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# MANA 4322

# Organizational Strategy

## Winter 2014/2015

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Office:	CBA 229	E-Mail:	jmcgee@uta.edu
Office Hours:	12:00-1:00 (Monday through Friday)	Website:	<a href="http://management.uta.edu/Dr.McGee/">http://management.uta.edu/Dr.McGee/</a>
Class Time:	M-F 8:00-11:50	Room:	COBA 254

Text: Dess, G.G., Eisner, A., Lumpkin, G.T., & McNamara, 2014. *Strategic Management* 7<sup>th</sup> edition. McGraw-Hill Irwin. You do not need the cases.  
*Foundation® Business Simulation (on line registration at capsim.com)*

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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 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, delaying, 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.

### **Learning Objectives for the course**

1. Develop and reinforce a general management point of view that recognizes overall long-term and short-term organizational goals and multiple stakeholders.
2. Synthesize the diverse strands of functional disciplines learned in earlier courses into one integrative perspective.
3. Explain the three major strategic management elements: strategy analysis, strategy formulation, and strategy implementation.
4. Demonstrate the influence of global competition on firm strategy and performance.

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5. Develop the ability to analyze internal and external environments of the business using tools such as five forces analysis, value chain analysis, and resource-based analysis.
  6. Develop the ability to communicate the results of one's analysis as well as to develop specific actionable recommendations.
  7. Develop sensitivity to the ethical and social dimensions of corporate actions.
  8. Assess a firm's ability to develop and sustain a competitive advantage over its rivals.

### **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 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 will involve the following:
4. **Company Performance.** The company performance grade will be assigned on a group basis and will be based on your company's stock price.
5. **Shareholder Meeting and Annual Report.** At the end of the simulation, 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 and the plans that it has for the future. The group will also be required to submit an "Annual Report" describing your performance during the 8 years (rounds of operation) and the plans for the future.
6. Complete Comp-XM® exam. Each student manages a simulated business over the course of five years. After each simulated year, the student takes a short exam with questions and answers tailored to their situation.
7. Prepare an "Executive Summary" of your company's performance during the Comp-XM® exercise. This should be 1 page, 1 in. all-around margins, single space. It should describe the logic for your decisions and the results after each round during CompXM.

### **Guidelines for presentations**

1. The presentation should be roughly 15 minutes per company.
2. A/V support is a requirement. PowerPoint is a typical tool used in business presentations
3. Your presentation must not be about the numbers that everybody had access to during the simulation.

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Everybody has already seen this. It is more interesting for you to tell the class about the background of decisions. Why they were made, what challenges you faced and the like. You should make the presentation interesting.

4. Please try to make the presentation professional, but fun. Feel free to role play an actual shareholder meeting.
5. Some of the things you should cover in the presentation are:
  - a. The governance of the company
  - b. The company's products and brands.
  - c. Main competitors of the company (those that are your closest competitors, the ones you were paying the most attention to)
  - d. Graphs are encouraged to see the change in financial measures over a period of time (e.g., 5 years). For example, if there are big drops/increases in stock price, find potential reasons for this decline/increase. Try to compare with main competitors. Do not limit yourselves to stock price. Include other metrics (e.g., ROI, productivity, market share, etc).
  - e. The plans your management team has for the future of the company. This is very important for the presentation as well as for the annual report. Here is where you can apply everything you have learned about business-level, corporate-level and international strategies. Be creative. Assume you have to continue to operate your company.
  - f. Any other information you find interesting.
6. The more organized you are, the better it will be (e.g., who will go first, what A/V you will use, and the like). Even though you are multiple people, probably in charge of different topics for the presentation, act like one coordinated team when presenting. I would strongly encourage the group to practice their presentation beforehand.
7. All team members need to present.
8. Pretend you are in a business setting... after all, you are in a business school and you will soon go out and get a job. Try to dress and act the part accordingly! No jeans, shorts, t-shirts, polo-shirts, sneakers, sandals, etc.
9. You need to present as people who run the company. For example do not say "Andrews does an excellent job in product customization," instead say "In Andrews, we are very proud of our customization of the product,"
10. You need to manage your time. You want to have enough time to cover your presentation. Very short presentations are just as bad as very long ones.
11. Although it is acceptable (recommended) to use notes, *absolutely* avoid reading; use notes as a guide only.

### **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	10%
2. Simulation*	
Company Performance	20%
Shareholder's Meeting and <i>Annual Report</i>	10%
4. Comp-XM®	
Balanced Scorecard	10%
Board Queries	5%
5. Comp-XM® <i>Executive Summary</i>	5%
6. Two Examinations (20 percent each)	40%
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TOTAL	100%

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



## Course Schedule

Date	Topics Covered	Assignment
12/15 (Mon)	Orientation Strategic Management: Creating Competitive Advantage Video – <i>Panera Bread Company</i>	In Class Chapter 1
12/16 (Tue)	Analyzing the External Environment of the Firm Video – <i>Whole Foods</i> Assessing the Internal Environment of the Firm Video – <i>Wal-Mart: Global Giant</i> Recognizing a Firm's Intellectual Assets: Moving Beyond a Firm's Tangible Resources	Chapter 2 Chapter 3 Chapter 4
12/17 (Wed)	Business-Level Strategy: Creating and Sustaining Competitive Advantage Video – <i>Toy Wars</i> Video – <i>Sandeman Porto</i>	Chapter 5
12/18 (Thu)	<b>Exam 1</b>	In Class
12/19 (Fri)	Introduction to Foundation®  Corporate-Level Strategy: Creating Value through Diversification Video – <i>Sears/Kmart</i> Video – <i>Johnson &amp; Johnson</i>	In Class   Chapter 6 Chapter 7
1/5 (Mon)	International Strategy: Creating Value in Global Markets Video – <i>McDonald's Everywhere</i>	
1/6 (Tue)	Strategic Control and Corporate Governance Video – <i>Jim Alderson</i> Creating Effective Organizational Designs Strategic Leadership: Creating a Learning Organization and an Ethical Organization	Chapter 9 Chapter 10 Chapter 11
1/7 (Wed)	<b>Exam 2</b> Practice Decision 1 Practice Decision 2 <b>Comp-XM® Begins</b>	In Class
1/8 (Thu)	Simulation Decision 1 Simulation Decision 2	In Class
1/9 (Fri)	Simulation Decision 3 Simulation Decision 4 Simulation Decision 5	In Class
1/12 (Mon)	Simulation Decision 6 Simulation Decision 7 Simulation Decision 8	In Class
1/13 (Tue)	Shareholder Meetings <b>Comp-XM® Ends</b> <b>Final Simulation Reports Due</b>	In Class



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

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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 6<sup>th</sup> floor stairwell. We have people trained in the use of this chair and there will be someone that will go to the 6<sup>th</sup> 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.