
MANA 5336-001

Strategic Management

Spring 2014

Instructor:	Dr. Jeffrey E. McGee	Phone:	817-272-3688 (office)
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Office Hours:	6:00-7:00 (Tuesday and Thursday)	Website:	http://management.uta.edu/Dr.McGee/
Class Time:	T/R 7:00-9:50	Room:	Pickard Hall (PKH) 105
Text:	Competing for Advantage 3 rd edition, by Hoskisson, Hitt, Ireland, and Harrison. (ISBN # 9780538475167/0538475161). <i>Capstone Business Simulation and Comp-XM</i> (Online registration at Capsim.com)		

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 graduate 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 the nature of managerial work, strategy formulation and implementation, and organization design. 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 seven 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 a midterm exam(s). The midterm will consist of two parts. The first part will include applied multiple choice questions. The second part of the exam will require students to respond to several short-answer questions related to a business case.
3. Students will work in groups to perform Capstone®, a simulation exercise. Each group will have responsibility for one company. Students will craft corporate- business-, and functional-level strategies. In addition, the simulation will involve the following.

Company Performance. The company performance grade will be assigned on a group basis.

Annual Meeting. At the end of the course, your group will present an overview of your results to the rest of the class (i.e., the corporate shareholders). In addition, your group should explain why your corporation achieved the level of success that it did. The group will also be required to submit an “*Annual Report*” at this meeting.

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 quiz (*five total*) with questions and answers tailored to their situation.

Grading

The five 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	25%
Shareholder's Meeting and <i>Annual Report</i>	10%
3. Comp-XM®	
Balanced Scorecard	5%
Board Queries	5%
4. Midterm Examination	
Multiple Choice	15%
Case Analysis	30%
TOTAL	100%

*The company performance and shareholder meeting grades are subject to adjustment based on your group members' peer reviews.



Schedule

Date	Topics Covered	Assignment
1/14 (T)	Course Introduction Simulation Orientation	<i>Capstone Guide</i>
1/16 (R)	Self-Paced Simulation	Practice Decision
1/21 (T)	Introduction or Strategic Management Video – <i>Panera Bread Company</i>	Chapter 1 Practice Decision
1/23 (R)	Strategic Leadership Video – <i>Working for the Best: The Container Store</i>	Chapter 2 Practice Decision
1/28 (T)	The External Environment Video – <i>Whole Foods</i>	Chapter 3 Decision 1
1/30 (R)	Case – <i>Best Buy</i>	In Class Decision 2
2/4 (T)	The Internal Organization Video – <i>Wal-Mart: Global Giant</i>	Chapter 4 Decision 3
2/6 (R)	Business-Level Strategies Competitive Rivalry and Competitive Dynamics Video - <i>Toy Wars</i>	Chapter 5 Chapter 6 Decision 4
2/11 (T)	Business-Level Strategies (Continued) Competitive Rivalry and Competitive Dynamics (<i>Continued</i>) Video – <i>Sandeman Porto</i> Corporate-Level Strategy	Chapter 5 Chapter 6 Decision 5 Chapter 8
2/13 (R)	Video – <i>Johnson & Johnson</i> Acquisition and Restructuring Strategies Video – <i>Profile of Hewlett-Packard CEO Carly Fiorina</i>	Chapter 9 Decision 6 Midterm Due
2/18 (T)	International Strategy Video – <i>McDonald's Global Strategy</i> Video – <i>BP</i>	Chapter 10 Decision 7
2/20 (R)	Corporate Governance Video – <i>Celebrity CEO Charisma</i> Video – <i>Executive Excess</i>	Chapter 11 Decision 8
2/25 (T)	Video – <i>The Smartest Guys in the Room</i>	In class
2/27 (R)	Shareholders' Meeting	In class
3/4 (T)	Final Exam Comp-XM® Simulation Assignment: Annual Reports Due	In class

About the Instructor

Jeffrey E. McGee (Ph.D., The University of Georgia) is an Associate Professor of management at the University of Texas at Arlington. He teaches courses in entrepreneurship and strategic management. His research interests include new business development and strategic management of entrepreneurial ventures. Dr. McGee's research has been published in *Management Science*, *Journal of Business Venturing*, *Strategic Management Journal*, *Journal of Small Business Management*, *Journal of Small Business Strategy*, *Journal of Management*, *International Small Business Journal*, and *Entrepreneurship: Theory & Practice*.

Drop Policy

Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://www.uta.edu/ses/fao>).

Americans with Disabilities Act

The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the Americans with Disabilities Act (ADA). All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability or by calling the Office for Students with Disabilities at (817) 272-3364.

Academic Integrity

All students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

Students should acknowledge the honor code when taking an exam or when submitting any class work. Per UT System Regents' Rule 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University.

Student Support Services

UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at www.uta.edu/resources.

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>.

Student Feedback Survey

At the end of each term, students enrolled in classes categorized as lecture, seminar, or laboratory shall be directed to complete a 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>.

Final Review Week

A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabi. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week.

Evacuation Procedures

In the event of an evacuation of the College of Business building, when the fire alarm sounds, everyone must leave the building by the stairs. With the fire alarm system we now have, the elevators will all go to the first floor and stay there until the system is turned off.

All those in the North tower side of the building should proceed to the fire escape stairs located on the East and West sides of that wing.

FOR DISABLED PERSONS.....please go to the Northeast fire stairs. We have an evacuation track chair located on the 6th floor stairwell. We have people trained in the use of this chair and there will be someone that will go to the 6th floor to get the chair and bring it to any lower floor stairwell to assist disabled persons.

Should this be a real emergency, the Arlington Fire Department and UTA Police will also be here to help.

