21	Capstone Day Internal Analysis	3	34 Keurig		First 4 rounds of differentiation complete Capstone Courier Due in class 9/21	8 Jamba Juice/15 McDonalds part 1 due 9/23 8am
9/26 9/28	Intellectual Assets Exam Review	4	6 Apple		Second 4 rounds of differentiation complete Capstone Courier due in class 9/30	8 Jamba Juice/15 McDonalds part 2 due 9/30 8am
10/3 10/5	Exam 1 CSR & Ethics	11	3 AIG	Cost Leadership Capstone Simulation Begins	Differentiation Capstone paper due 10/7 in class	
10/10 10/12	External Environment	2	25 Nintendo Wii			8 Jamba Juice/15 McDonalds part 3 due 10/14 8am
10/17 10/19	External Environment	2				
10/24 10/26	Business Strategy	5	21 Southwest Airlines	Focus Capstone Simulation Begins	Cost Leadership Capstone Paper Due 10/26 in class	
10/31 11/2	International Strategy Multi-business Strategy	7 6	13 EBay 24 Louis Vuitton			19 Zynga paper due 11/4 8am
11/7 11/9	Industry Analysis		16 The Movie Industry			27 Samsung paper Due 11/11 8am
11/14 11/16	Exam 2 Strategic Control	9	33 United Way		Focus Capstone Paper Due 11/16 in class	
11/27 11/30	Structure Innovation	10 8 & 12	28 Procter & Gamble 26 Kickstarter			32 Campbell paper due 12/2 8am
12/5 12/7	Exam 3 COMP-XM			Comp-XM Due 12/5 at end of class		

Grading Policy

Capstone	
Capstone papers	15%
COMP-XM	10%
Individual Assignments	
Individual Case papers	30%
Exams	30%
Participation	10%
Group Assignment	
How I met your ratio	5%
	100%

A+: 97 and up	A: 94-96	A-: 90-93
B+: 87-89	B: 84-86	B-: 80-83
C+: 77-79	C: 74-76	C-: 70-73
D+: 67-69	D: 64-66	D-: 60-63
F Below 60%		

Capstone Simulation

The Capstone simulation will be conducted with students organized into pairs or working singly that will represent separate firms within an industry. Every firm begins from the same starting point, but will compete based on various decisions made within your group. We will begin with some practice rounds first against the computer. Then we will run iterations with three specific strategies for 4 rounds each. As the simulation continues, each firm 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 in this game!

We will run a series of 3 separate simulations of 4 rounds, each using a different strategy. You will be playing against the computer. To succeed, you must practice the game multiple times. You will be allowed unlimited resets of the game. Notice that after each deadline, you will begin again with a different strategy, which we will discuss in class. When each simulation ends, each firm will prepare a report (to be approximately 2 double-spaced, typed pages of text PLUS tables) that outlines actions taken throughout the 4 rounds of the simulation. The report should include at a minimum (see rubric):

1. A competitive analysis – what generic strategies did the competing firms follow? (you can put this in a table)
2. A financial analysis of your firm including benchmarking (attach and discuss your best 4th round Capstone Courier for that generic strategy)
3. Evaluation of the firm's successes and failures. What decisions were correct? What should have been done differently?

These 3 sets of simulation rounds will prepare you for the COMPXM, which will occur during the last weeks of the semester. Each student will play rounds against the computer individually, based on their most successful earlier experience with the simulation. COMPXM also includes a series of questions based on the simulation results. You will receive a grade for the COMPXM itself.

Exams

There will be 3 essay exams during the semester.

Participation

Each week that a case is assigned for discussion, you will submit a case prep (always due on a Monday at noon on eLearning- click on Journal). This prep will aid in getting your thoughts organized for class discussions.

You must attend class & participate in discussions for this portion of the grade. You will see these cases again on exams!

Comprehensive Case Papers

You must complete case assignments **A** and **C**, **PLUS** one **B** case assignment. Each paper must be a minimum of 3 pages of text **PLUS** exhibits. Each case will have its own specific content requirements. You must submit a hard copy of each case paper **PLUS** upload it to the turnitin link in eLearning.

Term paper format & rules:

- **You must follow the requirements.** This assignment involves the **ANALYSIS PROCESS**.
- **For each paper you will be turning in a hard copy as well as uploading to turnitin.**
- **Late papers will not be accepted.**
- **Use the MLA Handbook or APA format and follow the rules of format for papers regarding spacing, headers, references, citations, etc.**
- **You will use each textbook case as a starting point, then update with fresh information through research.**
- **You must list references – I expect you to go to the library for sources. The Internet may be used but only along with other sources. If your paper has only Internet sources, it is an automatic zero! This includes Wikipedia.**
- **Word processing programs have spelling and grammar checking capabilities – use them!**
- **Visit the Writing Lab – they are extremely helpful.**
- **You will be allowed to rewrite any of these 3 papers if your grade was less than an 80. The rewrite will be due one week after the original due date.**

A. Cases 8 Jamba Juice/15 McDonalds - Required

Worth 15%

This analysis will be broken down into 3 smaller papers, each worth 5%:

- 1) Financial Analysis (all data from Mergent)
 - a) 2 years of comparisons year over year for both firms.
 - i) Income statements
 - ii) Balance Sheets
 - b) 2 years of common size statements for both firms
 - i) Income statements
 - ii) Balance Sheets
 - c) 2 years of ratio analysis for both firms
 - d) 1-3 page discussion of the analysis
- 2) Value chain analysis based on the financial analysis
- 3) Competitive advantage analysis based on the value chain analysis

B. Case 19 Zynga (you may choose this case or Samsung)

Due 10/31 8am

Worth 5%

Complete the following analysis:

- i) External environment
- ii) Stakeholders
- iii) What ethical Issues are involved

B. Case 27 Samsung (you may choose this case or Zynga)

Due 11/7 8am

Worth 5%

Complete a 5 Forces analysis of the electronics industry

C. Case 32 Campbell - Required

Due 12/5 8am

Worth 10%

Identify strategic problems, using any two of the following tools:

- Financial Analysis
- Value Chain Analysis
- Stakeholder analysis
- 5 Forces Analysis
- External Environment Analysis
- BCG Matrix.

Make recommendations for solutions to the problems identified.

Course Policies

Make-up exams

There are no make up exams

Extra Credit

None

Late Work

Late assignments will not be accepted

Class Attendance

You are required to attend class. This course is your course – your input will determine your outcomes.

Therefore, exclusive of the participation grade, you are allowed 2 excused absences. After that, each absence results in a reduction of 5 points from your total grade.

Classroom Citizenship

Respect your fellow students – turn off cell phones, no talking amongst yourselves, try to be on time. It is easiest to contact me outside of class via e-mail. If necessary, we can make appointments if before class or after class meetings are not sufficient. Please be sure that I have a way to contact you (e-mail address, phone number). In the past I have had reasons to contact students (for example, I have received papers missing pages). Unclaimed papers will be retained for one year.

Group Rules

All groups have hiring and firing capabilities. Individuals have the ability to resign a group. However, every student must belong to a group. If you have conflicts with your group, you may resign – but you must interview and find a position with another group. Conversely, groups may discharge members, but the

students fired from a group must find another group. I have found this method greatly reduces social loafing. **You will be evaluated by your peers – no slackers allowed!** At the end of the semester, each student will rate the performance of their fellow team members. This rating will be used to determine for individual student grades for group assignments.

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.

Minimum sanction for academic dishonesty is a zero on the assignment or exam.

Off-campus Instruction and Course Activities

Below is a description of any travel and/or risk-related activity associated with this course.

Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

"As a Comet, I pledge honesty, integrity, and service in all that I do."

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.

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