

**Management 4300**  
**Strategic Management**  
**Spring 2005**

	<b>Days</b>	<b>Hours</b>	<b>Place</b>
<b>Class</b>	Mondays, Wednesdays, Fridays	11:30 p.m. to 12:20 p.m.	CBA 318
<b>Office*</b>	Mondays, Wednesdays, Fridays Mondays, Wednesdays Mondays	10:30 a.m. to 11:30 p.m. 12:30 p.m. to 1:30 p.m. 5:00 p.m. to 6:00 p.m.	CBA 224

\*or by appointment

**Instructor:** Sigrid Westphal Khorram  
College of Business Administration  
Room 224  
e-mail: skhorram@utep.edu  
Phone: 747-7758 (office)

**Required Text:** Strategic Management: Concepts, 10th ed.  
Author: Fred R. David  
Publisher: Prentice Hall

Simulation Guide for Students  
(to be provided by your professor)

Reserve Readings

**Course Objective:**

This course will provide you with the knowledge and skills necessary to manage the long-term performance of a firm. Taking the perspective and mindset of top management, you will learn to analyze the firm in its environment. By matching opportunities and threats found in this environment with the internal strengths and weaknesses of the firm, you will learn to formulate strategies and develop ways to implement these strategies. Your performance in this course depends to a significant extent on the successful integration of previous coursework in the various functional areas of business.

After completing this course, you will be able to

- understand the purpose, processes and tools of strategic management;
- discern how both internal and external environment of the firm together suggest the appropriate strategy;
- combine and build on the knowledge acquired in earlier functionally-oriented courses;
- appreciate the challenges that management faces in today's ever changing, diverse, and global environment.

**Course Prerequisites**

Graduating senior and cumulative 2.0 GPA.

## **Expectations**

To get the most out of this class, you also bear certain responsibilities. I expect you:

- to come to class on time;
- to attend class regularly;
- to check class announcements frequently on WebCT;
- to keep up on the assigned readings;
- to complete assignments carefully and in a timely manner;
- to be polite and respectful in class,
- to be actively engaged in the learning process by asking clarification questions if you don't understand something;
- and to share relevant work experiences with the class.

## **Attendance and Participation**

Attendance will be taken at random times throughout the semester. Attendance constitutes 5 percent of your overall grade. You are allowed one absence, every absence after this will result in a reduction of your attendance grade.

Participation makes up another 5 percent of your overall class grade. Your thoughts and opinions will provide an important basis for class discussion and will help to make it lively and interesting. However, only comments that are relevant and related to the content of the course will result in a positive participation grade. Being up to date with your assigned readings and attending class regularly are necessary prerequisites to your success in this course.

## **Exams and Pop Quizzes**

Unannounced pop quizzes at the beginning of class will give you a chance to prove that you are prepared. They will cover assigned readings as well as material already covered in class. These quizzes cannot be made up, but you will be allowed to drop the lowest grade.

Exams will be non-comprehensive and include class material as well as assigned readings not covered in class. They consist of multiple choice questions and short essays. Make-up exams are contingent on prior approval or written medical excuse. If you cannot take an exam during the assigned time in class, you will have to inform me before the exam. Approval is at the discretion of your instructor.

## **Computer-Based Business Simulation**

In Week 7 of the semester, you will learn how to run your own company by participating in a computer simulation. Your company produces and sells sensors. It competes against five other companies in range of market segments. As part of this simulation, you will have to select a strategy. **Assignment 1** (due Feb. 18) requires you to write a mission statement that reflects your chosen strategy. Your success in this simulation will partly be judged on how well you execute this strategy. After spring break, the first part of the simulation ends. In **Assignment 2** (due March 28), you will be asked to describe your overall strategy, how it was executed, and why you think it was successful or not.

In the second part of the simulation, I will assign you to teams based on your performance on the game. The objective is for you to learn from each other. Each team will consist of approximately five members and will collectively manage a company. Your performance in this round will be weighted by how other group members evaluate your contributions. In **Assignment 3** (due on May 4 at 1 p.m.), I will ask you to describe your team experience, how you contributed to the performance of the team, and what you were able to learn from other members.

The written reports should be between 2 - 3 pages in length (typed, 12 pt. font, 1-inch margins, double-spaced, and error-free). They should look neat and professional. If you choose to include citations, use the APA (American Psychological Association) Style Manual which you can find on reserve at the Reference Desk in the library. More detailed instructions will be available later in the semester. All reports are due at the beginning of class. If your assignment is late, you will lose 10 points per day, starting the minute class starts.

### **Grading**

3 exams @ 10% each	30%
Quizzes	10%
Business Simulation	
• Individual Performance	15%
• Group Performance	15%
Assignment 1	5%
Assignment 2	7.5%
Assignment 3	7.5%
Attendance	5%
Participation	5%

### **Grading Scale**

A	90-100
B	80-89.9
C	70-79.9
D	60-69.9
F	59.9 and below

### **Withdrawal**

The last day to drop a class completely with a "W" is March 18, 2005. After the student drop deadline, students must be dropped from a course with a grade of "WF".

### **Academic Dishonesty**

Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

### **Statement on Disability**

If you feel you may have a disability that requires accommodations, contact the Disabled Student Services Office at 747-5148, go the Union Building, East, Room 106, or e-mail [dss@utep.edu](mailto:dss@utep.edu).

**Tentative Schedule** (subject to change at the discretion of the instructor)

		<b>Assigned Readings</b>
Jan 10	Course Introduction	
Jan 12	The Nature of Strategic Management	Chapter 1
Jan 14	The Nature of Strategic Management cont'd	
Jan 17	<b>Martin Luther King Day – No class</b>	
Jan 19	The Business Mission	Chapter 2
Jan 21	The Business Mission cont'd	
Jan 24	The External Assessment	Chapter 3
Jan 26	The External Assessment cont'd	
Jan 28	The External Assessment cont'd, Review for Exam 1	
Jan 31	<b>Exam 1</b>	
Feb 2	Return and discussion of Exam 1, The Internal Assessment	Chapter 4
Feb 4	The Internal Assessment cont'd	
Feb 7	The Internal Assessment cont'd	
Feb 9	Strategies in Action	Chapter 5
Feb 11	Strategies in Action cont'd	
Feb 14	<b>Simulation starts – Introduction into the business strategy game</b>	Simulation Guide
Feb 16	Strategies in Action cont'd	
Feb 18	Strategies in Action cont'd, <b>Assignment 1 due</b>	
Feb 21	Strategy Analysis and Choice	Chapter 6
Feb 23	Strategy Analysis and Choice cont'd, <b>Decision 1 due</b>	
Feb 25	Game Debriefing, Strategy Analysis and Choice cont'd,	
Feb 28	Strategy Analysis cont'd, Review for Exam 2	
March 2	<b>Exam 2</b>	
March 4	Return of Exam 2 , Implementing Strategies, <b>Dec. 2 due</b>	Chapter 7
March 7	Game Debriefing, Implementing Strategies: Mgmt Issues cont'd	
March 9	Implementing Strategies: Management Issues cont'd, <b>Dec. 3 due</b>	
March 11	Game Debriefing, Implementing Strategies: Management Issues cont'd	
March 14	Special Chapters on TQM	Reserve Readings
March 16	TQM cont'd, <b>Dec. 4 due</b>	
March 18	Debrief, TQM cont'd, <b>last day to withdraw with an automatic “W.”</b>	
March 21	<b>Spring break</b>	
March 23	<b>Spring break</b>	
March 25	<b>Spring break</b>	
March 28	<b>Teams created, Team Work Day, Assignment 2 due</b>	
March 30	Team Work Day	Chapter 9
April 1	<b>Team Dec. 1 due, TQM cont'd</b>	
April 4	Game Debriefing, Strategy Review, Evaluation and Control	
April 6	<b>Team Dec. 2 due, Strategy Review, Evaluation and Control cont'd</b>	
April 8	Game debriefing, Team work	
April 11	<b>Team decision 3 due, Review for Exam 3</b>	
April 13	<b>Exam 3</b>	
April 15	Group Presentations and Discussions	
April 18	Group Presentations and Discussions	
April 20	Group Presentations and Discussions	
April 22	Group Presentations and Discussions	
April 25	Group Presentations and Discussions	
April 27	Group Presentations and Discussions	
May 4	<b>Assignment 3 due at 1 p.m. during scheduled final exam</b>	