MANA 4322-009

Organizational Strategy

#### Fall 2013 8/22/13 – 12/4/13

Instructor: Dwight Long Phone: 817-272-2395

Office: COBA 526 E-Mail: delong@uta.edu

Office Hours: By Appointment Website: http://wweb.uta.edu/management/dlong/dlong.htm

**Class Time: Tues / Thur: 8:30 PM – 9:50 PM**  **Room: COBA 149**

Text/ Required Materials:

- *Organization Strategy* 4322 by Dess, Lumpkin, Eisner, McNamara. ISBN 13: 9781121399877. This customized version of the textbook is only available at the UT Arlington Bookstore.

- Capsim *Foundation*® *Business Simulation* and *Comp-XM*®online registration & downloads. Overview and website access information provided on the 1st day of class.

**Course Overview**

The primary thrust of this course is general management. It will be different from most of the courses you have had in functional areas (e.g., accounting, marketing) because you will be required to use a wide range of business knowledge and exhibit diverse skills. Therefore, it will be demanding and challenging because you must perform in topic areas where you have both strengths and weaknesses.

This course has historically been called “business/organizational policy,” and its sole purpose was to help the student “integrate” the knowledge he or she had developed in other courses in the undergraduate business program. Business policy traditionally had little content of its own. However, in recent years it has become increasingly apparent that all managers not only must apply knowledge from a variety of functional areas (e.g., accounting, marketing, finance), but also perform activities that require knowledge and skills not addressed in those areas. Some of the trends that reinforce this need include downsizing, delayering, empowerment, and intensified global competition. Therefore, it has become acknowledged that there is a unique body of knowledge that is not taught in functional business courses that should be taught in a course such as this. Topics such as the nature of managerial work, strategy formulation and implementation, and organization design are examples. Also the development/refinement of skills in oral and written communication and conceptual/integrating ability is a major objective of the course.

**Course Objectives**

The course has multiple objectives which include the following:

1. Developing a general management orientation; becoming able to analyze broad, organization-wide problems.

2. Integrating the business skills you have already developed and knowledge you have obtained. In the immediate future this should give you a better understanding of how your position(s) relate(s) to the overall performance of your organization. Also, much of this course is structured to simulate the job that many of you may have or will have in the near future -- a staff manager responsible for helping to develop recommendations on the strategic issues that face your organization.

3. Developing skills to solve the actual problems that today’s organizations are experiencing.

**Student Learning Outcomes**

By the end of this course, you should be able to (1) *analyze* a particular business situation, (2) *identify* the significant problems, and (3) propose and justify *explicit solutions* that are realistic, effective, and efficient.

**Achieving the Objectives**

You will be required to complete the following activities in order to achieve the identified objectives:

1. **CONTRIBUTE TO IN-CLASS DISCUSSIONS** of chapters, readings, lecture material and cases by exhibiting (a) an understanding and articulate analysis of the information presented and (b) skills in the prerequisite course areas required for registration.

**Students are expected to attend each class session.** Moreover, each student is expected to actively participate in class discussions. Class participation will be evaluated using the following criteria.

*100% - Truly outstanding participation*. Contributed to each session’s discussion with well thought out ideas and comments.

*95% - Excellent participation*. Contributed regularly to discussions with reasonably well developed ideas and comments.

*85% - Good participation*. Contributed to most discussions with relevant comments.

*75% - Average Participation.* Attended class sessions and listened actively to discussion. Actual contributions to the discussion were infrequent.

**Simply coming to class will not earn a satisfactory participation grade!**

2. **Complete two chapter exams.** The exams will consist of multiple-choice and short-answer questions.

3. Students will work in groups to perform Foundation®, a simulation exercise. Each group will have responsibility for one company. Students will craft corporate- business-, and functional-level strategies. In addition, the simulation exercise will involve the following.

**Company Performance:** The company performance grade will be assigned on a group basis and will be based on your company’s stock price.

**Annual Meeting:** At the end of the course, your group will conduct a “Shareholder Meeting” presentation -- an overview of group results presented to the rest of the class (i.e., the corporate shareholders). The group should explain **why** your company achieved its level of success. Please see shareholder presentation dates at the end of the syllabus. **In addition**, the group will be required to submit a written 25 page **“*Annual Report*”**. The Annual Report describes your company’s performance during your 8 years of operation. It will be a round-by-round analytical examination of the overall business environment leading to the decisions undertaken by the group. **A hardcopy submission of the Annual Report and power point presentation is required** and due by the beginning of class, Tuesday, December 3rd, 2013.

4. **Complete Comp-XM® exam.** Each student manages a simulated business over the course of four years. After each simulated year, the student takes a short exam with **questions and answers tailored to their situation.** A fifth set of questions will be asked at the end of the simulation.

5. Prepare an “***Executive Summary***” of your company’s performance during the Comp-XM® exercise. **A hardcopy submission is required.**

**Grading**

The six activities in which you will be participating will be combined to determine your final grade. Their respective weights are as follows:

1. Class Participation\* 10%

2. Simulation\*\*

Company Performance 20%

Shareholder’s Meeting and *Annual Report* 10%

3. Comp-XM®

Balanced Scorecard 10%

Board Queries 5%

4. Comp-XM® *Executive Summary* 5%

5. Exam I 20% 6. Exam II 20%

TOTAL 100%

**\* Grade is determined both by attendance *and* student engagement as stated in ‘Achieving the Objectives’ above.**

**\*\* The company performance, shareholder meeting presentation and annual report grades are subject to adjustment based on your group members’ peer evaluations.**



**Department of Management**

***“Developing tomorrow’s leaders today”***

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| --- | --- | --- | --- |
| **Date** | **Topics Covered** | **Assignment** | |
| 8/22  (Thur) | - Class Orientation. Syllabus discussion.  - Emergency Evacuation Exit Procedures. Discussion. Written description on page 5.  - Introduction: Foundation® Business Simulation, Comp-XM®registration and download.  - Discuss Team Formation | - In Class | |
| 8/27 (Tues) | - Lecture: Strategic Management “Creating Competitive Advantages”  - DVD: *Specialized Bicycle* | - Chapter 1  - Read Chapter 13 | |
| 8/29  (Thur) | - Lecture: “Analyzing the External Environment of the Firm”  - Discuss Foundation® Guide | - Chapter 2 | |
| 9/3 (Tues) | - Lecture: “Analyzing the External Environment of the Firm” (con’t)  **- Foundation® Business Simulation Software Demonstration - Reports** | - Chapter 2  - In Class | |
| 9/5 (Thur) | **- Foundation® Business Simulation Software Demonstration - Templates** | **- In Class** | |
| 9/10 (Tues) | - Lecture: “Assessing the Internal Environment of the Firm”  **- Foundation® registration and team formation due date.** | - Chapter 3 | |
| 9/12 (Thur) | - Lecture: “Assessing the Internal Environment of the Firm” (con’t) | - Chapter 3  - Practice Decision 1  by 10:00 PM | |
| 9/17 (Tues) | - Lecture: “Recognizing a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources” | -Chapter 4  - Practice Decision 2  by 10:00 PM | |
| 9/19 (Thur) | - Lecture: “Recognizing a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources” (con’t)  - Presentation & Annual Report Discussion.  **- Foundation® resets from ‘Practice’ to ‘Competition’ on Friday 9/20 at 9:00 AM** | - Chapter 4  - Practice Decision 3 by 10:00 PM | |
| 9/24 (Tues) | - Lecture: “Business Level Strategy: Creating & Sustaining Competitive Advantages”  - DVD: *Whole Foods* | - Chapter 5  - Foundation Decision 1 by  10:00 PM CT | |
| 9/26 (Thur) | - Lecture: “Business Level Strategy: Creating & Sustaining Competitive Advantages” (con’t) | - Chapter 5 | |
| 10/1  (Tues) | - Lecture: “Corporate Level Strategy: Creating Value Through Diversification” | - Chapter 6  - Foundation Decision 2 by  10:00 PM CT | |
| 10/3  (Thur) | - Exam I: Chapters 1, 2, 3, 4 and 5 | - In Class | |
| 10/8 (Tues) | - Lecture: “Corporate Level Strategy: Creating Value Through Diversification” (con’t)  - Review Exam I | - Chapter 6  -Foundation  Decision 3 by  10:00 PM | |
| 10/10 (Thur) | - Lecture: “International Strategy: Creating Value in Global Markets”  - DVD: *Starbucks, Building Relationships With Coffee Growers* | - Chapter 7 | |
| 10/15  (Tues) | - Lecture: “International Strategy: Creating Value in Global Markets” (con’t) | | - Chapter 7  - Foundation Decision 4 by  10:00 PM CT |
| 10/17  (Thur) | - Lecture: “Entrepreneurial Strategy and Competitive Dynamics” | | - Chapter 8 |
| 10/22  (Tues) | - Lecture: “Strategic Control and Corporate Governance” | | - Chapter 9  - Foundation Decision 5 by  10:00 PM CT |
| 10/24  (Thur) | - Lecture: “Strategic Control and Corporate Governance” (con’t). | | - Chapter 9 |
| 10/29  (Tues) | - Lecture: “Creating Effective Organizational Designs” | | - Chapter 10  - Foundation Decision 6 by  10:00 PM CT |
| 10/31  (Thur) | - Lecture: “Managing Innovation and Fostering Corporate Entrepreneurship” | | - Chapter 12 |
| 11/5  (Tues) | - Lecture: “Managing Innovation and Fostering Corporate Entrepreneurship”  - Power Point Presentation and Annual Report final discussion. | | - Chapter 12  - Foundation Decision 7 by  10:00 PM CT |
| 11/7  (Thur) | - Exam II: Chapters 6, 7, 8, 9, 10 and 12  **- Download CompXM® Guide from website for discussion Tuesday 11/12.** | |  |
| 11/12  (Tues) | **- Review Exam II**  **- CompXM® discussion.**  - CompXM ‘Executive Summary’ written report discussion.  **- Comp-XM® begins Monday 11/25 at 9:00 AM** | | - Foundation Decision 8 by  10:00 PM CT |
| 11/14  (Thur) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation **hardcopy** submittal required by beginning of class **Tuesday, December 3rd, 2013** | | - In Class |
| 11/19  (Tues) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation **hardcopy** submittal required by beginning of class **Tuesday, December 3rd, 2013** | | -In Class |
| 11/21  (Thur) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation **hardcopy** submittal required by beginning of class **Tuesday, December 3rd, 2013**  **- Comp-XM® begins Monday 11/25 at 9:00 AM** | | - In Class |
| 11/26  (Tues) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation **hardcopy** submittal required by beginning of class **Tuesday, December 3rd, 2013** | | - In Class |
| 11/28  (Thur) | \*\* Thanksgiving Holidays \*\* | | - In Class |
| 12/3  (Tues) | - Class wrap up discussion. Hardcopy submission of Power Point presentation / Annual Report document / Peer Evaluation document are due. **Hardcopies of all 3 documents required at beginning of class Tuesday, December 3rd, 2013** | | - In Class |
| 12/10 (Tues) | **- Comp-XM® ends**  **- Comp-XM® Executive Summary hardcopy is due.** | |  |

*As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. – Dwight E. Long*

**Emergency Exit Procedures**

Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit, which is located as follows: Exit the classroom. Turn right. Proceed to the end of hallway. Turn left. Walk up stairs and exit the building through the glass doors in the South wall. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist handicapped individuals.

**Campus Police:**

Emergency Calls Only: 817-272-3003

Non-Emergency Calls: 817-272-3381

**Electronic Communication**

UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

**Drop Policies**

It is the student's responsibility to complete the course or withdraw from the course in accordance with University Regulations. Students are strongly encouraged to verify their grade status before dropping a course after the first withdrawal date. A student who drops a course after the first withdrawal date may receive an “F” in the course if the student is failing at the time the course is dropped. Final drop date is October 30, 2013.

**Student Support Services**

The University supports a variety of student success programs to help you connect with the University and achieve academic success. They include learning assistance, developmental education, advising and mentoring, admission and transition, and federally funded programs. Students requiring assistance academically, personally, or socially should contact the Office of Student Success Programs at 817-272-6107 for more information and appropriate referrals.

**Americans with Disabilities Act**

The University of Texas at Arlington is on record as being committed to both the spirit and letter of federal equal opportunity legislation; reference Public Law 92-112 - The Rehabilitation Act of 1973 as amended. With the passage of federal legislation entitled *Americans with Disabilities Act (ADA)*, pursuant to section 504 of the Rehabilitation Act, there is renewed focus on providing this population with the same opportunities enjoyed by all citizens.

As a faculty member, I am required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Student responsibility primarily rests with informing faculty of their need for accommodation and in providing authorized documentation through designated administrative channels.  Information regarding specific diagnostic criteria and policies for obtaining academic accommodations can be found at www.uta.edu/disability.   Also, you may visit the Office for Students with Disabilities in room 102 of University Hall or call them at (817) 272-3364.

**Academic Integrity**

It is the philosophy of The University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University. "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." (Regents’ Rules and Regulations, Series 50101, Section 2.2)

**Student Feedback Survey**

At the end of each term, students enrolled in classes categorized as “lecture,” “seminar,” or “laboratory” shall be directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.