BPS4305 Strategic Management
Fall 2015
University of Texas at Dallas

Dr. Jun Xia
Class: BPS4305-007: Tues & Thurs: 10:00am-11:15am at JSOM 2.802
Class: BPS4305-008: Tues & Thurs: 11:30am-12:45pm at JSOM 2.803
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Course Description

This course is aimed at providing you with the frameworks for understanding the different parts of the strategic management process. We will use these frameworks to map the environment surrounding the firm, analyze the competitive situation facing the firm, and understand the sources of competitive advantage that lie within the firm. We also discuss models of business, corporate, and international strategy and issues associated with implementing strategy such as leadership, controls and corporate governance.

The approach of the class is practical and problem oriented. We will apply conceptual frameworks to case studies, in class exercises and to writing up a major research paper. This course will improve your application skills by analyzing case studies from a wide variety of industries, engaging in class discussions, and performing individual company analyses. These exercises will give you hands-on experience using the tools and approaches discussed in class. For the class to work well, and for you to benefit from it, attendance and preparation for each class meeting is required.

Course Requirements

BPS 4305 - Strategic Management is a capstone-level course that requires integration of all fields of business. This course requires extensive reading, writing, active discussions, and diligent attention to the exercises. Each student will be expected to spend an average of 4 hours a week on this course in addition to class time. If a student cannot commit this amount of time and effort to this course, he or she must realize that it may be very difficult to earn a good grade. Failure to fully prepare for class is also detrimental to one's fellow students. It is the student's responsibility to thoroughly read the syllabus, fully understand all the requirements, and keep track of all the important dates in order to succeed.

This is a C3-certified course. C3-certified courses will help you strengthen your writing and speaking skills as you deepen your understanding of key material in your major. JSOM employers tell us that your ability to write clearly and speak well about topics in your field will strongly increase your chances of professional success. C3 courses will help you to develop as a

professional communicator and demonstrate your abilities both to your instructor and to potential employers. You will take 4 C3 courses before you graduate and will then be eligible to receive the UT-Dallas Certificate in Critical Communication Skills upon graduation. For more information about how to apply for the C3 certificate, visit http://oue.utdallas.edu/c3/.

Course co-requisite:

BA 4371

Course Prerequisites:

(1) BCOM 3310 or BCOM 3311
(2) FIN 3320 and MIS 3300, OPRE 3310, OBHR 3310 and MKT 3300
(3) STAT 3360 or OPRE 3360

Required Materials

Strategic Management: Creating competitive advantages (7th edition). Gregory G. Dess, Alan B. Eisner, G. T. Lumpkin and Gerry McNamara. McGraw-Hill: Boston.

Student Learning Objectives/Outcomes

After completing this course you should be able to:

1. Complete an external and internal analysis of a firm
2. Identify the strategic problems of a firm
3. Develop solutions to a firm's strategic issues
4. Integrate skills acquired in finance, accounting, marketing, and MIS courses to create a successful firm strategy

Attendance

Attendance is critical to your success in this course. Excessive absences will be reflected negatively in the final grade. Due to the rapid pace of this course, students are urged to inform the instructor in advance of any anticipated absence so that a mutually agreeable make-up schedule may be devised. It is the responsibility of each student to manage the instructor's impressions of his or her performance. Accordingly, students are well advised to be present and prepared to contribute to class discussions. Attendance will be taken during every class day. If you need to miss class, please inform the instructor. Excessive absences may result in the loss of one or two letter grades. I define excessive absences as greater than (three) missed lectures during the semester.

There will be four objective exams during the semester. You are responsible for all material from lecture, assigned readings, exercises and handouts. Slides will be posted to the course website (eLearning). If you miss an exam or a presentation, you will receive a zero (0) for that exam or presentation. Make-up exam will be allowed only in the most extreme circumstances or emergencies (documentation will be required). ALL APPROVED MAKE-UP EXAMS MUST BE TAKEN DURING DEAD WEEK. Make-up exams will not be the same as regular exams. There will be no comprehensive final exam.

TENTATIVE SCHEDULE OF EVENTS

Order	Date	Day	Chapter	Topics
1	25-Aug	T	1	Intro and Ice Breaker (team formation)
2	27-Aug	Th	1	Strategic Management: Creating Competitive Advantages
3	1-Sep	T	2	Analyzing the External Environment of the Firm
4	3-Sep	Th	2	Analyzing the External Environment of the Firm
5	8-Sep	T	3	Assessing the Internal Environment of the Firm
6	10-Sep	Th	3	Assessing the Internal Environment of the Firm
7	15-Sep	T		Exam 1 (chapters 1, 2, & 3)
8	17-Sep	Th	4	Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources
9	22-Sep	T	5	Business-Level Strategy: Creating and Sustaining Competitive Advantages
10	24-Sep	Th	5	Business-Level Strategy: Creating and Sustaining Competitive Advantages
11	29-Sep	T	6	Corporate-Level Strategy: Creating Value through Diversification
12	1-Oct	Th	6	Corporate-Level Strategy: Creating Value through Diversification
13	6-Oct	T		Group presentation (Teams 1, 2, 3, & 4)
14	8-Oct	Th		Group presentation (Teams 5, 6, 7, & 8)
15	13-Oct	T		Exam 2 (chapters 4, 5, & 6)
16	15-Oct	Th	7	International Strategy: Creating Value in Global Markets
17	20-Oct	T	7	International Strategy: Creating Value in Global Markets
18	22-Oct	Th	8	Entrepreneurial Strategy and Competitive Dynamics
19	27-Oct	T	8	Entrepreneurial Strategy and Competitive Dynamics
20	29-Oct	Th	9	Strategic Control and Corporate Governance
21	3-Nov	T	9	Strategic Control and Corporate Governance
22	5-Nov	Th		Group presentation (Teams 9, 10, 11, & 12)
23	10-Nov	T		Exam 3 (chapters 7, 8, & 9)
24	12-Nov	Th	10	Creating Effective Organizational Designs
25	17-Nov	T	10	Creating Effective Organizational Designs
26	19-Nov	Th	11	Strategic Leadership: Creating a Learning Organization and an Ethical Organization
27	24-Nov	T		Fall break
28	26-Nov	Th		Thanksgiving holiday
29	1-Dec	T	11	Strategic Leadership: Creating a Learning Organization and an Ethical Organization
30	3-Dec	Th	12	Managing Innovation and Fostering Corporate Entrepreneurship
31	8-Dec	T		Exam 4 (chapters 10, 11, & 12)
32	10-Dec	Th		Reading day
33	15-Dec	T		Individual research project due / makeup exam

Course Assessment

Individual Points	**Points**
Exam 1	150
Exam 2	150
Exam 3	150
Team Points	
In-class exercise / case analysis	250
Group presentation	40
Individual research project	50
Peer evaluation	10
Total Points	800

Presentations

Group presentation: Choose a case from the textbook. Please follow the procedure described in the Group Presentation Form (on eLearning). We will discuss the presentation in the class.

Length: Approximately 15 minutes. Do not just include facts, but relate the knowledge learned in this class to the business world.

Delivery: Power Point slides. Appropriate graphics, font size and use of color will be graded. You may choose to also include other elements in your presentation such as posters, props, or other creative elements.

Format: All members of the team should plan to talk for approximately the same amount of time. Business Casual is the appropriate dress for this presentation. Please rehearse your presentation as reading major parts off note cards or the screen/monitor is not going to allow your team to receive full points for this exercise. Expect questions from the class.

Grading Policies

Score	**Grade**	**Score**	**Grade**	**Score**	**Grade**	**Score**	**Grade**
97 - 100	A+	87 - <90	B+	77 - <80	C+	67 - <70	D+
94 - <97	A	84 - <87	B	74 - <77	C	64 - <67	D
90 - <94	A-	80 - <84	B-	70 - <74	C-	60 - <64	D-
						0 - <60	F

Note: The instructor reserves the right to make changes on the syllabus during the semester, such as rescheduling dates for exams and dues dates for homework assignments.

Team	Case	Choose only one case for presentation
1	1	Robin Hood
1	13	QVC
1	25	Weight Watchers
2	2	Edward Marshall Boehm, Inc.
2	14	Johnson & Johnson
2	26	Pixar
3	3	The Skeleton in the Corporate Closet
3	15	Samsung Electronics
3	27	Proctor & Gamble
4	4	The Best-Laid Incentive Plans
4	16	Movie Exhibition Industry 2011
4	28	Geely Automobile
5	5	Growing for Broke
5	17	Readers Digest
5	29	Ann Taylor
6	6	American International Group & the Bonus Fiasco
6	18	Ford Motor Company
6	30	Jamba Juice
7	7	United Way of America
7	19	FreshDirect
7	31	Build-A-Bear Workshop
8	8	General Motors
8	20	Apple Inc.: Taking a Bite Out of the Competition
8	32	JetBlue Airlines: Getting Blue again?
9	9	Heineken
9	21	Southwest Airlines: Does LUV last?
9	33	Casino Industry in 2011
10	10	McDonalds
10	22	Ebay in Asia
10	34	Dippin Dots Ice Cream
11	11	World Wrestling Entertainment
11	23	Mattel
11	35	Micro Finance Banks
12	12	Yahoo!
12	24	Nintendos Wii
12	36	Green Mountain Coffee Roasters and Keurig Coffee

General Comments

You are encouraged to consult the professor anytime during the semester for suggestions or feedback. The professor reserves the right to adjust exam grades up (i.e., in students' favor), but will never adjust the scale up (i.e., to students' detriment). Please turn off the ringer on your cell phone/pager while class is in session. All opinions and perspectives are valued in this class, and ridicule of another's viewpoint will not be tolerated. However, spirited debate is strongly encouraged as a means of pushing one another to make logical and informed conclusions. We can all learn from each other.

Student Conduct and 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.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations* of the Board of Regents of the University of Texas System, *Part 1, Chapter VI, Section 3,* and in Title V, *Rules on Student Services and Activities of the Course Syllabus Page 8, University's Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SSB 4.400, 972/883- 6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty and administration of the School of Management expect from our 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. We want to establish a reputation for the honorable behavior of our graduates, which extends throughout their careers. Both your individual reputation and the school's reputation matter to your success.

The Judicial Affairs website lists examples of academic dishonesty. Dishonesty includes, but is not limited to cheating, plagiarism, collusion, facilitating academic dishonesty, fabrication, failure to contribute to a collaborative project and sabotage. Some of the ways students may engage in academic dishonesty are:

- Coughing and/or using visual or auditory signals in a test;
- Concealing notes on hands, caps, shoes, in pockets or the back of beverage bottle labels;

- Writing in blue books prior to an examination;
- Writing information on blackboards, desks, or keeping notes on the floor;
- Obtaining copies of an exam in advance;
- Passing information from an earlier class to a later class;
- Leaving information in the bathroom;
- Exchanging exams so that neighbors have identical test forms;
- Having a substitute take a test and providing falsified identification for the substitute;
- Fabricating data for lab assignments;
- Changing a graded paper and requesting that it be re-graded;
- Failing to turn in a test or assignment and later suggesting the faculty member lost the item;
- Stealing another student's graded test and affixing one's own name on it;
- Recording two answers, one on the test form, one on the answer sheet;
- Marking an answer sheet to enable another to see the answer;
- Encircling two adjacent answers and claiming to have had the correct answer;
- Stealing an exam for someone in another section or for placement in a test file;
- Using an electronic device to store test information, or to send or receive answers for a test;
- Destroying or removing library materials to gain an academic advantage;
- Consulting assignment solutions posted on websites of previous course offerings;
- Transferring a computer file from one person's account to another;
- Transmitting posted answers for an exam to a student in a testing area via electronic device;
- Downloading text from the Internet or other sources without proper attribution;
- Citing to false references or findings in research or other academic exercises;
- Unauthorized collaborating with another person in preparing academic exercises.
- Submitting a substantial portion of the same academic work more than once without written authorization from the instructor.

http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-Basicexamples.html

Plagiarism on written assignments, especially from the web, from portions of papers for other classes, and from any other source is unacceptable.

During tests and quizzes, students in this section are not allowed to have with them any food or drinks, scratch paper, course materials, textbooks, notes, invisible ink pens, or electronic devices, including IPads, IPhones, IPods, MP3 Players, earphones, radios, smart phones, cameras, calculators, multi-function timepieces, or computers. When possible, students should sit in alternating seats, face forward at all times, and remove any clothing which might conceal eye movements, reflect images of another's work, or hide course material for copying. Exam proctors will monitor any communication or signaling between students by talking, whispering, or making sounds, or by using your hands, feet, other body movements, the test paper itself or your writing implement.

Students in this course suspected of academic dishonesty are subject to disciplinary proceedings, and if found responsible, the following minimum sanctions will be applied:

1. Homework – Zero for the Assignment

2. Case Write-ups – Zero for the Assignment
3. Quizzes – Zero for the Quiz
4. Presentations – Zero for the Assignment
5. Group Work – Zero for the Assignment for all group members
6. Tests – F for the course

These sanctions will be administered only after a student has been found officially responsible for academic dishonesty, either through waiving their right for a disciplinary hearing, or being declared responsible after a hearing administered by Judicial Affairs and the Dean of Student's Office .

In the event that the student receives a failing grade for the course for academic dishonesty, the student is not allowed to withdraw as a way of preventing the grade from being entered on their record. Where a student receives an F in a course and chooses to take the course over to improve their grade, the original grade of F remains on their transcript, but does not count towards calculation of their GPA.

The School of Management also reserves the right to review a student's disciplinary record, on file with the Dean of Students, as one of the criteria for determining a student's eligibility for a scholarship.

Judicial Affairs Procedures

Under authority delegated by the Dean of Students, a faculty member who has reason to suspect that a student has engaged in academic dishonesty may conduct a conference with the student in compliance with the following procedures:

(i) the student will be informed that he/she is believed to have committed an act or acts of academic dishonesty in violation of University rules;
(ii) the student will be presented with any information in the knowledge or possession of the instructor which tends to support the allegation(s) of academic dishonesty;
(iii) the student will be given an opportunity to present information on his/her behalf;
(iv) after meeting with the student, the faculty member may choose not to refer the allegation if he/she determines that the allegations are not supported by the evidence; or
(v) after meeting with the student, the faculty member may refer the allegations to the dean of students along with a referral form and all supporting documentation of the alleged violation. Under separate cover, the faculty member should forward the appropriate grade to be assessed if a student is found to be responsible for academic dishonesty;
(vi) the faculty member may consult with the dean of students in determining the recommended grade;
(vii) the faculty member must not impose any independent sanctions upon the student in lieu of a referral to Judicial Affairs;
(viii) the faculty member may not impose a sanction of suspension or expulsion, but may make this *recommendation* in the referral documentation

If the faculty member chooses not to meet with the student and instead forwards the appropriate documentation directly to the dean of students, they should attempt to inform the student of the allegation and notify the student that the information has been forwarded to the Office of Dean of Students for investigation**.**

The student, pending a hearing, remains responsible for all academic exercises and syllabus requirements. The student may remain in class if the student's presence in the class does not interfere with the professor's ability to teach the class or the ability of other class members to learn. (See Section 49.07, page V-49-4 for information regarding the removal of a student from class).

Upon receipt of the referral form, class syllabus, and the supporting material/documentation from the faculty member, the dean shall proceed under the guidelines in the *Handbook of Operating Procedures*, Chapter 49, Subchapter C. If the respondent disputes the facts upon which the allegations are based, a fair and impartial disciplinary committee comprised of UTD faculty and students, shall hold a hearing and determine the responsibility of the student. If they find the student in violation of the code of conduct, the dean will then affirm the minimum sanction as provided in the syllabus, and share this information with the student. The dean will review the student's prior disciplinary record and assess additional sanctions where appropriate to the circumstances. The dean will inform the student and the faculty member of their decision.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures.*

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the deal will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Tuesday, 8:30 a.m. to 6:30 p.m.; Thursday and Tues, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:
The University of Texas at Dallas, SU 22
PO Box 830688
Richardson, Texas 75083-0688
(972) 883-2098 (voice or TTY)
disabilityservice@utdallas.edu

If you anticipate issues related to the format or requirements of this course, please meet with the Coordinator of Disability Services. The Coordinator is available to discuss ways to ensure your full participation in the course. If you determine that formal, disability-related accommodations are necessary, it is very important that you be registered with Disability Services to notify them of your eligibility for reasonable accommodations. Disability Services can then plan how best to coordinate your accommodations.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a

UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Technical Support

If you experience any problems with your UTD account you may send an email to: assist@utdallas.edu or call the UTD Computer Helpdesk at 972-883-2911.

Field Trip Policies / Off-Campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm. Additional information is available from the office of the school dean.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.