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**MANA 5336-020**  
**Strategic Management**  
**Fall 2014**

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Instructor:	Dr. Jeffrey E. McGee	Phone:	817-272-3688 (office)
Office:	CBA 229	E-Mail:	jmcgee@uta.edu
Office Hours:	6:00-7:00 (Tuesday and Thursday)		
Class Time:	M/S 6:00-9:20/8:30-11:10	Room:	Business Building 251
Website:	<a href="http://www.uta.edu/mentis/profile/export/export/id/1051?format=print">www.uta.edu/mentis/profile/export/export/id/1051?format=print</a>		
Text:	<i>Competing for Advantage</i> 3 <sup>rd</sup> edition. by Hoskisson, Hitt, Ireland, and Harrison. (ISBN # 9780538475167/0538475161). <i>Capstone Business Simulation</i> and <i>Comp-XM</i> (Online registration)		

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### **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.

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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. This exam will require students to respond to several short-answer questions involved 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.
5. Prepare an “*Executive Summary*” of your company's performance during the Comp-XM® exercise.

**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%
<b>TOTAL</b>	<b>100%</b>

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

**Attendance**

At The University of Texas at Arlington, taking attendance is not required. Rather, each faculty member is free to develop his or her own methods of evaluating students' academic performance, which includes establishing course-specific policies on attendance. As the instructor of this class, I will not take attendance but attending class is strongly encouraged. After all, you cannot participate in you are not in class.

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## Schedule

Date	Topics Covered	Assignment
9/29 (M)	Course Introduction Simulation Orientation	<i>Capstone Guide</i>
10/4 (S)	Introduction or Strategic Management	Chapter 1
10/6 (M)	Strategic Leadership Video – <i>Working for the Best: The Container Store</i>	Chapter 2 Practice Decision
10/11 (S)	The External Environment Video – <i>Whole Foods</i>	Chapter 3 Practice Decision
10/13 (M)	Case – <i>Embraer</i>	In Class Decision 1
10/18 (S)	The Internal Organization Video – <i>Wal-Mart: Global Giant</i> Video – <i>The Value Chain</i>	Chapter 4 Decision 2
10/20 (M)	Business-Level Strategies Competitive Rivalry and Competitive Dynamics Video - <i>Toy Wars</i>	Chapter 5 Chapter 6 Decision 3
10/25 (S)	Business-Level Strategies (Continued) Competitive Rivalry and Competitive Dynamics ( <i>Continued</i> ) Video – <i>Sandeman Porto</i>	Chapter 5 Chapter 6 Decision 4
10/27 (M)	Case – <i>Best Buy</i>	In Class Decision 5
11/1 (S)	Corporate-Level Strategy Video – <i>Johnson &amp; Johnson</i> Acquisition and Restructuring Strategies Video – <i>Profile of Hewlett-Packard CEO Carly Fiorina</i>	Chapter 8 Chapter 9 Decision 6 <i>Midterm Due</i>
11/3 (M)	International Strategy Video – <i>McDonald's Global Strategy</i> Video – <i>BP</i>	Chapter 10 Decision 7
11/8 (S)	Corporate Governance Video – <i>Celebrity CEO Charisma</i> Video – <i>Executive Excess</i>	Chapter 11 Decision 8
11/10 (M)	Video – <i>The Smartest Guys in the Room</i>	In Class
11/15 (S)	Shareholder Meetings	In Class
11/17 (M)	Shareholder Meeting Comp-XM Closed Simulation Assignment: Annual Reports Due	In Class

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## **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://web.uta.edu/aao/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](http://www.uta.edu/disability) or by calling the Office for Students with Disabilities at (817) 272-3364.

**Title IX:** The University of Texas at Arlington is committed to upholding U.S. Federal Law "Title IX" such that no member of the UT Arlington community shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity. For more information, visit [www.uta.edu/titleIX](http://www.uta.edu/titleIX).

**Academic Integrity:** Students enrolled all UT Arlington courses 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.*

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UT Arlington faculty members may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. 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.

**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 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>.

**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 syllabus*. 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. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

**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 \[insert a description of the nearest exit/emergency exit\]](#). 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 individuals with disabilities.

**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](mailto:resources@uta.edu), or view the information at [www.uta.edu/resources](http://www.uta.edu/resources).