

COURSE SYLLABUS

Course Information

Course Title: Strategic Management
Course Number: BPS 4305-009
Class Location: JSOM 12.202
Class Time: 4:00 – 5:15 PM, Tuesdays and Thursdays

Professor Contact Information

Name: Zhiang “John” LIN, Ph.D.
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Teaching Assistant Contact Information

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The teaching assistant will mainly be responsible for: 1) observing student class participations, 2) grading one student assignment, 3) helping proctor and grade the quizzes, 4) tabulating student records; and 5) other course related activities that may require assistance.

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

Pre-requisites: BCOM 3310 (or BCOM 3311), FIN 3320, ITSS 3300, MIS 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 for the increasingly competitive business world. 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 condition and the external environment. Through chapters, 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 understanding the external environment of a firm, analyzing the resources and capabilities of a firm, identifying the strategic problems and stakeholders of the firm, assessing the firm's current strategy, and designing 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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Textbook (and Related Course Materials)

Title: Global Strategy (4th Edition):
(This is the first time the textbook has switched to a complete digital e-book. Please see purchasing options below.)
Publisher: South-Western Cengage Learning, 2017
Author: Mike W. Peng
ISBN-10: 1-305-57701-9
ISBN-13: 978-130-55770-84

Throughout the semester, we will be accessing MindTap (including weekly review quizzes) via eLearning. Students are encouraged to bring their laptop computers. If a student prefers to use a smart phone or a tablet, it will be necessary to access MindTap via a different browser Puffin while disabling its popup block function.

(Business news articles, lecture outlines, integrative cases including I-16, etc. are also posted at MindTap via eLearning.)

Purchasing options

Purchase option 1: BUNDLE: ePack MindTap®Management + loose-leaf version (ISBN10: 1-337-49784-3; ISBN13: 978-1-337-49784-8)
<https://www.cengagebrain.com/shop/ProductDisplay?langId=-1&storeId=10151&catalogId=10057&productId=174928>

Purchase option 2: LMS Integrated MindTap®Management (ISBN10: 1-305-57707-8; ISBN13: 978-1-305-57707-7)
<https://www.cengagebrain.com/shop/ProductDisplay?langId=-1&storeId=10151&catalogId=10057&productId=737372>

Purchase option 3: (a) Go to UT Dallas bookstore; (b) Get a printed access card, make sure to find the correct product: MindTap® Management, 1 term (6 months) Printed Access Card for Peng's *Global Strategy*, 4th edition (ISBN 13: 978-1-305-57703-9, which is different from option 2, but both ISBNs refer to the same book)

Helpful Training Resources

User Guides and Assistance: <http://services.cengage.com/dcs/mindtap/start/resourcelist/#/student-resources-selftraining-videos>

Student Registration and Login Video:

<https://www.youtube.com/watch?v=5G1NHp1Op5s&feature=youtu.be>

Additional Helpful Links:

<http://support.cengage.com/magellan/ClassLandingPage.aspx?OptyId=1385605>

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 implementations of these activities and provide constant guidance along each step of the way.

A student's final grade will be based on the aggregation of the following five categories (**350 points** in total): *Weekly Review Quizzes and Attendances* (60 points), *Individual Case Analysis* (60 points), *Group Case Discussion* (80 points), *Business News Discussion* (60 points), and *Main Quizzes* (90 points). Specifically,

<u>Final Grade</u>	<u>Aggregated Points</u>
A+	335-350
A	315-334
A-	300-314
B+	285-299
B	265-284
B-	250-264
C+	235-249
C	215-234
C-	200-214
D+	185-199
D	165-184
D-	150-164
F	000-149

1. Weekly Review Quizzes and Attendances (60 points)

All students are expected to review chapters and be prepared for and actively involved in class discussions. This part of the evaluation will be mainly based on 12 weekly review quizzes (each worth a maximum of 5 points). Each review quiz (closed book and closed notes) will consist of 5 multiple choice questions and take 5 minutes, with access to MindTap (via eLearning) required. There will be a sign-in sheet in which all students need to sign-in when they come to each class. Only students with the sign-in will be eligible to earn the weekly quiz credit. *Plus, each non-sign-in will result in a deduction of 2.5 points.*

For selected students who consistently participate in class discussions throughout the semester, they may be allowed to substitute one to two weekly review quizzes with the maximum 5 points, subject to instructor observation and discretion. For example, if a student gets a credit point of 1 on a weekly quiz but has participated fairly actively in class discussions, then that 1 on the weekly review quiz will be replaced by a 5.

It is each student's responsibility to master the use of MindTap and related procedures including installing proper internet browsers, connecting to UTD Wi-Fi network, resolving computer-related problems, and accessing quizzes. There will be no make-up or late quizzes. Collusion with each other is also prohibited.

2. Individual Case Analysis (60 points)

Each student will conduct a two to three page (double spaced) case analysis for a designated case from the textbook – **SolarWorld USA** (Integrative Case 16). *It will be due at the beginning of the 1/31 class, and in hard copy.* The general flow of the case analysis should follow the guidelines discussed in class (purpose, external analysis, internal analysis, strategic problems, and recommendations), while providing coherent analysis and convincing recommendations backed by strategic concepts and theories. You do not need to specifically answer the five questions listed in the textbook, but use them as thinking points and build some of them into your analysis.

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

- ✓ (51-60 points): If the paper has the main components for a case analysis and has met the above three emphases;
- ✓ (41-50 points): If the paper has most the main components but has only met two of the above three emphases;
- ✓ (31-40 points): If the paper has few of the main components and has not met most of the above three emphases (e.g., used little strategic concepts and theories, used mostly bullet points, provided no meaningful recommendations, lacked an introduction, etc.);
- ✓ (21-30 points): If the paper has only one of the main components or has met only one of the above three emphases;
- ✓ (0-20 points): If the paper is not turned in or if the paper is not on the right case.

3. Group Case Discussion (80 points)

Students will be asked to form seven groups. Each group will research one of the real world companies listed in the textbook (selected Integrative Cases), and conduct a professional case analysis and an engaging class presentation. 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 presentation, the group as a whole should submit a five page (double spaced) written analysis to the instructor, in addition to the presentation (in 25-30 minutes) as the grading will be based on both the submitted written report and the actual presentation effectiveness.

The format of the written analysis can be similar to that of the individual case analysis (though requiring more substance and more coordination) with the same three emphases: *1) effectiveness in applying strategic concepts and theories, 2) relevance of recommendations and level of theoretical backing, and 3) coherence in reasoning throughout the paper (no bullet points).* The presentation will emphasize preparedness, theoretical connections, logical flow, time control, and class interaction. Members who fail to participate in the presentation will have points deducted.

- ✓ (71-80 points): If the written report and the presentation have the main components and have met the above three emphases, while with good preparations and engaging interactions;
- ✓ (61-70 points): If the written report and the presentation have most of the main components and have

- ✓ met two of the above three emphases, while with OK preparations and some engaging interactions;
- ✓ (51-60 points): If the written report and the presentation have some of the main components and have met one of the above three emphases, while with somewhat mediocre preparations and few interactions;
- ✓ (41-50 points): If the written report and the presentation have few of the main components and have met one or none of the above three emphases, while with poor preparations and few interactions;
- ✓ (0-40 points): If the written report is not turned in, or if the presentation is not prepared, or if the case analysis is not on the right one.

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 (60 points)

Each group will also provide critical thoughts and theoretical applications, and lead discussions for a current business news (posted at MindTap) for a certain week as listed in the schedule part of the syllabus. At the time of the business news discussion, the group should conduct effective interactions with the class 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 format of the review does not need to be as formal like a case analysis, as the emphases will be on critical thinking and theoretical connections. The whole discussion should last about 20-25 minutes with emphases on theoretical applications, logical flows, and class interactions. Members who fail to participate in the presentation will have points deducted.

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

- *Does the group go beyond the business news to provide innovative and critical thoughts?*
 - *Does the group systematically apply theories and concepts learned from the course?*
 - *Does the group engage the class while illustrating and their views effectively?*
- ✓ (51-60 points): If the written review and the class discussion have met the above three emphases with coherent writing and effective class discussion;
 - ✓ (41-50 points): If the written review and the class discussion have met two of the three emphases with coherent writing and fine class discussion;
 - ✓ (31-40 points): If written review and the class discussion have met two of the three emphases but with somewhat incoherent writing or somewhat ineffective class discussion;
 - ✓ (21-30 points): If written review and the class discussion have met one of the three emphases, but with incoherent writing or ineffective class discussion;
 - ✓ (0-20 points): If the written review is not turned in, or if the class discussion is not prepared, or if the written review is not on the right business news.

Each group should pick two different dates for group case discussion and business new discussion.

5. Two Main Quizzes (90 points)

There will be two main quizzes. Main Quiz 1 will cover Chapters 1-5, contain 25 multiple choice questions, and take 40 minutes. Main Quiz 2 will cover Chapters 6-12, contain 35 multiple choice questions, and take 50 minutes. Each correct answer will be worth 1.5 points. They will be in hard copy quiz books provided by the instructor (not on MindTap). For each main quiz students are permitted to bring notes on one piece of paper of the regular letter size (both sides permitted with no font restrictions). Students will need to bring scan-tron sheets (Form No. 882-E). Students will need to write names on the front and back of the scan-tron sheet and turn in both the quiz book and the scan-tron sheet after each

main quiz.

Due to the nature of the quizzes and the fact that the main quizzes are scheduled at regular class times, students are expected to make all necessary arrangements to come to the class on the quiz dates, as no make-up quizzes will be given.

Course & Instructor Policies

1. Final Grade Checking

After the end of the semester, there will be a designated office hour for final grade checking in the instructor's office (Please also see the schedule part). If a student cannot make this office hour, he/she can bring a self addressed and stamped envelope to class on the date of Main Quiz 2, or 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 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 quizzes 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.

Class Schedule and Assignments

<u>#</u>	<u>Date</u>	<u>Activities</u>
1	1/10	– Course Descriptions and Requirement Discussions – Demos on Accessing Digital Textbook at MindTap via eLearning and Weekly Review Quizzes
2	1/12	– Guidelines for Conducting Case Analysis – Group Forming, Group Case Selections, and Business News Selections – Student Survey

3	1/17	- Chapter 1: Strategizing around the Globe
4	1/19	- Review Quiz 1 for Chapter 1 (via MindTap) - Chapter 2: Managing Industry Competition
5	1/24	- Review Quiz 2 for Chapter 2 (via MindTap) - Chapter 3: Leveraging Resources and Capabilities
6	1/26	- Review Quiz 3 for Chapter 3 (via MindTap) - Chapter 4: Emphasizing Institutions, Cultures, and Ethics
7	1/31	- Individual Case Analysis Due: SolarWorld USA (Integrative Case 16) - Review Quiz 4 for Chapter 4 (via MindTap) - Class Case Discussion Led by Instructor: SolarWorld USA (Integrative Case 16)
8	2/2	- Chapter 5: Growing and Internationalizing the Entrepreneurial Firm
9	2/7	- Review Quiz 5 for Chapter 5 (via MindTap) - Review of Main Concepts and Theories in Chapters 1-5
10	2/9	- Self Study. Preparation for Main Quiz 1
11	2/14	- Main Quiz 1 for Chapters 1-5 (Paper Version in 40 Minutes)
12	2/16	- Chapter 6: Entering Foreign Markets
13	2/21	- Review Quiz 6 for Chapter 6 (via MindTap) - Reminder and Preparations for Business News Discussion and Group Case Discussion
14	2/23	- Business News Discussion 1: Challenging Apple by Imitation (by Group) - Group Case Discussion 1: I-7: Huawei Deals with Liability of Foreignness (by Group)
15	2/28	- Chapter 7: Making Strategic Alliances and Networks Work
16	3/2	- Business News Discussion 2: Doing Business in Africa (by Group) - Group Case Discussion 2: I-22: Ocean Park Fights Hong Kong Disneyland (by Group)
17	3/7	- Review Quiz 7 for Chapter 7 (via MindTap) - Chapter 8: Managing Global Competitive Dynamics
18	3/9	- Business News Discussion 3: Entrepreneurship in Brazil (by Group) - Group Case Discussion 3: I-18: Wikimart: Building A Russian Version of Amazon (by Group)
	3/14	- No Class. Spring Break.
	3/16	- No Class. Spring Break.

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| 19 | 3/21 | - | Review Quiz 8 for Chapter 8 (via MindTap) |
| | | - | Chapter 9: Diversifying, Acquiring, and Restructuring |
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| 20 | 3/23 | - | Business News Discussion 4: Wal-Mart Drops Ambitious Expansion Plan for India (by Group) |
| | | - | Group Case Discussion 4: I-14: Wynn Macau: Gambling on the Edge of China (by Group) |
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| 21 | 3/28 | - | Review Quiz 9 for Chapter 9 (via MindTap) |
| | | - | Chapter 10: Strategizing, Structuring, and Learning around the World |
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| 22 | 3/30 | - | Business News Discussion 5: Why Big American Businesses Fail in China (by Group) |
| | | - | Group Case Discussion 5: I-20: Jobek Do Brasil's Joint Venture Challenges (by Group) |
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| 23 | 4/4 | - | Review Quiz 10 for Chapter 10 (via MindTap) |
| | | - | Chapter 11: Governing the Corporation around the World |
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| 24 | 4/6 | - | Business News Discussion 6: Building a Startup as a Global Business (by Group) |
| | | - | Group Case Discussion 6: I-21: The Antitrust Case on the AT&T–T-Mobile Merger (by Group) |
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| 25 | 4/11 | - | Review Quiz 11 for Chapter 11 (via MindTap) |
| | | - | Chapter 12: Strategizing with Corporate Social Responsibility |
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| 26 | 4/13 | - | Business News Discussion 7: Disaster at Rana Plaza (by Group) |
| | | - | Group Case Discussion 7: I-25: Bank of America's Corporate Social Responsibility and the Occupy Wall Street Movement (by Group) |
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| 27 | 4/18 | - | Review Quiz for Chapter 12 (via MindTap) |
| | | - | Review of Main Concepts and Theories in Chapters 6-12 |
| | | - | Review of Course Requirements |
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| 28 | 4/20 | - | Self Study. Preparation for Main Quiz 2 |
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|----|------|---|--------------------------------------------------------------------|
| 29 | 4/25 | - | Main Quiz 2 for Chapters 6-12 (Paper Version in 50 Minutes) |
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| 30 | 4/27 | - | Final Grade Checking, 4:00-5:15 PM in the instructor's office (JSOM 4.405) |
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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		5	
1		5	
1		5	
1		5	
1		5	
1		5	
1		5	
1		5	
2		6	
2		6	
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3		7	
3		7	
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A SHORT SURVEY (OPTIONAL)
(To be submitted to the instructor at the second class)

Name (Please Print): _____

Phone Number: _____

E-mail Address: _____

1. What is your current position in your organization (or company)?

2. What is your career objective?

3. What are your general expectations from this course?

4. Are all the requirements and class policies listed in the syllabus clear to you? If not, which specific part do you need more clarifications?

5. How many hours do you plan to spend on this course each week?

6. Any specific suggestions you may have for the course to be successful?

(Thank you)