

## COURSE SYLLABUS

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### Course Information

Course Number/Section	BPS 4305.502.17F
Course Title	Strategic Management
Term	Fall 2017
Days & Times	Friday: 7:00pm-9:45pm
Class Location	JSOM 2.112

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### Instructor Contact Information

Instructor	Dong Shin Kim
E-mail	<a href="mailto:DongShin.Kim@utdallas.edu">DongShin.Kim@utdallas.edu</a>
Office Location	SOM 4.207
Office Hours	By appointment (Please send me an email to schedule a meeting)
Other Information	Please check eLearning periodically for announcement and course content

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

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

### Course Description

As a capstone course in business at the University of Texas at Dallas, the strategic management is designed to integrate students' learning achieved in individual business courses taken such as finance, accounting, operations, MIS, marketing, and organizational behavior classes. Students will utilize their knowledge from various fields to study the strategic management of the firm as well as the responsibilities of the general manager so that they can prepare to be senior managers for the increasingly competitive business world.

Drawing on their broadened awareness of social and political influences, students will solve business problems. Management alternatives will also be examined with an ethical perspective relating policy trends to strategic planning mode. The emphasis of this course will be practical and problem oriented. Specifically, we will focus on 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 benefit of students, attendance, preparation, and participation during class discussions are essential and strongly encouraged.

***\*\*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.
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## General Course Information

### Required Textbook

Title: **Strategic Management: Text and Cases** (8th ed.).

Publisher: McGraw-Hill.

Author: Dess, G., McNamara, G., Eisner, A.

ISBN-10: 1259278212

ISBN-13: 978-1259278211

### 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.

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## Grading Criteria & Policies

Grades will be assigned according to the following criteria:

### Two Exams (25% each)

- There will be two noncumulative exams, each worth 25% of the final grade.
- No make-up or replacement exams.
- Combination of multiple choice, short answers, and true/false questions
- Exams will be based on assigned readings (textbook) and materials covered in class (videos, cases, and articles)

### Group Project (40%)

- Basically, group project is a strategic analysis of a company of each group's choice. Each group will analyze a selected company based on the knowledge covered in the class as a position of a business consultant to the chief executive office of the company. As a hired business consultant, the task of each group will be to determine what direction the company should take and to make specific recommendations about what the company should do next and why.
- Depending on the size of the class, students will form groups in the second week of the semester.
- Each group will be responsible for two written works and two presentations.
  - Each group will submit group proposal (by 9/13) and final report (by 12/1)
  - Each group will present proposal as well as final report on the designated date.
- Group project proposal will include followings:
  - Why did you choose this case?
  - What is important about this case in relation to strategic management?
  - What are the strategic issues and what would you do to resolve them?
- The proposal may be 3-5 pages (double-spaced) reports based on the above criteria.
- No overlapping case will be allowed among groups. Each case has to be a new one.
- To avoid potential free-riding issue, each group will conduct peer evaluation among group members at the end of the group project, which will be included as a grading criterion of individual student on group project. Details will be discussed in the class.
- Final reports will include deep strategic analysis of the selected case. There is no upper page limit for reports, but each group is expected to write minimum of 8-page report excluding title, appendix (if any), and references.
  - Strategic Analysis should include following four parts:  
**Part 1:** Introduction, problem statement, company background.  
**Part 2:** External analysis.  
**Part 3:** Internal analysis  
**Part 4:** Recommendations  
**Part 5:** Conclusion
- Final report will be graded based on
  - Proper application of concepts learned in class
  - Quality and logicity of analysis and recommendations
  - Clarity of writing
  - Peer evaluation
- Basic format will be double spaced, font size 12, and using standard margin on four sides of the paper.
- Plagiarism will be taken very seriously. Proper citation will be required to avoid plagiarism of others' work (Follow APA style for the citation. Refer to <https://owl.english.purdue.edu/owl/resource/560/01/> for more information). Wikipedia is not an acceptable reference. **Each group must include reference section at the end of the final report.**
- More details on group project will be discussed and uploaded on eLearning throughout the semester.

**Class Participation (10%)**

- Class participation is strongly encouraged for both lecture and discussion portion, not to mention the importance of class attendance. Frequent and valuable class participants are often those who attend lectures and participate regularly.
- Class contributions will be weighted more heavily on quality and quantity.
  - **Excellent participants** are those who attend all classes, make an insightful and intellectual contributions to discussions, and are well-prepared to demonstrate a superior understanding of the material.
  - **Good participants** are those who attend classes consistently, contribute to class discussions, and are reasonably prepared to demonstrate occasional good understanding of the material.
  - **Poor participants** are those who attend classes inconsistently, contribute to class discussions rarely, and are not prepared to demonstrate poor understanding of the material.
- The instructor has the sole authority in assigning participation grades.

**More on Grading Policies**

- Basically, there will be no make-up or replacement exams. In case of emergency, missed exam will be graded based on the other exam with some penalty.
- There will be no extra credit.
- No late work will be accepted.

<b>Component</b>	<b>Weighting</b>
Exam 1	25%
Exam 2	25%
Group Project	40%
Class Participation	10%
<b>Total</b>	<b>100%</b>

<b>Score</b>	<b>Grade</b>
97 - 100	A+
93 - < 97	A
90 - < 93	A-
87 - < 90	B+
83 - < 87	B
80 - < 83	B-
77 - < 80	C+
73 - < 77	C
70 - < 73	C-
67 - < 70	D+
64 - < 67	D
60 - < 64	D-
0 - < 60	F

**General Class Policies**

Learning is an active process. Try to be at every class on time with preparation. Classes will be a combination of lecture, discussion, and exercises – every student is expected to participate actively in each part. Students are responsible for the assigned readings and what is covered in class.

**Common Courtesy:** Students are expected to be courteous during class time. Students are expected to respect fellow students by turning off their cell phones during class, refraining from talking to others when someone is speaking, 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) will be accepted after the due date.

**Missed Classes:** It is the individual student's responsibility to acquire missed lecture notes, assignments, handouts, and announcements from a class member and/or eLearning – not the instructor. Each student is responsible for all information given in class including changes to the syllabus, content and format of exams, in-class exercises, and details given regarding assignments.

## Course Schedule

The following course schedule provides a detailed checklist of topics and assignments for each week:

Week	Date	Topic	Remarks
1	Aug 25 <sup>th</sup>	Introduction to the course/ overview Ch. 1 Strategic Management: Creating Competitive Advantages	
2	Sep 1 <sup>st</sup>	Ch. 2 Analyzing the External Environment of the Firm: Creating Competitive Advantages Ch. 13 Analyzing Strategic Management Cases	Group Formation
3	Sep 8 <sup>th</sup>	Ch. 3 Assessing the Internal Environment of the Firm Group Discussion on Project Proposal	Group Project Proposal Due Following Wednesday (9/13)
4	Sep 15 <sup>th</sup>	Ch. 4 Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources Group Project Proposal Presentation	Group 1&2 Presentations
5	Sep 22 <sup>nd</sup>	Ch. 5 Business-Level Strategy: Creating and Sustaining Competitive Advantages Group Project Proposal Presentation	Group 3&4 Presentations
6	Sep 29 <sup>th</sup>	Ch. 6 Corporate-Level Strategy: Creating Value through Diversification Review for Exam 1 (Ch. 1-6)	
7	Oct 6 <sup>th</sup>	Exam 1 (Ch. 1-6)	
8	Oct 13 <sup>th</sup>	Ch. 7 International Strategy: Creating Value in Global Markets	
9	Oct 20 <sup>th</sup>	Ch. 8 Entrepreneurial Strategy and Competitive Dynamics	
10	Oct 27 <sup>th</sup>	Ch. 9 Strategic Control and Corporate Governance	
11	Nov 3 <sup>rd</sup>	Ch. 10 Creating Effective Organizational Designs Group Project Presentation and Discussion	Presentation Depending on the Number of Groups
12	Nov 10 <sup>th</sup>	Ch. 11 Strategic Leadership: Creating a Learning Organization and an Ethical Organization Group Project Presentation and Discussion	
13	Nov 17 <sup>th</sup>	Ch. 12 Managing Innovation and Fostering Corporate Entrepreneurship Group Project Presentation and Discussion	
14	Nov 24 <sup>th</sup>	Thanksgiving Holidays	No class
15	Dec 1 <sup>st</sup>	Group Project Presentation and Discussion Review for Exam 2 (Ch. 7-12)	Group Project Final Report Due
16	Dec 8 <sup>th</sup>	Exam 2	

***\*\*Important: Please note that the descriptions and timelines contained in this syllabus are subject to change at the discretion of the instructor. \*\****

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## **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.

## Technical Support

If you experience any problems with your UTD account you may send an email to: [assist@utdallas.edu](mailto:assist@utdallas.edu) or call the UTD Computer Helpdesk at 972-883-2911.

## 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.

## Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials, including music and software.

Copying, displaying, reproducing, or distributing copyrighted works may infringe upon the copyright owner's rights and such infringement is subject to appropriate disciplinary actions as well as criminal penalties provided by federal law.

Usage of such material is only appropriate when that usage constitutes fair uses under the Copyright Act.

As a UT Dallas student, you are required to follow the institution's copyright policy (UTDPP1043). For more information about the fair use exemption, see <http://copyright.lib.utexas.edu/copypol2.html>.

## 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](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/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>