

Course Information

<i>Course Number/Section</i>	BPS6310 0W1
<i>Course Title</i>	Strategic Management
<i>Term</i>	Spring 2017

Professor Contact Information

<i>Professor</i>	Marilyn Kaplan, PhD
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Course Pre-requisites, Co-requisites, and/or Other Restrictions

ACCT6201; ACCT6202; FIN6301; MKT6301; OB6301

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.

- This is the capstone course in the MBA program, and as such is designed to integrate the material from the core MBA course content into a big picture view of the firm. The course material is organized around learning the processes of strategic management and applying them to real world firm and industry situations.
- This will be achieved through a variety of short assignments that build upon each other.
- Your written assignments will have page limitations. Write them in the form of memos to your supervisor. Be organized and concise. Use your research and data appropriately in appendices.
- We will begin with a refresher on financial analysis to set the stage for the remainder of the semester.
- There are quizzes in the course that affect your course progress but not your course grade.
- There are no exams in the course.
- Note that the deadlines are staggered, so that you complete some work to have time for feedback prior to the next assignment.

Student Learning Objectives/Outcomes

Upon completion of this course, the student will be able to:

1. Complete an analysis of the external environment of a firm or industry.
2. Determine the resources and capabilities of a firm.
3. Integrate skills acquired in finance, accounting, marketing, and MIS courses to create a successful generic strategy.
4. Identify the strategic fit of the firm in its industry.
5. Explain the importance of culture and leadership on strategic implementation.
6. Determine ethical strategic alternatives

Required Textbooks and Materials

Required Text and Materials

- www.bsg-online.com for online textbook which includes the Business Strategy Game simulation registration fee. This is the only source for the text. You must get a registration code from me.

Suggested Course Materials

Suggested Readings/Texts

Business Week, Wall Street Journal – these should be the regular reading habit of business professionals

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 <http://www.utdallas.edu/elearning/students/getting-started.html#techreqs> on the Getting Started with eLearning webpage <http://www.utdallas.edu/elearning/students/getting-started.html>.

Course Access and Navigation

The course can be accessed using the UT Dallas NetID account at: <https://elearning.utdallas.edu>. Please see the course access and navigation <http://www.utdallas.edu/elearning/students/getting-started.html#courseaccessandnav> section of the site for more information.

To become familiar with the eLearning tool, please see the Student eLearning Tutorials <http://www.utdallas.edu/elearning/students/eLearningTutorialsStudents.html>.

UT Dallas provides eLearning technical support 24 hours a day/7 days a week. The eLearning Support Center <http://www.utdallas.edu/elearninghelp> services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

Communication

This course utilizes online tools 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 <http://www.utdallas.edu/elearning/students/eLearningTutorialsStudents.html> for video demonstrations on eLearning tools.

Student emails and discussion board messages will be answered within 3 working days under normal circumstances.

Distance Learning Student Resources

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student AccessAbility, and many others. Please see the eLearning Current Students page <http://www.utdallas.edu/elearning/students/cstudents.htm> for details.

Server Unavailability or Other Technical Difficulties

The University is committed to providing a reliable learning management 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 provide

an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online eLearning Help Desk <http://www.utdallas.edu/elearninghelp>. The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

Assignments & Academic Calendar

Module Title	Units	Book Chapter	Quizzes ALL DUE 11:59pm	BSG ALL DUE 11:59pm	Individual Assignments ALL DUE 11:59pm	Journal & Discussion Postings ALL DUE 11:59pm
Module 0 Start Here 1/9-1/15	1. Syllabus Lecture 2. BSG Lecture 3. Generic Strategies Intro Lecture	1 & 5	Syllabus quiz 1/15	BSG registration complete 1/15	Complete Library Tutorial	Discussion Group Formation complete 1/15
Module 1 Internal Analysis 1/16-2/5	4. Resources & Core Capabilities Lecture	4	Module 1 quiz 1/22	Practice Round 1 1/21 Round 2 1/23	Financial Analysis/Value Chain/Competitive Analysis memos Part 1 Due 1/22 Part 2 Due 1/29 Part 3 Due 2/5	Journal 1 & Module 1 group discussion posting 2/5
Module 2 Competitive Strategy 2/6-2/20	5. Generic Strategies Detail Lecture	5	Module 2 quiz 2/12	Round 1 2/13 Round 2 2/20		Journal 2 & Module 2 group discussion posting 2/20
Module 3 External Environment 2/21-3/5	6. Stakeholder Lecture 7. External Environment Lecture 8. 5 Forces Lecture	9 & 3	Module 3 quiz 2/27	Round 3 2/27 Round 4 3/5	5 Forces Analysis Memo Due 3/5	Journal 3 & Module 3 group discussion posting 3/5
Module 4 Strategic Fit 3/6-3/26	9. Industry Analysis Lecture 10. Diversification Lecture 11. Alternative Strategies Lecture	8, 6 & 7	Module 4 quiz 3/12	Mid-game Report due 3/12 Round 5 3/26		Journal 4 & Module 4 group discussion posting 3/26
Module 5 Mission and Vision 3/27-4/9	12. Mission & Vision Lecture	2	Module 5 quiz 4/2	Round 6 4/2 Round 7 4/9		Journal 5 & Module 5 group discussion posting 4/9
Module 6 Execution 4/10-4/23	13. Structure & Culture Lecture	10, 11 & 12		Round 8 4/16 Final report Due 4/23	Problems & Recommendations Memo Due 4/23	Journal 6 & Module 6 group discussion posting 4/23

Grading Policy

Assignment	Individual/Group	Weight
Individual memo assignments ¹	Individual	50%
Journal	Individual	10%
Business Strategy Game	Individual	30%
Group Discussions	Group	10%
		100%

Grade Scale

Scale	Letter grade
94+	A
90-93	A-
87-89	B+
84-86	B
80-83	B-
77-79	C+
70-76	C
Below 70	F

Assignments

Quizzes

- You must score least 80% on each quiz to open the assignments for the module and the lectures for the next module.
- You must complete the quizzes before the deadline date.
- This means that you can work ahead of schedule, but you cannot fall behind!
- These quizzes are not part of your final grade.

Individual Written Memos

Over the weeks of the course, you will complete 3 memos (one of which is broken down into 3 parts).

You will write memos per the specific assignment and add supporting tables, graphs, etc. You will be researching firms or industries for each assignment. Again, this means utilizing the library databases, not Google! Your memo should include diagrams and data in appendices and of course, a list of references. These assignments will be graded per the rubrics on eLearning. Note that the assignments have different weights.

You may submit your memo as many times as you wish prior to the deadline – my goal is 48 hours turnaround time for feedback. This means that you can rewrite your memos for better grades as long as your final attempt is received by the assignment deadline.

¹ See the specific weights for the assignments below

You must support your opinions with data, theory and facts.

Assume that you are writing a memo to top management for each of these written assignments. Page limits apply.

Please note that the deadline for uploading assignments is strict - late assignments cannot be accepted! These assignments are cumulative – each is based on the course content of the preceding assignments. Also note that each assignment has a different weight!

- Assignments referencing Wikipedia will receive an automatic zero grade.
- Papers that are mere opinion will receive an automatic zero. Data is required.
- Papers without properly cited references will receive an automatic zero.
- Grading rubrics are on eLearning and are attached.

Module 1: Internal Analysis– 20% of course grade (see points on rubrics in eLearning)

Part 1: Financial Analysis Refresher Memo:

The assignment begins with financial analysis of a focal firm to be identified by me. This should serve as a refresher on financial analysis. You will use the data in Parts 2 and 3.

- Find data through the UTD library – Mergent Database – (be sure to complete the library tutorial) – start with standardized reports. These can all be downloaded into excel.
- Download and complete year over year comparisons (most current year & prior year) for the focal firm **PLUS** their nearest competitor (in your opinion) for:
 - Income Statement
 - Balance Sheet
 - Financial Ratios.
- Download Common Size Income Statements & Balance Sheets for the focal firm AND their closest competitor for two years (be sure to explain the reasoning behind your choice of competitor).
- Discuss the data in your attached financial tables in a one page memo (double spaced 12 point font).
- Rubric is on eLearning.

Part 2: Value Chain Analysis Memo:

- Complete a value chain analysis diagram for each firm based on your financial analysis in Part 1.
- That is, assign values from your common size statements, ratios, other financial statements and other research and compare in the financial analysis for each value chain activity for both firms.
- Explain your rationale in a one page memo (double spaced 12 point font) of text attached to your diagram.
- Rubric is on eLearning.

Part 3: Competitive Advantage Analysis Memo:

- Identify and evaluate the firms' competitive advantages and disadvantages based on your findings in Parts 1 & 2 in the form of a one page memo (double spaced 12 point font) attached to any supporting tables, graphs or charts.
- Rubric is on eLearning.

This assignment will help you with the *Business Strategy Game* assignment.

Module 3: 5 Forces Analysis Memo: – 10%

I will provide an industry for you to perform a 5 forces analysis.

- Be sure to use the Business Insights: Essentials database as your first research resource.
- Define the NAICS code you are using in your discussion. Be specific!
- This paper should be a memo of no more than 2 pages (double spaced 12 point font) of text plus graphs, tables, etc. Rubric is on eLearning.

Module 6: Problem Analysis & Recommendations Memo– 20%

I will provide a topic about a particular firm – you will:

- Identify the problems the firm is experiencing
- Provide your recommended solutions
- Use **two** of the tools from the course:
 - External environmental analysis
 - Stakeholder analysis
 - 5 Forces analysis
 - Value Chain analysis (must be based on financial analysis as in the Module 1 assignment)
 - BCG Matrix
 - Mission statement analysis
 - Industry stage analysis
 - Analysis of firm culture
 - You may not use SWOT analysis.

Be sure that your tool matches the type of problem that you have identified. In other words, if you use 5 forces, be sure that you are dealing with a competitive problem. Be sure that you match the level of analysis to the problem – whether industry or firm level. If you have questions about your choices of analysis tools, please ask!

This analysis should be in memo form, no longer than 5 pages (double spaced 12 point font) of text, plus graphs, tables, etc.

Rubric is on eLearning.

Private Journal – 10%

The journal is designed as a quick checkpoint for me to see that you are on track in understanding the concepts.

- For each of Modules 1-6 there will be a journal assignment topic.
- You will reference the assigned readings and any posted journal prompts.
- Your comments should include, but should not be limited to, your interpretation of the readings, application of the topic to your experiences, and relevant items in the current business press.
- Please do not post attachments.

- This journal should be free-form, stream of consciousness, informal. I do not expect perfect grammar in the journal, but I do expect your own thoughts.
- Expected length – no more than 3 paragraphs. Bullet points are acceptable
- You are required to complete 5 of the 6 journals.
- Please watch the deadlines!

Group Discussion Board Postings

- You will be assigned to groups for discussions.
- There is a discussion board for each module (1-6) for each group.
- Your group is required to complete 5 of the 6 module discussions.
- The role of module discussion leader will rotate through the modules so that everyone has a chance to be discussion leader. The discussion leader will propose a topic related to the lecture, readings, and current business news. Each group member will participate in the discussion.
- You choose the order of moderators.
- Discussion boards will close at the end of each module. Your postings must make a contribution – no ‘me too’ postings.
- You will rate each other each module –the rating tool can be accessed through eLearning.

Business Strategy Game

<i>Game performance</i>	5%
<i>Mid-Game Report</i>	5%
<i>Final Report</i>	20%

The Business Strategy Game is an online simulation of the international athletic footwear industry. Each student will be a firm competing with the other student firms in that industry.

Your decisions will include:

- where to produce and sell
- whether or not to sell online
- whether to produce private label brands
- employee compensation
- shipping
- pricing
- marketing, including celebrity endorsements
- financing.

Each student will choose a generic strategy for their firm based on their mission statement and proceed with your decisions. We will begin with practice rounds (that do not count toward your grade) and continue by restarting the game to complete 8 full rounds.

Module 3: Mid Game Report

The mid-game report is designed to take stock of where you are, and give you feedback, knowing that you will still have time to take corrective action before the game ends.

You will:

- Name your generic strategy
- List the generic strategies of your competitors
- State your mission statement.
- The format is a memo to the board in a maximum of 2 pages double spaced 12 point font double spaced 12 point font or less plus tables, graphs, etc.
- Rubric is on eLearning.

Module 6 - Final Report

- Once the final results are in, each student will prepare a report in the form of a memo to the board in 2 pages (double spaced 12 point font) plus tables, graphs, etc.

The report should include at a minimum:

1. What was your generic strategy? Did it change?
2. List the generic strategies of your competitors
3. A financial analysis of your firm including benchmarking (Like the Module 1 assignment)
4. Evaluation of the firm's successes and failures. What decisions were correct? What should have been done differently?
5. **Did your strategy FIT?**

Rubric is on eLearning.

Course Policies

Make-up exams

None

Extra Credit

None

Late Work

Not accepted

Class Participation

Through the group discussions

Classroom Citizenship:

Scholastic Honesty

The University has policies and discipline procedures regarding scholastic 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 scholastic dishonesty 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. All assignments are subject to checking using turnitin.com.

The penalty for instances of academic dishonesty will be a minimum of a grade of zero for the assignment.

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.”

UT Dallas Syllabus Policies and Procedures

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.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.

RUBRICS

BPS 6310.0W1 - Strategic Management - Su16 - Google Chrome

https://elearning.utdallas.edu/webapps/rubric/do/course/manageRubrics?dispatch=view&context=course&rubricId=_11819_1&course_id=_76046_1

Name: Financial Analysis

Description:

Rubric Detail

Criteria	Levels of Achievement		
	Novice	Competent	Proficient
Financial Statements & Ratios	0 to 6 points Most financial ratios and statements assigned are not included	7 to 8 points Most financial ratios and at least 6 statements assigned are included	8 to 10 points All financial ratios and 8 statements assigned are included and clearly presented.
Discussion of financials	0 to 10 points Unorganized, little depth, key differences missed.	11 to 12 points A few financial differences not addressed, but the key differences are discussed, well organized.	13 to 15 points Deep but succinct discussion of financial differences between the two firms.

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Name

Value Chain analysis rubric

Description

Rubric Detail

Criteria	Levels of Achievement		
	Novice	Competent	Proficient
Value Chain Diagram with Cost Assignments	0 to 13 points Value chain diagram appropriate financial figures are mostly missing	14 to 16 points Value chain diagram includes 3 key appropriate financial figures	17 to 20 points Value chain diagram includes all appropriate financial figures
Analysis of competency differences	0 to 13 points Only a few differences between firms are discussed in depth	14 to 16 points Most differences between firms are discussed in depth	17 to 20 points All differences between firms are discussed in depth

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Name Competitive Advantage Rubric

Description

Rubric Detail

Criteria	Levels of Achievement		
	Novice	Competent	Proficient
Competency 	0 to 6 points Most value chain activities in which each firm has competencies are missing	7 to 8 points Discusses some of which value chain activities each firm has competencies	9 to 10 points Clearly discusses each value chain activity to determine in which value chain activities each firm has competencies
Advantage 	0 to 10 points A few of the competencies are evaluated specifically to determine advantage or parity	11 to 12 points Some competencies are evaluated specifically to determine advantage or parity	13 to 15 points All competencies are evaluated specifically to determine advantage or parity
Sustainability 	0 to 6 points A few of the competencies are evaluated specifically to determine sustainability	7 to 8 points Some competencies are evaluated specifically to determine sustainability	9 to 10 points All competencies are evaluated specifically to determine sustainability

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Name
5 Forces rubric
Description
Rubric Detail

Criteria	Levels of Achievement		
	Unsatisfactory	Good	Excellent
Industry NAICS and data	0 to 3 points The correct industry is not identified and no industry data is included per the lecture criteria.	4 to 4 points The correct industry is identified and some industry data is included per the lecture criteria.	5 to 5 points The correct industry is identified and industry data is included per the lecture criteria.
Discussion of 5 forces	0 to 3 points Fewer than 4 forces are present	4 to 4 points 4 forces are present	5 to 5 points All 5 forces are present
Interpretation of 5 forces	0 to 60 points Fewer than 4 of the 5 forces are interpreted correctly using the data included	72 to 72 points Four of the 5 forces are interpreted correctly using the data included	90 to 90 points All 5 forces are interpreted correctly using the data included

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Name
Problems and recommendations paper

Description

Rubric Detail

Criteria	Levels of Achievement		
	Unsatisfactory	Good	Excellent
Appropriate use of Tools	0 to 7 points Neither tool is utilized appropriately.	8 to 9 points One tool matches the level of analysis.	10 to 10 points Tools chosen match the level of analysis.
Problem Identification	0 to 35 points The tools chosen do not lead identification of the problems.	36 to 39 points The tools chosen lead indirectly to identification of the problems.	40 to 45 points The tools chosen lead directly to correct identification of the problems.
Appropriate recommendations	0 to 35 points Recommendations do not follow from the analysis and are neither feasible nor economically valid.	36 to 39 points Recommendations follow indirectly from the analysis and are feasible or economically valid.	40 to 45 points Recommendations follow directly from the analysis and are feasible and ethically and economically valid.

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Name

Mid-Game report

Description

Rubric Detail

Criteria	Levels of Achievement		
	Unsatisfactory	Good	Excellent
Your generic strategy	<div>0 to 39 points</div> <div>Neither generic strategy correctly identified nor matches tactics</div>	<div>40 to 40 points</div> <div>Generic strategy correctly identified or tactics consistent</div>	<div>50 to 50 points</div> <div>Generic strategy correctly identified and matches tactics</div>
Competitors generic strategies	<div>0 to 39 points</div> <div>Few or no competitors' generic strategies correctly identified</div>	<div>40 to 40 points</div> <div>Most competitors' generic strategies correctly identified</div>	<div>50 to 50 points</div> <div>All competitors' generic strategies correctly identified</div>

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https://elearning.utdallas.edu/webapps/rubric/do/course/manageRubrics?dispatch=view&context=course&rubricId=_11816_1&course_id=_76046_1

Name

BSG Final report rubric

Description

Rubric Detail

Criteria	Levels of Achievement		
	Unsatisfactor	Good	Excellent
<div>Your generic strategy</div> <div>✓</div>	<div>0 to 19 points</div> <div>Neither generic strategy correctly identified nor matches tactics</div>	<div>20 to 22 points</div> <div>Generic strategy correctly identified or tactics are consistent</div>	<div>23 to 25 points</div> <div>Generic strategy correctly identified and matches tactics</div>
<div>Competitors' Generic strategies</div> <div>✓</div>	<div>0 to 19 points</div> <div>Few or no competitors' generic strategies correctly identified</div>	<div>20 to 22 points</div> <div>Most competitors' generic strategies correctly identified</div>	<div>23 to 25 points</div> <div>All competitors' generic strategies correctly identified</div>
<div>Financial analysis</div> <div>✓</div>	<div>0 to 19 points</div> <div>Analysis/discussion of financials is neither accurate nor complete.</div>	<div>20 to 22 points</div> <div>Analysis/discussion of financials is accurate but incomplete.</div>	<div>23 to 25 points</div> <div>Analysis/discussion of financials is accurate and complete.</div>
<div>Evaluation of successes, failures, FIT</div> <div>✓</div>	<div>0 to 19 points</div> <div>Evaluation of successes/failures and FIT to industry is neither insightful nor in depth.</div>	<div>20 to 22 points</div> <div>Evaluation of successes/failures and FIT to industry is somewhat insightful and in depth.</div>	<div>23 to 25 points</div> <div>Evaluation of successes/failures and FIT to industry is insightful and in depth.</div>

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