

Course Syllabus

Course Information

BPS 4305 Strategic Management

Professor Contact Information

Professor: Dr. S. S. Levine
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For office hours: j.mp/MeetSSL

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

Prerequisites: (BCOM 3310 or BCOM 3311) and (FIN 3320 and ITSS 3300 and OPRE 3310 and OBHR 3310 and MKT 3300) and (STAT 3360 or OPRE 3360)

Course Description

BPS 4305 Strategic Management (3 semester credit hours) 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.

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 the strategic problems of a firm and develop ethical solutions to those problems.
4. To create a successful firm strategy, students will be able to integrate skills acquired in other disciplines, including organizational behavior, finance, accounting, marketing, production, and management information systems.

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/>.

More information about the C3 program and a list of C3-certified courses can be found here: <http://oue.utdallas.edu/c3/>.

Required Textbooks and Materials

Suggested Course Materials

1. Strategic Management (2016; 8th edition; ISBN 978-1-259-303500) by G. G. Dess, G. McNamara and A. B. Eisner
 2. Course Pack Part I – See <http://cb.hbsp.harvard.edu/cbmp/access/57580440>
 3. Course Pack Part II – See <http://cb.hbsp.harvard.edu/cbmp/access/57575913>
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Assignments & Academic Calendar, Grading, Course & Instructor Policies

HOW YOUR GRADE IS DETERMINED

Genius is one per cent inspiration, ninety-nine per cent perspiration

Thomas Alva Edison (1847–1931),
American inventor and businessman, created
the long-lasting light bulb

When assessing class contribution and reviewing written work, we give special credit to original, novel arguments. The key is whether the arguments are based on facts and are logically coherent. Whether they match the professor's opinion is irrelevant, so do not attempt to guess what the professor thinks. Rather, develop your own view and be prepared to justify it.

You will receive course credit if you 1) fully attend all meetings (with exceptions for excused and unexcused absences, as detailed above) *and* receive at least a passing grade (60%) in each component. Your final grade will be determined by the following:

1. **Factual knowledge** (27.5%) — Mastering the facts is the first step to success in this class. We expect you to answer written and oral questions about the *facts* and *arguments* contained in the *readings* and in *prior class discussions*. We will check your factual knowledge through cold-calling in class and pop quizzes. Also, you may be asked to present a situation or explain an idea from the readings. Such ad-hoc presentation will count toward this component.

☞ Anyone can have a bad day. We will ignore (i.e., drop) your lowest grade ☞
on factual knowledge and class contribution.

2. **Class contribution** (27.5%) — Beyond mastering the facts, your success depends on your ability to think analytically and critically, and to develop those thoughts into oral and written arguments. To contribute, you should demonstrate that you have developed a view of the questions at hand and that you have been listening to others' arguments. Class contribution differs from mere presence or participation. Class presence is required, and speaking is expected, but it is *contribution* to the class discussion that will be rewarded. See the appendix to understand how your class contribution is assessed. Once the assessment is made, it will not be altered – so seek feedback early.

☞ Display a printed placard with your official name (and nickname, if desired) ☞
to assure that you are credited for your contribution

3. **Managerial memoranda** (27.5%) — Managing is a skill. Like any skill, it requires practice. Put your managerial skills to practice by analyzing cases and presenting ideas. The memoranda must be submitted in advance, as detailed in the class plan.
4. **Comprehensive analysis** (17.5%) – Employers (and venture capitalists) care about your ability to deliver. This requires integrating off-disparate concepts and frameworks, applying them to a complex setting, and deriving actionable recommendations. In a comprehensive analysis — a team effort — you do just that. It will be used to assess your ability in applying the frameworks we covered in class to a real-life case.

Jan. 10	Introduction
Jan. 12	The Case Method: Theory
Jan. 17	The Case Method: Practice
Jan. 19	J. J. Astor
Jan. 24, 26	Where and how do you want to compete? An introduction to macroeconomic and industry analysis
Jan. 31, Feb. 2	Put external analysis to action
Feb. 7, 9	What do you compete with? An introduction to internal analysis
Feb. 14-21	Whom do you compete with? Introduction to competitive dynamics and game theory
Feb. 23, 28	Strategic Change: Innovation and Disruption
Mar. 2, 7	Behavioral Strategy
Mar. 9	A Complete Strategic Analysis of a Firm (with some guidance)
Mar 14, 16	No class: spring break
Mar. 21, 23	Now, You're the Boss: A Complete Strategic Analysis of a Firm
Mar. 28-Apr. 20	Complete Strategic Analyses & Advanced Topics in Strategy
Apr. 25, 27	Final Thoughts

Off-campus Instruction and Course Activities

None

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: <http://provost.utdallas.edu/syllabus-policies/>

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