

Course Syllabus - This course is a hybrid course – the class lectures are posted online. We will use most of the class periods for discussions, exercises, and simulation activities.

Course Information

Course Number/Section: BPS 4305-001 Title: Strategic Management Term: Spr 2017
Days & Times: Mon & Wed 11:30-12:45 Class Room: SOM 2.112 Lab: SOM 1.211

Professor Contact Information

Professor Larry Chasteen, Ph.D.
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Office Hours: Mon & Wed 3:00-4:00, other times on request

TA: Xiaoyi Guo – use email in eLearning

Course Pre-requisites, Co-requisites, and/or Other Restrictions Prerequisites: ([BCOM 3311](#) or [ACCT 3311](#)), [FIN 3320](#), [MIS 3300](#), [OPRE 3310](#), [OBHR 3310](#), [MKT 3300](#) and ([STAT 3360](#) or [OPRE 3360](#))

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 and requires a substantial time commitment.

Student Learning Objectives/Outcomes

1. Students will be able to complete an external analysis of a firm.
2. Students will be able to complete an internal analysis of a firm.
3. Students will be able to identify strategic problems and develop ethical solutions to a firm’s strategic issues.
4. Students will be able to integrate skills acquired in finance, accounting, marketing, production, and MIS courses to create a successful generic strategy.

Required Textbooks and Materials

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

Capstone Foundation and Comp-XM www.capsim.com Industry id – see eLearning or in class

Course Requirements: Student performance will be measured through examinations, case analyses, project reports, and project presentations. Other types of evaluation mechanisms may be employed at the discretion of the professor. Late submissions are not accepted.

Attendance Policy: Although class attendance is not recorded, you are expected to attend each class and take part in class discussion and exercises. This will determine your participation grade.

GRADING POLICY

Exams	30%	Grade/Average
Comp-XM	10%	A+: 96-100 A: 90-95
Participation/capsim exercises...	10%	B+: 87-89 B: 80-86
Case summaries.....	20%	C+: 77-79 C: 70-76
Case presentation/discussion.....	10%	D+: 67-69 D: 60-66
Simulation Grade		F 0-59
Presentation to Shareholders....	10%	
Simulation results.....	10%	

ANALYSIS OF GRADING COMPONENTS

Individual Performance

Exams: 3 closed book exams covering topics as shown (1 page of notes OK). Exams will consist of true-false, multiple choice, short answer questions, and case analysis on all assigned material. No make-ups – if any problems, must contact me well in advance of test day.

Comp-XM: Individual simulation final exam – more information provided in class

Participation: Based on discussions, capsim exercises, and class exercises. The success and value of this course depends on class participation. You are expected to read the assigned material and participate in class discussions and activities.

Case summaries: a 2 paragraph summary on all assigned cases: 1st paragraph gives a brief summary of the case, 2nd paragraph shows how case is related to the information in the chapter. Submit via eLearning assignments – due before class as shown on course outline.

Group Performance -Teams will be formed for two purposes: Case presentations and Simulation

Case presentation - each team will present 1 of the intro cases and lead discussion on it.

Simulation: 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. Then 8 decision rounds (DR) for 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 prepare a presentation that summarizes actions taken during the simulation. Details of the presentation requirements are provided on eLearning. Each team will then make a presentation to the class. Be able to defend your decisions, actions, and assumptions. Presentations are to be 10-15 minutes.

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.

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.

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, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3, and in Title V, Rules on Student Services and Activities of the 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 (SU 1.602, 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.

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.”

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.

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. Exams – 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.

COURSE CALENDAR

Week	Monday	Wednesday
1/9	Intro to course/Select teams & cases	Intro to capsim – HW: Tutorial/Quiz, Rehearsal Quiz, and 2-4 Rehearsal Rounds (individual) All due by 1/25
1/16	MLK Holiday	Chapter 1 Groupon, p 3
1/23	Chapter 2 Cell Zone, p 37	PR #1 in class (use example decisions) PR #2 by Sunday night 9 pm
1/30	Chapter 3 BYD, p 75	PR #3 in class, PR #4 by Sunday night 9PM
2/6	Exam 1: Ch 1-3 & capsim	PR #5 in class(Peer eval #1),PR #6 by Sun 9PM
2/13	Chapter 5 Crumbs Bake, p 147	Team Sim Presentation
2/20	Chapter 6 Flip camera, p 181	DR #1 in class - your new plan due DR #2 + HR Tutorial/Quiz (ind) by Sun 9PM
2/27	Chapter 7 SAIC, p 213	DR #3 + TQM Tutorial/Quiz (ind) in class DR #4 by Sun 9PM
3/6	Exam 2: Ch 5-7 & capsim	TA Presentation/Guest Speaker
3/13	Spring Break	Spring Break
3/20	Chapter 9 Tesco, p 279	DR #5 in class Peer eval #2 DR #6 by Sun 9PM
3/27	Chapter 10 Boeing, p.315 Chapter 13	DR #7 in class DR #8 by Sun 9PM
4/3	Group 1 Team Sim Presentation	Group 2 Team Sim Presentation
4/10	Chapter 11 Stroh Beer, p 349	CompXM
4/17	Chapter 12 Google, p 381 Chapter 8	CompXM
4/24	Review	Exam 3: Ch 8-13 & capsim

These descriptions and timelines in this syllabus are subject to change at the discretion of the Professor. Changes will be announced via eLearning.

Student Information Sheet

Please complete this form during the 1st class.

1. Name: _____

2. Phone Number: _____

Email: _____

3. What are your career objectives?

4. Current and/or Previous Work Experience, if any:

5. I hereby certify that I have received a copy of the syllabus. I have read and understand the syllabus, and I further certify that I have met the prerequisites as listed above.

Signature: _____ Date: _____