

BPS 4305 COURSE SYLLABUS

Jindal School of Management
The University of Texas at Dallas

Course Information

<i>Course Number/Section</i>	BPS 4305.501.17S
<i>Course Title</i>	Strategic Management
<i>Term</i>	Spring 2017
<i>Days & Times</i>	Friday: 7:00pm-9:45pm
<i>Class Location</i>	JSOM 2.103

Instructor Contact Information

<i>Instructor</i>	Kyun Kim
<i>Email</i>	kyun.kim@utdallas.edu
<i>Office Location</i>	SOM 3.205
<i>Office Hours</i>	By appointment (Please send me an email to schedule a meeting)
<i>Other Information</i>	The quickest and easiest way to contact me is through email. Please check eLearning periodically for announcements and course content.

Course pre-requisites, co-requisites, and/or other restrictions

Prerequisites: (BCOM 3310 or BCOM 3311) and (FIN 3320 and MIS 3300 and OPRE 3310 and OBHR 3310 and MKT 3300) and (STAT 3360 or OPRE 3360). (3-0) S

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 strategic planning methodologies.

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.

The approach of the class is practical and problem oriented. The major part of the course will involve applying concepts, analytic frameworks, and intuition to the strategic issues that real world companies face. These issues will be presented in case studies. For the class to work well – and for you to benefit from it – attendance and preparation for each class meeting is essential. **This is an extremely intense course, which requires a substantial time commitment.**

Student Learning Objectives/Outcomes

By the end of this course, students must be able to do the following:

- 1) To complete an external analysis of a firm, including a detailed analysis of the competitive environment of the firm.
- 2) To complete an internal analysis of a firm, including the identification of the (sustainable) competitive advantages of the firm and the resources and capabilities that lead to these advantages.
- 3) To complete an assessment of the firm's current strategy, including the ability to identify the strategic problems of a firm and to develop solutions to a firm's strategic issues.
- 4) To integrate skills acquired in finance, accounting, marketing, and MIS courses to create a successful generic strategy to a firm.

Required Textbook

The required text for this course is:

Gregory G. Dess, Gerry McNamara, Alan B. Eisner:

Strategic Management: Text and Cases (8th edition). McGraw-Hill. ISBN: 9781259278211 / 9781259303494 / 9781259303500

Course Requirements

This course requires extensive readings, active discussions, and diligent attention to the exercises. Each student will be expected to spend at least 8-10 hours a week on this course in addition to class time.

- If a student cannot commit this amount of time and effort on 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 a detriment 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 important dates in order to be successful.

Suggested Course Materials

Following resources are helpful for group projects: Newspaper/magazines such as The Wall Street Journal, Bloomberg Business Week, The Economist, as well as business journals such as Harvard Business Review and California Management Review. All these resources are freely available to you using the UTD library electronic databases, where additional materials for your projects are also available. (<http://www.utdallas.edu/library/>) Hardcopies of most of these resources are also available in the library.

eLearning and Communication

You will need to have access to eLearning for use during this class. Class notes, the syllabus, and other relevant course-related materials will be posted on eLearning. You may download this material from the website. In addition, you are advised to check your messages on eLearning regularly. This will be the main way of disseminating any messages or instructions related to the course. A university policy to protect student privacy directs that faculty are not required to answer student emails unless they are from a UTD account. So, it is advised that you use your UTD email to contact the instructor, especially concerning your grades.

Course Schedule and Assignments *(*changes to the schedule may be made as necessary)*

The following course schedule provides a detailed checklist of topics and assignments for each week. This course outline provides a general plan. The instructor reserves the right to make periodic changes to content, requirements, and schedule. All changes will be announced in class. You are responsible for all information given in class. This includes any changes to the syllabus, content and format of exams, and details given regarding assignments. To get the most out of the class, you need to read the chapters and be well prepared before coming to class. If you have to miss a class, it is your responsibility to acquire missed lecture notes, assignments, handouts, and announcements from classmates. Important announcements will also be posted on eLearning.

Week	Date	Topics / Assignment	Important Events
1	Jan 13 th	Introduction / Course Overview	
2	Jan 20 th	Ch. 1 Strategic Management: Creating Competitive Advantages Ch. 2 Analyzing the External Environment of the Firm: Creating Competitive Advantages	Form Groups Assign Individual Cases
3	Jan 27 th	Ch. 3 Assessing the Internal Environment of the Firm Ch. 4 Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources	
4	Feb 3 rd	Simulation	
5	Feb 10 th	Ch. 5 Business-Level Strategy: Creating and Sustaining Competitive Advantages Ch. 6 Corporate-Level Strategy: Creating Value through Diversification	
6	Feb 17 th	Entrepreneurial Strategy Review (Ch. 1 – Ch. 6)	
7	Feb 24 th	Quiz 1 (Ch. 1 – Ch. 6)	
8	Mar 3 rd	Analytic Tools in Strategic Management	
9	Mar 10 th	Ch. 13 Analyzing Strategic Management Cases Debates in Strategic Management	
10	Mar 17 th	Spring Break Week	No Class
11	Mar 24 th	Ch. 9 Strategic Control and Corporate Governance Ch. 10 Creating Effective Organizational Designs	
12	Mar 31 st	Ch. 11 Strategic Leadership Creating a Learning Organization and an Ethical Organization Ch. 12 Managing Innovation and Fostering Corporate Entrepreneurship	
13	Apr 7 th	Individual Case Presentation and Discussion	Individual Case Due
14	Apr 14 th	International Strategy Review(Ch. 9 – Ch. 12)	
15	Apr 21 st	Group Project Presentation	Group Project Due
16	Apr 28 th	Quiz 2 (Ch. 9 – Ch. 12)	
17	May 1 st – May 8 th	Reading day & Final Exam Weeks	

COURSE REQUIREMENTS

<p>Two Exams (25% each; 50% total)</p>	<p>There will be two noncumulative exams (midterm and final), each worth 25% of the final grade. There will be no make-up or replacement exams. Exams may be a combination of multiple choice and short answers. Exams will be based on assigned readings (textbook) as well as all other materials covered in class (videos, cases, guest lectures). The exam format may consist of multiple choice and short answer questions.</p> <p>Preparing for an exam is an important part of the learning process – it takes weeks of preparations, not days or hours. Keeping up with readings, attending classes and working hard on the assignments are the best preparation for the exams.</p>
<p>Individual Case Analysis (10%)</p>	<ul style="list-style-type: none"> ▪ Each student will analyze and present 1 case from the textbook. The cases will be assigned to each student in the second week of classes. ▪ You will analyze one of five cases (4-5 people for each): Case 15 (Zynga), Case 20 (Ebay), Case 26 (Procter & Gamble), Case 28 (Samsung Electronics), and Case 32 (General Motors) ▪ Specific instructions and grading criteria will be given in the second week. ▪ Due Date: Apr 7th, 2017
<p>Group Project (20% total)</p>	<ul style="list-style-type: none"> ▪ Students will form groups in the second week of the semester depending on the class size. <p>A strategic analysis of a company is a major component of this course. In this analysis you will apply what you will have learned to analyze a selected company of your choice. Your position is that of a business consultant to the chief executive officer of the company. You will assume that you have been hired to do a strategic analysis of a company. The goal is to determine what direction the company should take and to make specific recommendations about what the company should do next and why.</p> <ul style="list-style-type: none"> ▪ Due Date: Apr 21st, 2017 <p>Each group will write a thorough company analysis, which will include four parts. Part 1: Introduction, problem statement, company background. Part 2: External Analysis Part 3: Internal Analysis Part 4: Recommendations</p> <p><u>Your paper will be graded based on:</u></p> <ul style="list-style-type: none"> • Use of concepts learned in class • Reasonableness of analysis • Appropriateness of recommendations/conclusions • Storyline and professionalism of manuscript <p><i>Detailed requirements and expectations for the analysis will be discussed in class and posted on eLearning.</i></p> <p><u>Format guidelines:</u></p> <ul style="list-style-type: none"> ▪ Double spaced, font size 12, 1-inch standard margin on four sides of the paper. ▪ Sub-titles are required. ▪ Executive Summary (1/2 page): If you submit projects without this section, your grade will be negatively affected. ▪ For each part, minimum of 3 pages and maximum of 5 pages, for a total of 12 to 20 pages <u>excluding</u> the title page and any attachments, such as figures, tables, references and appendix. ▪ Please follow the APA style for the citation format, as illustrated in the following website: http://www2.liu.edu/cwis/cwp/library/workshop/citation.htm

	<p>Other requirements are:</p> <ul style="list-style-type: none"> ▪ I take plagiarism very seriously. If you plagiarize others' work in any way, you will get an automatic zero for your paper. Use the website http://www.umuc.edu/ewc/tutorial/start.shtml to complete your plagiarism tutorial and quiz as needed. Review the tutorial and retake the quiz as many times as necessary. ▪ You must submit a hard copy of each paper PLUS upload it to eLearning. ▪ Extensive library research is required. The Internet may be used but only along with other sources. If your paper does not include library sources, you will not receive points for references. Wikipedia is not an acceptable reference. ▪ The final project should include at least five references. ▪ Late submission will not be accepted. <p>In general, the <i>best</i> papers will show evidence of some investigative efforts—digging for more information, interviews/phone calls/emails with managers—and of synthesis and careful editing. They will also be insightful, going beyond the most obvious lessons to draw out the story behind the story.</p> <table border="1" data-bbox="305 741 1529 1213"> <thead> <tr> <th data-bbox="305 741 813 779">Strengthening aspects in your papers</th><th data-bbox="813 741 1529 779">Detrimental aspects in your papers</th></tr> </thead> <tbody> <tr> <td data-bbox="305 779 813 1213"> <ul style="list-style-type: none"> ✓ Evidence of thorough company study. ✓ Judgments supported by evidence from the sources. ✓ Clear articulation of the issues you are addressing. ✓ Use of professional tools and concepts from the text and lectures. ✓ Justification for the recommendation that is consistent with company strategy and its resources. </td><td data-bbox="813 779 1529 1213"> <ul style="list-style-type: none"> × Failure to ANALYZE. Don't just give facts, please perform analyses! × Failure to support opinions by evidence or logical explanation. × Lack of adequate outside research, such as relying on Google or Wikipedia versus the library's databases. × Poorly edited or not organized or presented clearly (i.e. failure to proofread any written material and correct obvious misspellings, errors, and sloppy grammar). × Exhibits that are irrelevant to the analysis (i.e. the reader or viewer is left to draw his/her own conclusions and wonder why the exhibit is there). </td></tr> </tbody> </table>	Strengthening aspects in your papers	Detrimental aspects in your papers	<ul style="list-style-type: none"> ✓ Evidence of thorough company study. ✓ Judgments supported by evidence from the sources. ✓ Clear articulation of the issues you are addressing. ✓ Use of professional tools and concepts from the text and lectures. ✓ Justification for the recommendation that is consistent with company strategy and its resources. 	<ul style="list-style-type: none"> × Failure to ANALYZE. Don't just give facts, please perform analyses! × Failure to support opinions by evidence or logical explanation. × Lack of adequate outside research, such as relying on Google or Wikipedia versus the library's databases. × Poorly edited or not organized or presented clearly (i.e. failure to proofread any written material and correct obvious misspellings, errors, and sloppy grammar). × Exhibits that are irrelevant to the analysis (i.e. the reader or viewer is left to draw his/her own conclusions and wonder why the exhibit is there).
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<p>Class Participation (20%)</p>	<p>There will be an attendance check in each class. Although you will not be graded on your class attendance, you cannot participate in class discussions if you do not attend class. Since your class participation is worth 20% of your course grade, I strongly encourage you to take class attendance seriously.</p> <p>The instructor has the sole authority in assigning participation grades. Quality of class contributions will be weighted more heavily than quantity. Frequent and valuable participants are those who attend all of the lectures, and participate regularly.</p> <ul style="list-style-type: none"> • Excellent class participation is characterized by a student consistently attending class, making an insightful contribution to discussions and exercises, being well-prepared by having notes and demonstrating a superior understanding of the material. • Good class participation is characterized by students consistently attending class and contributing to discussions and exercises as well as being reasonably prepared with notes from the reading, while only occasionally demonstrating a good understanding of the material. • Poor class participation is characterized by a student inconsistently attending class, rarely contributing to class discussion and exercise, and having no notes prepared for the readings. 				
<p>Peer Evaluation</p>	<ul style="list-style-type: none"> ▪ Peer Evaluation Criteria will be discussed in the class. 				

Grading Criteria	The following aspects of the course determine your grade.		97-100	A+
			93-96.99	A
	Component	Weighting	90-92.99	A-
	Quiz 1	25%	87-89.99	B+
			83-86.99	B
	Quiz 2	25%	80-82.99	B-
			77-79.99	C+
	Individual Case Analysis	10%	73-76.99	C
			70-72.99	C-
	Group Project	20%	67-69.99	D+
Make-up Exams	Participation	20%	64-66.99	D
			60-63.99	D-
	Total	100%	59.99 and below	F
Extra Credit	NO extra credit			
Late Work	Late submissions are not accepted			

General Class Policies

Learning is an active process. Be at each class on time and prepared. Classes will be a combination of lecture, discussion, and exercises – you should actively participate in each part. You are responsible for the assigned readings and what is covered in class.

Common Courtesy: You are expected to be courteous during class time. Please respect your fellow students by turning off cell phones before class, refraining from talking to others when someone is speaking, and arriving punctually to class.

Absences/Make-ups: There are no excused absences from the exams without a written excuse from a doctor or the academic dean. If there is a serious scheduling conflict or religious needs, it is your responsibility to let the instructor know well in advance in writing. **No work (group projects, individual assignments) will be accepted after the due date.**

Academic Honesty: 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.

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.

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.

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 correspondence 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.

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 to first 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 to 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 Dean 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 Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 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)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may

be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolling students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

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.

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.

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 given below. Additional information is available from the office of the school dean. (http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm)

Further information at these websites:

- <http://www.utdallas.edu/conduct/>
- http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm
- <http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-HOPV.html>
- <http://www.utsystem.edu/ogc/intellectualproperty/copypol2.htm>
- <http://www.utdallas.edu/disability/documentation/index.html>

NOTE: These descriptions and timelines are subject to change at the discretion of the instructor.