MANA 4322-007

Organizational Strategy

#### Fall 2014 8/21/14 – 12/3/14 (Final 12/11/14)

Instructor: Dwight Long Phone: 817-272-2395

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

Office Hours: By Appointment

**Class Time: Tues/Thur: 7:00 PM – 8:20 PM**  **Room: COBA** **152**

Website: <http://wweb.uta.edu/management/dlong/dlong.htm>

Syllabus: <http://www.uta.edu> homepage through “Course Syllabus Information”

Text / Required Materials:

- *Organization Strategy* 4322 by Dess, Lumpkin, Eisner, McNamara. ISBN 13: 9781308033396. This customized version of the textbook is only available at the UT Arlington Bookstore.

- *Foundation*® *Business Simulation (on line registration and fee)*.

- Download Team Membership Guide from website after registration. 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:

**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 section, I have established the following attendance policy:

Attendance in class is required and students are expected to attend each class session. Attendance means arriving on time and staying until the end of class. Three or more absences will be counted against your participation grade and may result in the automatic reduction of your final grade or a failing grade.

**Class participation:** is essential in order to gain maximum benefit from the course and will count toward your final grade. Each student is expected to actively participate in class discussion. Class participation is a grade component of this course and will be evaluated using the following criteria:

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.

*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.* Listened actively to discussion. Actual contributions to the discussion were infrequent.

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

Students are expected to maintain a classroom environment that is conducive to learning and free from cellular phones, beepers, newspapers, or any other form of distracting behavior. Laptop computers are permitted for note-taking only.

2. **Complete two chapter exams.** The exams will consist of multiple-choice and short-answer questions. Chapter slides are provided via the website as a convenience to the student. Do not rely on the slides as a substitute for the textbook. The chapter exams are based on the textbook.

3. **Foundation® team level activity:** Students will work in groups to perform Foundation®, a simulation exercise comprised of 8 individual decision rounds or ‘years’. 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 whyyour company achieved its level of success. Please see shareholder presentation date 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 (year-over-year) 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 at the beginning of class, Tuesday, December 2nd, 2014.

**Other Foundation® Requirements:** Teams are expected to meet outside of classroom time to analyze simulation data to develop strategies. It is important to understand team meetings will take a significant amount of time outside of the classroom to analyze, plan, explore and determine corporate, functional and business strategies for each decision round. In addition, team will be expected to meet outside of the classroom to develop the ‘Annual Report’ and the Power Point Shareholder Meeting Presentation noted above.

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.

**Other** **Comp-XM® Exam Requirements:** This is an on-line exam requiring a significant amount of time outside of the classroom to complete.

5. Prepare an “***Executive Summary***” of your company’s performance during the Comp-XM® exercise. A hardcopy submission is required and is due by 5:00 PM Thursday, December 11th, 2014.

6. **Complete the ETS Major Field Exam**: Information about this exam will be forthcoming early in the semester. This exam will be administered outside of the classroom and will require significant time from the student. Background: Students will complete the ETS Major Field Exam. The Association to Advance Collegiate Schools of Business (AACSB) and the Southern Association of Colleges and Schools (SACS) require in their accreditation standards that academic units assess student learning, or measure the acquisition of knowledge and skills in a particular field of study. One method for program assessment in the College of Business involves using the 'major field test in business' developed by the Educational Testing Service (ETS). The major field test in business contains 120 objective (multiple-choice) questions with 60 items in each of two exam parts.  Questions vary in difficulty over areas known as the 'common body of knowledge' as specified by AACSB. This common core includes accounting, economics, management, quantitative business analysis, information systems, finance, marketing, legal and social environment, and international aspects/issues of the business enterprise.

**Grading**

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

1. Class Participation 5%

2. Simulation\*

Company Performance 20%

Shareholder’s Meeting and *Annual Report* 10%

3. Comp-XM®

Balanced Scorecard 7.5%

Board Queries 5%

4. Comp-XM® *Executive Summary* 5%

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

7. ETS Major Field Exam 7.5%

TOTAL 100%

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



**Department of Management**

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| --- | --- | --- | --- |
| **Date** | **Topics Covered** | **Assignment** | |
| 8/21  (Thur) | - Class Orientation. Syllabus discussion.  - Emergency Evacuation Exit Procedures. Description on last page of syllabus.  - Introduction: Foundation® Business Simulation, Comp-XM®registration and download.  - Discuss Team Formation | - In Class | |
| 8/26 (Tues) | - Lecture: Strategic Management “Creating Competitive Advantages” | - Chapter 1  - Read Chapter 13 | |
| 8/28  (Thur) | - Lecture: “Analyzing the External Environment of the Firm” | - Chapter 2 | |
| 9/2 (Tues) | - Discuss Foundation® Guide  - Foundation® Business Simulation Software Demonstration - Reports | - In Class | |
| 9/4 (Thur) | - Foundation® Business Simulation Software Demonstration - Templates | - In Class | |
| 9/9 (Tues) | - Lecture: “Assessing the Internal Environment of the Firm”  - Foundation® registration and team formation due date. | - Chapter 3 | |
| 9/11 (Thur) | - Lecture: “Assessing the Internal Environment of the Firm” (con’t) | - Chapter 3  - Practice Decision 1  by 10:00 PM | |
| 9/16 (Tues) | - Lecture: “Recognizing a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources” | -Chapter 4  - Practice Decision 2  by 10:00 PM | |
| 9/18 (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 9/19 at 9:00 AM | - Chapter 4  - Practice Decision 3 by 10:00 PM | |
| 9/23 (Tues) | - Lecture: “Business Level Strategy: Creating & Sustaining Competitive Advantages”  - DVD: *Whole Foods* | - Chapter 5  - Foundation Decision 1 by  10:00 PM CT | |
| 9/25 (Thur) | - Lecture: “Business Level Strategy: Creating & Sustaining Competitive Advantages” (con’t) | - Chapter 5 | |
| 9/30  (Tues) | - Lecture: “Corporate Level Strategy: Creating Value Through Diversification” | - Chapter 6  - Foundation Decision 2 by  10:00 PM CT | |
| 10/2  (Thur) | - Exam I: Chapters 1, 2, 3, 4 and 5 | - In Class | |
| 10/7 (Tues) | - Lecture: “Corporate Level Strategy: Creating Value Through Diversification” (con’t)  - Review Exam I | - Chapter 6  -Foundation  Decision 3 by  10:00 PM | |
| 10/9 (Thur) | - Lecture: “International Strategy: Creating Value in Global Markets”  - DVD: *Starbucks, Building Relationships With Coffee Growers* | - Chapter 7 | |
| 10/14  (Tues) | - Lecture: “International Strategy: Creating Value in Global Markets” (con’t) | | - Chapter 7  - Foundation Decision 4 by  10:00 PM CT |
| 10/16  (Thur) | - Lecture: “Entrepreneurial Strategy and Competitive Dynamics” | | - Chapter 8 |
| 10/21  (Tues) | - Lecture: “Strategic Control and Corporate Governance” | | - Chapter 9  - Foundation Decision 5 by  10:00 PM CT |
| 10/23  (Thur) | - Lecture: “Strategic Control and Corporate Governance” (con’t). | | - Chapter 9 |
| 10/28  (Tues) | - Lecture: “Creating Effective Organizational Designs” | | - Chapter 10  - Foundation Decision 6 by  10:00 PM |
| 10/30  (Thur) | - Lecture: “Managing Innovation and Fostering Corporate Entrepreneurship” | | - Chapter 12 |
| 11/4  (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 |
| 11/6  (Thur) | - Exam II: Chapters 6, 7, 8, 9, 10 and 12  - Download CompXM® Guide from website for discussion Tuesday 11/11. | |  |
| 11/11  (Tues) | - Review Exam II  - CompXM® discussion.  - CompXM ‘Executive Summary’ written report discussion.  - Comp-XM® begins Wednesday, 11/26/14 at 9:00 AM | | - Foundation Decision 8 by  10:00 PM |
| 11/13  (Thur) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation **hardcopy** submittal required by beginning of class Tuesday, December 2nd , 2014 | | - In Class |
| 11/18  (Tues) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation hardcopy submittal required by beginning of class Tuesday, December 2nd , 2014 | | -In Class |
| 11/20  (Thur) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation hardcopy submittal required by beginning of class Tuesday, December 2nd , 2014  - Comp-XM® begins Wednesday, 11/26/14 at 9:00 AM | | - In Class |
| 11/25  (Tues) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation hardcopy submittal required by beginning of class Tuesday, December 2nd , 2014 | | - In Class |
| 11/27  (Thur) | \*\* Thanksgiving Holidays \*\* | | - In Class |
| 12/2  (Tues) | - 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 2nd , 2014 | | - In Class |
| 12/11 (Thur) | - 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*

**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://wweb.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.*

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.

**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).

**Writing Center.** **:** The Writing Center, 411 Central Library, offers individual 40 minute sessions to review assignments, *Quick Hits* (5-10 minute quick answers to questions), and workshops on grammar and specific writing projects. Visit [https://uta.mywconline.com/](https://owa.uta.edu/owa/luket@exchange.uta.edu/redir.aspx?C=jqplelmmw0KcvkWv1pRv_rHS8ofUUtFIXl_CWZTLffEmCPyZf3x4ncUbBmD9p3gSPROCbhSJj7U.&URL=https%3a%2f%2futa.mywconline.com%2f) to register and make appointments. For hours, information about the writing workshops we offer, scheduling a classroom visit, and descriptions of the services we offer undergraduates, graduate students, and faculty members, please visit our website at [www.uta.edu/owl/](http://www.uta.edu/owl/).

**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 stairs. Turn right. Walk up the stairs and exit the building through glass doors in the East 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 individuals with disabilities.

**Emergency Phone Numbers**: In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone), **2-3003** (campus phone). You may also dial 911.