

BPS-6310 – STRATEGIC MANAGEMENT

UTD Exec MBA Program - Fall 2016

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Books: Dess, Lumpkin, Eisner, *Strategic Management: Creating competitive advantages* (8th edition). McGraw: ISBN: 978-1259850295 (UTD bookstore), 978-1259303500 (other places)

Foundation Simulation Guide – provided by instructor

Course Description

This course was *historically* 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 MBA 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 material that is not taught in the functional area courses that should be taught in a course such as this. Topics include the nature of managerial work, strategy formulation and implementation, and organization design.

Course Prerequisites: ACCT6201, ACCT6202, FIN6301, MKT6301, OB6301

Course Objectives

The course has 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 OB 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:

1. Contribute to the group discussions of chapters, "minicases", and lecture material by exhibiting (a) an understanding of the information presented and (b) skills in the functional areas required for this course. Attendance is desired for all classes. However, I recognize that professional and personal emergencies may arise which causes you to miss a class. I request that you contact me in advance (via e-mail) if you must miss a class.
2. Complete the homework assignments (1-2 pages). Summarize the key issues in the case and how the case relates to the material in the chapter. **Due: at start of each class.**
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 a mid-term and final exam. These tests will consist of multiple-choice questions, essay questions, and case analyses. Closed book, but 1 page of notes OK. **Due: as shown on class schedule.**

GRADING

1. Class Participation/Contribution	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%
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Final grade: A+ 96-100, A 90-95, B+ 87-89, B 80-86, C+ 77-79, C 70-76, 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 separate 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 (PR) to learn to play the game, and hopefully identify some fatal strategies. After that, the 8 decision rounds (DR) 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 covers the actions taken during the simulation. Be able to defend your decisions and assumptions. Presentations are to be 15-20 minutes.

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

The group project topic must be finalized by Session 7. Each part of this assignment (Industry and Company) should be approximately 8-10 double-spaced pages-*excluding* tables, charts, figures, etc. The papers are due at the final class session. Oral presentation (20-30 minutes) of your paper will also be during the final class session. See class website for more information.

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.

CLASS SCHEDULE

SESSION	DATE	TEXT BOOK ASSIGNMENT	SIMULATION
1	8/19 AM	COURSE OVERVIEW Chapter 1- Introduction <i>Assignment:</i> Write the Vision, Mission, and Objectives for your company (or previous) - DO BEFORE CLASS	DO INTRO TUTORIAL, QUIZ, & 1 REHEARSAL ROUND BEFORE CLASS PR #1 uploaded in class PR #2 uploaded in class PR #3 uploaded by 8/24
2	8/19 PM	Chapter 2 – External Analysis Chapter 3 – Internal Analysis Go over example quiz	PR #4 uploaded by 8/28 PR #5 uploaded by 8/31 PR #6 uploaded by 9/4 PR #7 uploaded by 9/7 PR #8 uploaded by 9/11– peer eval #1
3	9/15 AM	Mid-term exam (Chapters 1-3 and CAPSIM) Intro for Germans at 8:45 AM Chapter 5 - <i>Assignment:</i> Crumbs Bake, p.147	PR #1a uploaded in class with Germans PR #2a uploaded in class with Germans PR #3a uploaded in class with Germans PR #4a uploaded in class with Germans
4	9/15 PM	Chapter 7 – <i>Assignment:</i> SAIC, p. 213	DR #1 uploaded by 9/25 – need new strategy DR #2 uploaded by 10/2 (HR Tutorial and Quiz before DR #2) DR #3 uploaded by 10/9 (TQM Tutorial and Quiz before DR #3)
5	10/14 AM	Chapter 6 - <i>Assignment:</i> Flip camera, p. 181 Chapter 9	DR #4 uploaded in class DR #5 uploaded by 10/16 DR #6 uploaded by 10/23
6	10/14 PM	Chapter 10 - <i>Assignment:</i> Boeing, p. 315 Chapter 11 + EI Chapter 13 - CASE ANALYSIS	DR #7 uploaded by 10/30 DR #8 uploaded by 11/6 - peer eval #2
7	11/11 AM	GUEST SPEAKER on TI Innovation at 11 AM	SIMULATION PRESENTATIONS – 9 AM
8	11/11 PM	INNOVATION - Chapters 12 & 8 <i>Assignment:</i> - Google, p. 381	Finalize group project topic
9	12/9 AM	FINAL EXAM (CHAPTERS 5-13, CAPSIM) GUEST SPEAKER – DESS	
10	12/9 PM	TEAM PRESENTATIONS TEAM PAPER	peer eval #3 in class

Student Information Sheet

Please return this form at the 1st class.

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