

COURSE SYLLABUS

Course Information

Course Title: Strategic Management
Course Number: BPS 4305-003
Class Location: JSOM 2.901
Class Time: 1:00 – 2:15 PM, Mondays & Wednesdays

Lecturer Contact Information

Name: Ayenda Kemp
Office Location: JSOM 4.207
Office Hours: 2:20 – 3:00 PM, Mondays & Wednesdays, or by appointment
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Course Pre-requisites, Co-requisites, and/or Other Restrictions

Pre-requisites: BCOM 3310 (or equivalent) and (FIN 3320, ITSS 3300, OPRE 3310, OBHR 3310, MKT 3300), and STAT 3360 (or OPRE 3360).

Course Description

This is an undergraduate capstone course designed to prepare students to be senior managers. The emphasis of this course will be on the strategic analyses, decisions, and actions that organizations take to create sustainable competitive advantages, with the consideration of both the internal organizational conditions and external environment. Through chapters readings, case analyses, and discussions we will also explore issues related to ethical decision making, corporate social responsibility, stakeholder theory, and the relationship of business & government.

Student Learning Objectives/Outcomes

There are three major objectives for this course. This course will

1. introduce students to some basic concepts and theories in strategic management by enabling students to understand the external environment of a firm, analyze the resources and capabilities of a firm, identify the strategic problems and stakeholders of the firm, assess the firm's current strategy, and design ethical strategic solutions;
 2. provide opportunities for students to integrate and practice strategic management skills acquired in finance, accounting, marketing, and MIS courses to create intelligent and successful strategies through real world case analyses, while learning how to conduct effective organizational research; and
 3. train students to take leadership responsibilities and work with other people in teams, while developing oral and written communication abilities that can help advance professional careers.
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Required Textbook and Reading Materials

Textbook

Title: Strategic Management: Text and Cases a (7th Edition)
Authors: Dess, Lumpkin, Eisner, and McNamara
ISBN: 9780077862527

Course Requirements and Grading Policies

This course requires careful readings, active discussions, diligent research, and effective group work, which will also determine whether and how a student may succeed in this course. The instructor's main role will be to facilitate the implementation of these activities and provide constant guidance along each step of the way.

A student's final grade will be based on the weighted average of the following six categories: *Individual Class Participation*, *Individual Case Analysis*, *Individual Industry Analysis*, *Group Case Discussion*, *Business News Discussion*, and *Final Exam*.

1. Individual Class Participation (5%)

All students are expected to attend classes on time and be prepared for and actively involved in class discussions. This part of the evaluation will be based on a student's attendance and overall participation throughout the whole semester, via a sign-in sheet and instructor observations. Late arrivals or early departures will count as partial absences.

Generally, a student can get an A level grade in this category if he/she has few absence, is mostly on time, and participates actively on a regular basis throughout the semester.

2. Reading Quizzes (10%)

There will be periodic quizzes, administered at the beginning of class, to assess whether students have completed the readings assigned for the class period. Students that are absent will be assigned a grade of zero for that days quiz.

3. Individual Industry Analysis (15%)

Each student must prepare an analysis of an industry of their choice. It should address the following issues through a coherent and convincing essay:

- Which firms are the major players in this industry?
- What are the key challenges faced by firms in this industry?
- What are some notable opportunities for firms in this industry?
- Suggest a strategy that might be most effective for firms in this industry.
- If you were acting as a consultant would you advise that a firm enter this industry?

You must explain the rationale behind each of your answers.

The emphasis of the grading will be on: 1) effectiveness in applying strategic concepts and frameworks,

2) relevance of recommendations and level of theoretical backing, and 3) coherence in reasoning and clarity of writing throughout the paper (no bullet points).

4. Individual Case Analysis (15%)

Each student will conduct a two to three page (double spaced) case analysis for a designated case from the textbook – **Jamba Juice** (Case 8). *It will be due at the beginning of the class on September, 21st, 2016 (the fifth week).* It should address the following issues through a coherent and convincing essay:

- What are the key challenges faced by the organization? Why?
- What are the main strategies used by the organization and were they successful or not? Why?
- What potential solutions can you provide? Why?
- If you must recommend that the company implements only one of your solutions, which would it be? Why?

The emphasis of the grading will be on: 1) effectiveness in applying strategic concepts and frameworks, 2) relevance of recommendations and level of theoretical backing, and 3) coherence in reasoning and clarity of writing throughout the paper (no bullet points).

3. Group Case Discussion (20%)

Students will be asked form groups (there will be eight groups in total). Each group will research one of the real world companies listed in the textbook (or suggested by the students) and conduct a professional case analysis. Students are required to find additional background information from various sources including libraries, internet sites, books, magazines, and newspapers. At the time of the group case discussion, the group as a whole should submit a five page (double spaced) written analysis to the instructor. The format is similar to that of the individual case analysis with emphases on how a group can systematically apply strategic concepts and theories and provide effective recommendations.

The credit will be based on both the submitted analysis and the actual case discussion in class (which should last about 30 minutes).

To ensure a good quality, each group is strongly urged to start the preparation process at least two weeks prior to the designated group case discussion date.

4. Business News Discussion (15%)

Each group will also lead discussions on a current business news for a certain week as listed in the calendar part of the syllabus (and posted on Blackboard). At the time of the business news discussion, the group should facilitate class interaction, while applying strategic management concepts and theories. In addition, the group should submit a two to three page (double spaced) written review to the instructor. The whole discussion should last about 30 minutes.

The evaluation of each group's review/discussion will be based on the following criteria:

- *Does the group demonstrate a basic understanding of the major issues involved in the news piece?*
- *Does the group systematically apply theories and concepts learned from the course?*
- *Does the group go beyond the business news to provide innovative and critical thoughts?*
- *Does the group engage the class while illustrating and their views effectively?*
- *Does the news correspond with the topics being covered in class on the day the news is presented?*

5. Final Exam (20%)

At the end of the semester, there will be an exam to test the students' understanding and application of main theories and concepts learned from Chapters 1 to 12. The exam will contain 40 multiple choice questions and take 1.25 hours. Due to the nature of the final, students are required to make all necessary arrangements to come to class on the date of the final, as no make-up will be given.

Course & Instructor Policies

1. Final Grade Checking

After the final exam, there will be a designated office hour for final grade checking in the instructor's office (see the class schedule part for time and location). If a student cannot make this office hour, he/she may simply wait for the university to post the final grade online or mail the final grade. No additional office hours will be held after that.

In compliance with the university's policy on confidentiality, no grade information will be transmitted via phone or e-mail.

2. Class Policies

Throughout the semester, each student is expected to follow the university's guideline on student conduct with regard to cheating and other dishonorable behaviors. Severe consequences can occur if such rules are not followed. Information on university's policies regarding academic integrity, grading, technical support, copyright, email usage, plagiarism, student grievance procedures, and other topics can be found at the following link: <http://go.utdallas.edu/syllabus-policies>.

The instructor also reserves the right to deduct from a student's individual class participation credit if the student has shown non-constructive behavior in class. If a student is absent or late to a class, it will be his or her responsibility to catch up with all the missed materials and any announcements made while the student was absent. No make-up quiz or lecture will be given. No late assignments will be accepted unless there are very special circumstances. Finally, it is a student's responsibility to read the syllabus thoroughly and regularly and keep track of all the important dates and requirements every week. Experiences show that answers for most questions that students ask can be found in the syllabus.

Additional School Notes

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/>.

Class Schedule and Assignments

#	Date	Activities
1	08/22 – 08/24	– Course Description and Requirement Sharing – Chapter 1: Strategic Management
2	08/29 – 08/31	– Chapter 2: Analyzing the External Environment – Guidelines for Conducting Case Analysis
3	09/5 – 09/7	– Chapter 3: Assessing the Internal Environment
4	09/12 – 09/14	– Chapter 5: Business-Level Strategy
5	09/19 – 09/21	– Chapter 4: Recognizing a Firm's Intellectual Assets – Submit: Individual Case Analysis
6	09/26 – 09/28	– Chapter 6: Corporate-Level Strategy (Diversification) – Group 5 Business News Discussion (Monday) – Group 2 Case Discussion (Wednesday)
7	10/3 – 10/5	– Chapter 7: International Strategy – Group 6 Business News Discussion (Monday) – Group 1 Case Discussion (Wednesday)
8	10/10 – 10/12	– Chapter 8: Entrepreneurial Strategy and Competitive Dynamics – Group 3 Business News Discussion (Monday) – Group 7 Case Discussion (Wednesday)
9	10/17 – 10/19	– Chapter 9: Strategic Control and Corporate Convergence – Group 8 Business News Discussion (Monday) – Group 6 Case Discussion (Wednesday) – Submit: Plan for Individual Industry Analysis
10	10/24 – 10/26	– Chapter 10: Creating Effective Organizational Designs – Group 2 Business News Discussion (Monday) – Group 3 Case Discussion (Wednesday)
11	10/31 – 11/2	– Chapter 11: Strategic Leadership – Group 4 Business News Discussion (Monday) – Group 5 Case Discussion (Wednesday)
12	11/7 – 11/9	– Chapter 12: Managing Innovation – Group 7 Business News Discussion (Monday) – Group 8 Case Discussion (Wednesday)
13	11/14 – 11/16	– Chapter 12: Strategizing with Corporate Social Responsibility – Group 4 Business News Discussion 1 (Monday) – Group 4 Case Discussion (Wednesday)
14	11/21 – 11/23	– Fall Break
15	11/28 – 11/30	– Review for Final – Submit: Individual Industry Analysis

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- 16 12/5 – 12/7 – **Final Exam (75 Minutes)**
– Final Grade Checking (12:30–2:00 PM, at the instructor’s office: JSOM 4.407)
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GROUP COMPOSITIONS
(To be finalized after the second class)

<u>Group #</u>	<u>Student Name</u>	<u>Group #</u>	<u>Student Name</u>
1	Jia Fan Wang	5	Sruthi Jaayadevan
1	Edward Cao	5	Shawn Jacob
1	Vicky Kao	5	Nathan Jacob
1	Alessandra Rebaza De La Oliva	5	Govanny Quintana
1	Mrunamayi Phandis	5	Jose Rodriguez
1	Javier Castro	5	Mohammed Mamdani
2	HJ Kim	6	Javier Vasquez
2	Chris Rodriguez	6	Lindsay Creamer
2	Jacob Woolf	6	Alexis Rojas Lopez
2	Peter Jeong	6	Deonte Payne
2	Yash Chevli	6	John Kwak
2		6	Morgan Hewett
3	Kyle Herridge	7	Paulina Vantha
3	Joe Weber	7	Jennifer Ly
3	Kelly Reed	7	Scott Oberst
3	Hira Saleem	7	Rachel Rust
3	Jason Alberton	7	Rayyan Hingora
3	Kelly Reed	7	Tomas Venegas-Anderson
4	Derrick Williams	8	Nicolette Erkman
4	Somaya Muna	8	Jaylon McClure
4	Ikuho Asaka	8	Amena Azhar
4	Connor Diaz	8	Tammie Thai
4	Bryce Nelson	8	Garret Fox
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A SHORT SURVEY

(To be submitted to the instructor after the first class; and will count as part of the class participation)

Name (Please Print): _____

1. Do you work? If so, where? What is your current position in your organization (or company)?
2. Why did you choose your major?
3. What is your career objective? (Short term and long term)
4. What are your general expectations from this course?
5. What would you most like to learn while in the course?
6. Are all the requirements and class policies listed in the syllabus clear to you? If not, which specific part do you need more clarifications?

(Thank you)