# Course Syllabus
# BPS 6310.0W1 – Strategic Management
Naveen Jindal School of Management
The University of Texas at Dallas

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## Course Information

### Course

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| Course Number Section | BPS 6310.0W1 |
| Course Title | Strategic Management |
| Term and Dates | Fall 2016, (08/22 – 12/11) |

### Professor Contact Information

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| Professor | Dr. Larry Chasteen |
| Office Phone | 972-883-5896 |
| Email Address | chasteen@utdallas.edu |
| Office Location | JSOM 4.231 |
| Online Office Hours | Mondays & Wednesdays 1PM – 2PM CT |
| Other Information | Other individual assistance can be scheduled by appointment. You can also email your professor by using the eLearning course communication with any questions regarding the class. |
| TA Information | See Course announcements on eLearning |

### About the Instructor

Dr. Larry Chasteen obtained his PhD in Strategy and Entrepreneurship from UT Dallas. He got his undergraduate degree from SMU in engineering and his Master's degree in Aeronautical Engineering from Stanford University. Having worked for Texas Instruments and Raytheon, Dr. Chasteen holds a rich and vast industry experience. He was a TI program manager for various radar programs. He was then a marketing manager for the Raytheon Missile Division and was part of the US Navy smart weapons program.

Dr. Chasteen served in the US Air Force as a B-52 pilot and flew in Viet Nam. An IEEE Congressional Fellow, he did NMD studies for Congress. He taught in Germany on a Fulbright Fellowship and spent one year at the US State Department as a Science Advisor. Dr. Chasteen teaches Strategy and International Business to both undergraduate and graduate students at UT Dallas.

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

Prerequisites: ACCT6201, ACCT6202, FIN6301, MKT6301, OB6301 or consent of instructor.

**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.

**Student Learning Objectives/Outcomes**
1. Analyze the external environment of a firm.
2. Assess the resources and capabilities of a firm.
3. Assess the firm's current strategy.
4. Integrate skills acquired in FIN, ACCT, MKT, and MIS courses to create a successful generic strategy
5. Identify the stakeholders of the firm and design ethical strategic responses.

**Required Textbooks**

Dess, Lumpkin, & Eisner, *Strategic Management: Creating competitive advantages* (8th edition). McGraw-Hill: Boston. ISBN- 978-1259850295

Textbooks can be ordered online through Off-Campus Books or the UTD Bookstore. They are also available in stock at both bookstores.

**Required Simulation:**

Capstone Foundation (see www.capsim.com)

**Course Policies**

*Make-up exams*
NONE

*Extra Credit*
NONE

*Late Work*
Not accepted.

*Special Assignments*
NONE

*Class Participation*

Students are required to login regularly to the online class site. The instructor will use the tracking feature in eLearning to monitor student activity. Students are also required to participate in all class activities such as discussion board, chat or conference sessions and group projects.

*Virtual Classroom Citizenship*

The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

*Policy on Server Unavailability or Other Technical Difficulties*

The university is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the UTD eLearning Help Desk: http://www.utdallas.edu/elearninghelp, 1-866-588-3192. The instructor and the UTD eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

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## Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the Getting Started with eLearning webpage.

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## Course Access and Navigation

This course was developed using a web course tool called eLearning. It is to be delivered entirely online. Students will use their UTD NetID account to login at: http://elearning.utdallas.edu. Please see more details on course access and navigation information.

To get familiar with the eLearning tool, please see the Student eLearning Tutorials.

UTD provides eLearning technical support 24 hours a day/7 days a week. The services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. Please use this link to access the UTD eLearning Support Center: http://www.utdallas.edu/elearninghelp.

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## Communications

This eLearning course has built-in communication tools which will be used for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the eLearning Tutorials webpage for video demonstrations on numerous tools in eLearning.

**Interaction with Instructor**

The instructor will communicate with students mainly using the Announcements and Discussions tools. Students may send personal concerns or questions to the instructor using the course email tool. The instructor will reply to student emails or Discussion board messages within 3 working days under normal circumstances.

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## Student Resources

The following university resources are available to students:

**UTD Distance Learning:**
http://www.utdallas.edu/elearning/students/cstudents.htm

**McDermott Library:**
Distance Learners (UTD students who live outside the boundaries of Collin, Dallas, Denton, Rockwall, or Tarrant counties) will need a UTD-ID number to access all of the library's electronic resources (reserves, journal articles, ebooks, interlibrary loan) from off campus. For UTD students living within those counties who are taking online courses, a Comet Card is required to check out materials at the McDermott Library. For more information on library resources go to http://www.utdallas.edu/library/distance.html.

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# Student Assessments

**Grading Information**

*Weights*

| Assessment | Weight |
|---|---|
| Exams (3 x 10% each) | 30% |
| Case Summaries | 10% |
| Participation (discussion board) | 10% |
| Team Project Presentation (posting 10%, discussion 10%) | 20% |
| Team Simulation Project: | 30% |
| Team results - 10%, posting presentation 5% | |
| Individual exercises – 5%, Individual results - 10% | |
| *Total* | *100%* |

*Grading Scale*

| Scaled Score | Letter Equivalent |
|---|---|
| 90 – 100 | A |
| 87 – 89 | B+ |
| 80 – 86 | B |
| 77 – 79 | C+ |
| 70 – 76 | C |
| 0 – 69 | F |

*Grading Policy*

Team grades are subject to peer evaluations.

*Accessing Grades*

Students can check their grades by clicking "My Grades" on the course menu after the grade for each assessment task is released.

**Assessments**

**1. Exams – 30%**

There will be 3 exams, each worth 10%. Exams will cover topics as shown, and will be closed-book exams (1 page of notes OK). Exams will consist of true-false, multiple choice, short answer questions, and case analysis on all assigned material. Each exam will have a window of 1 week, within which the student can attempt the exam.

*Submission Instructions:* You can access quizzes/exams by clicking the Assessments link on the course menu or see the quiz/exam icon on the designated page. Each quiz is timed, and the number of attempts allowed within a scheduled time window will be specified.  Please read the on-screen instructions carefully before you click "Begin Assessment".

After each quiz is graded and released, you may go to the Grade Center to review your exam results.

**2. Case Summary (Module Based Assignment) – 10%**

Students will submit a 1 page (2 paragraphs) summary on all assigned cases giving a brief summary of the case and how related to the chapter. This is to be submitted before the dates as shown in the Academic Calendar below.

*Submission Instructions:* Students will submit your assignments by using the Assignments tool on the course site (just type your 2 paragraphs into the box). Please see the Assignments link on the course menu or see the icon on the designated page. You can click each assignment name link and follow the on-screen instructions. Please refer to the Help menu for more information on using this tool.

**Please Note:** each assignment link will be deactivated after the assignment due time. After your submission is graded, you may click each assignment's "Graded" tab to check the results and feedback.

**3. Participation/Discussions – 10%**

For every case assignment, students are also expected to make discussion board postings. The minimum requirement is to make one original post on the case topic (by Saturday) and at least 2 responses to other classmates' original posts (by Sunday). Responses need to be meaningful, and related to the topic.

In addition, this grade will be based on the overall discussion board postings, and other contributions to the class. The success and value of this course depends on class participation. Students are expected to read the assigned material and participate in class discussions and activities.

**4. Team Project Presentation - 20%**

Students will work in teams, to select a company and present their analysis of the company's approach to the strategic process using information from this course. The company can be one that you are familiar with or any other company and must be finalized by session 9. There are two parts of this project – an industry analysis and a company analysis. See the class website for more information.

The expected outcomes for this project are:

- Each team will also prepare and upload a _10 -15 minute Narrated PowerPoint Presentation_ summarizing their project on the discussion Board. The rest of the class will then comment on it and your team responds to these comments.
- Peer Evaluation: You will confidentially evaluate each member of your team, including yourself based on participation and level of contributions. Your score will determine your part of your team's project grade.

Students will be asked to form teams using a group sign-up sheet. Once teams are formed each team would have a separate and private homepage with discussion board, chat tool and file transfer features. The instructor would also have access to the team's homepage.

### 5. Simulation Project – 30% (15% team, 15% individual)

The Foundation simulation is conducted with students organized into teams that represent different firms within an industry. Each firm begins at the same starting point, but progresses based on decisions made by your team. We will have 6 practice rounds (PR) to learn to play the game, and identify some fatal strategies. After that, the decision rounds (DR) will 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, then post the team presentation to the discussion board. Simulations are fun, but take the competition seriously – there are winners and losers. When the team simulation ends, each student will repeat the simulation on his own. Therefore, make sure each student fully understands the simulation during the team rounds. Finally, you will confidentially evaluate each member of your team based on their participation and level of contributions. Your score will determine your part of your team's simulation grade.

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# Academic Calendar

| WEEK/ DATES | TOPIC/LECTURE | READING | ASSESSMENT / ASSIGNMENT | SIMULATION | DUE DATE |
|---|---|---|---|---|---|
| 1 08/22 – 08/28 | **Week 1** Course Access and Self-Orientation | Syllabus & Intro Video | - Syllabus Quiz<br>- Discussion Board (Self introduction) | - Intro to simulation<br>-Sim Registration at Capsim.com | 08/28 |
| 2 08/29 – 09/04 | **Week 2** Introduction to course & Course outline | None | - Sign up for team | - 3 sim audio/ ppt's<br>- Intro tutorial & quiz<br>- rehearsal tutorial<br>- 2-3 rehearsal rds. | 09/04 |
| 3 09/05 – 09/11 | **Week 3** Creating competitive advantages | Chap 1 | - Groupon Case, p. 3<br>- Discussion Board | - PR 1 by 9/7<br>- PR 2 by 9/11 | 09/11 |
| 4 09/12 – 09/18 | **Week 4** External Environment | Chap 2 | - Cell Zone Case, p. 37<br>- Discussion Board | - PR 3 by 9/14<br>- PR 4 by 9/18 | 09/18 |
| 5 09/19 – 09/25 | **Week 5** Internal Environment | Chap 3 | - BYD Case, p. 75<br>- Discussion Board | - PR 5 by 9/21<br>- PR 6 by 9/25<br>- Capsim peer review | 09/25 |
| 6 09/26 – 10/02 | **Week 6** EXAM 1 - (*Based on Dess chaps 1-3 & capsim*) | | | - DR 1 by 9/28<br>- Email plan by 9/28<br>- DR 2 + HR by 10/02 | 10/02 |
| 7 10/03 – 10/09 | **Week 7** Business Strategy | Chap 5 | - Crumbs Bake, p. 147<br>- Discussion Board | - DR 3 + TQ by 10/05<br>- DR 4 by 10/9 | 10/09 |
| 8 10/10 – 10/16 | **Week 8** Corporate Strategy | Chap 6 | - Flip camera Case, p. 181<br>- Discussion Board | - DR 5 by 10/12<br>- DR 6 by 10/16 | 10/16 |
| 9 10/17 – 10/23 | **Week 9** International Strategy | Chap 7 | - SAIC Case, p. 213<br>- Discussion Board | - DR 7 by 10/19<br>- DR 8 by 10/23<br>- Capsim Peer Review | 10/23 |
| 10 10/24 – 10/30 | **Week 10** Analyzing Cases | Chap 13 | - Sapient Case, p. 419<br>- Discussion Board | -Post team sim presentation to discussion board | 10/30 |
| | **EXAM 2 (C*hs 5-7,13 and sim*)** | | | --- | 10/30 |
| 11 10/31 – 11/06 | **Week 11** Control and Governance | Chap 9 | - Tesco Case, p. 279<br>- Discussion Board<br>- Select firm for project | -Ind DR 1 by 11/02<br>-Ind DR 2 by 11/06 | 11/06 |
| 12 11/07 – 11/13 | **Week 12** Organization Design | Chap 10 | - Boeing Case, p. 315<br>- Discussion Board<br>- Start Team Project | -Ind DR 3 by 11/09<br>-Ind DR 4 by 11/13 | 11/13 |
| 13 11/14 – 11/20 | **Week 13** Leadership | Chap 11 | - Stroh Beer, p. 349<br>- Discussion Board<br>- Continue Project | -Ind DR 5 by 11/16<br>-Ind DR 6 by 11/20 | 11/20 |
| 14 11/21 – 11/27 | **Week 14** **Thanksgiving Break** | | | | |
| 15 11/28 – 12/04 | **Week 15** Exam 3 (Dess chaps *9-11 & capsim*) | | Post ***Narrated PowerPoint*** Presentation on Discussion Board | --- | 12/04 |
| 16 12/05 – 12/11 | **Week 16** ***Discussion*** **Board:** All students to comment on other teams' Narrated Power Points posted earlier. | | | | 12/11 |
| | **TEAM PROJECT – peer evaluations due** | | | | |

## Academic Integrity

The University has policies and discipline procedures regarding academic dishonesty. Detailed information is available on the UTD Judicial Affairs web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on academic honesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

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## Course Evaluation

As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. An online instructional assessment form will be made available for your confidential use. Please watch for the email notification at your UTD email inbox with course evaluation access information towards the end of semester.

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## University Policies

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.

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

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