MANA 4322-008

Organizational Strategy

#### Spring 2018 1/16/18 – 5/4/18 (Final 5/9/18)

Instructor: Dwight Long Phone: 817-272-2395

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

Office Hours: By Appointment

Class Time: Mon /Wed: 2:30 PM – 3:50 PM Room: COBA 152

Syllabus Website: Blackboard

Faculty Profile: <https://www.uta.edu/profiles/dwight-long>

**Description of Course Content:**

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|  | An integrative learning experience that focuses on the role of top management in integrating an organization's internal functional activities and external environmental forces. Emphasis is placed on defining economic, technological, ethical, political, and social factors affecting an organization and their consideration in setting goal, strategies, and operating policies. This course serves as the capstone offering for the business major. Prerequisite: ACCT 2301 and ACCT 2302, BUSA/STAT/BSTAT 3321, ECON 2305 and ECON 2306, FINA 3313, MANA 3318, and MARK 3321. |

**Text / Required Materials:**

- *Organization Strategy* 4322 by Dess, Lumpkin, Eisner, McNamara. ISBN: 9781308783314. This custom textbook is 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 but attendance is a critical indicator in student success. 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. However, while UT Arlington does not require instructors to take attendance in their courses, the U.S. Department of Education requires that the University have a mechanism in place to mark when Federal Student Aid recipients “begin attendance in a course.” UT Arlington instructors will report when students begin attendance in a course as part of the final grading process. Specifically, when assigning a student a grade of F, faculty report the last date a student attended their class based on evidence such as a test, participation in a class project or presentation, or an engagement online via Blackboard. This date is reported to the Department of Education for federal financial aid recipients.

**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.

Absences will be counted against your participation grade and may result in the automatic reduction of your final grade. Students are expected to maintain a classroom environment that is conducive to learning and free from cell phones, newspapers, or any other form of distracting behavior. Laptops are permitted for note taking only.

**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. 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. This is a required 12 minute 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 dates at the end of the syllabus. Student attendance is required for all presentations. 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. This is a formal document and is required to be submitted in a folder, binder, etc. In addition, page numbering must begin after the Title Page and Table of Content pages. A hardcopy submission of the Annual Report and power point presentation is required and due at the beginning of class, Wednesday, May 2, 2018.

**Other Foundation® Requirements:** Teams are expected to meet outside of classroom time to analyze simulation data and 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 according to the delivery schedule established in the syllabus. In addition, teams 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 to my office by no later than 9:00 AM, Thursday, May 10, 2018. No late work will be accepted.

6. **Complete the ETS Major Field Exam**: Information about dates /timing of 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.

\*\* Exams and Scantrons must be returned to the instructor post-exam otherwise the student will earn a grade of zero for the exam.



**Department of Management**

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

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| **Date** | **Topics Covered** | **Assignment** | |
| 1/17  (Wed) | - Class Orientation. Syllabus discussion.  - Emergency Evacuation Exit Procedures. Description on last page of syllabus.  - Capsim Foundation® Business Simulation & CompXM® online registration.  - Read /download ‘Team Membership Guide’ from website.  - Student registration and team formation due by 2:00 PM, January 24, 2018. | - In Class | |
| 1/22 (Mon) | - Lecture: Strategic Management “Creating Competitive Advantages” | - Chapter 1  - Read Chapter 13 | |
| 1/24  (Wed) | - Lecture: “Analyzing the External Environment of the Firm”  - Student registration /team formation due by 2:00 PM, January 24, 2018. | - Chapter 2 | |
| 1/29 (Mon) | - Foundation® Business Simulation Software Demonstration - Reports | - In Class | |
| 1/31 (Wed) | - Foundation® Business Simulation Software Demonstration - Speadsheets | - In Class | |
| 2/5 (Mon) | - Lecture: “Assessing the Internal Environment of the Firm” | - Chapter 3  - Practice Decision 1  by 2:00 PM | |
| 2/7 (Wed) | - Lecture: “Assessing the Internal Environment of the Firm” (con’t) | - Chapter 3 (con’t)  - Practice Decision 2  by 2:00 PM | |
| 2/12 (Mon) | - Lecture: “Recognizing a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources”  - Foundation® resets from ‘Practice’ to ‘Competition’ on Tuesday 2/13/18 at 8:00 AM. | - Chapter 4  - Practice Decision 3 by 2:00 PM | |
| 2/14 (Wed) | - Lecture: “Recognizing a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources” (con’t)  - Presentation & Annual Report Discussion. | - Chapter 4 (con’t) | |
| 2/19 (Mon) | - Lecture: “Business Level Strategy: Creating & Sustaining Competitive Advantages”  - DVD: *Whole Foods* | - Chapter 5  - Foundation Decision 1 by  2:00 PM | |
| 2/21 (Wed) | - Lecture: “Business Level Strategy: Creating & Sustaining Competitive Advantages” (con’t) | - Chapter 5 (con’t) | |
| 2/26  (Mon) | - Lecture: “Corporate Level Strategy: Creating Value Through Diversification” | - Chapter 6  - Foundation Decision 2 by  2:00 PM | |
| 2/28  (Wed) | - Exam I: Chapters 1, 2, 3, 4 , 5 and 6 | - In Class | |
| 3/5 (Mon) | - Lecture: “International Strategy: Creating Value in Global Markets”  - DVD: *Starbucks, Building Relationships With Coffee Growers* | - Chapter 7  - Foundation Decision 3 by  2:00 PM | |
| 3/7 (Wed) | - Lecture: “International Strategy: Creating Value in Global Markets” (con’t) | - Chapter 7 (con’t) | |
| 3/12  (Mon) | - Spring Break: Monday 3/12/18 thru Saturday 3/17/18 | | - No Class |
| 3/14  (Wed) | -Spring Break: Monday 3/12/18 thru Saturday 3/17/18 | | - No Class |
| 3/19  (Mon) | - Lecture: “Entrepreneurial Strategy and Competitive Dynamics”  - Business Week 3/19 – 3/23 --- TBA | | - Chapter 8  - Foundation Decision 4 by  2:00 PM |
| 3//21  (Wed) | - Lecture: “Entrepreneurial Strategy and Competitive Dynamics” (con’t)  - Business Week 3/19 – 3/23 --- TBA | | - Chapter 8 (con’t) |
| 3/26  (Mon) | - Lecture: “Strategic Control and Corporate Governance” | | - Chapter 9  - Foundation Decision 5 by  2:00 PM |
| 3/28  (Wed) | - Lecture: “Strategic Control and Corporate Governance” (con’t)  . | | - Chapter 9 (con’t) |
| 4/2  (Mon) | - Lecture: “Creating Effective Organizational Designs”  . | | - Chapter 10  - Foundation Decision 6 by  2:00 PM |
| 4/4  (Wed) | - Lecture: “Strategic Leadership: Creating a Learning Organization and an Ethical Organization”  - Power Point Presentation and Annual Report final discussion. | | - Chapter 11 |
| 4/9  (Mon) | - Lecture: “Strategic Leadership: Creating a Learning Organization and an Ethical Organization” (con’t) | | - Chapter 11  - Foundation Decision 7 by  2:00 PM |
| 4/11  (Wed) | - Lecture: “Managing Innovation and Fostering Corporate Entrepreneurship”  - Download CompXM® Guide from website for discussion on Monday 4/16/18. | | - Chapter 12 |
| 4/16  (Mon) | - Lecture: “Managing Innovation and Fostering Corporate Entrepreneurship”  - CompXM® discussion. (con’t)  - CompXM ‘Executive Summary’ written report discussion.  - Comp-XM® begins Wednesday, May 2, 2018 at 9:00 AM. | | - Chapter 12 (con’t)  - Foundation Decision 8 by  2:00 PM |
| 4/18  (Wed) | - Exam II: Chapters 7, 8, 9, 10, 11 and 12 | | - In Class |
| 4/23  (Mon) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation hardcopy submittal required by beginning of class Wednesday, May 2, 2018 | | - In Class |
| 4/25  (Wed) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation hardcopy submittal required by beginning of class Wednesday, May 2, 2018  - | | - In Class |
| 4/30  (Mon) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation hardcopy submittal required by beginning of class Wednesday, May 2, 2018 | | - In Class |
| 5/2 (Wed) | - Shareholder Meeting Power Point presentation today.  - Annual Report, Power Point Presentation and Peer Evaluation hardcopy submittal required by beginning of class Wednesday, May 2, 2018  - Comp-XM® begins today, Wednesday, May 2, 2018 at 9:00 AM. | | - In Class |
| 5//9  (Wed) | - Comp-XM® ends today at 5:00 PM. ---- On-Line  - Comp-XM® Executive Summary required hardcopy due to my office by 9:00 AM, Thursday, May 10, 2018. No late work will be accepted. | | - On-Line  - Due to my office |

*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/>).

**Disability Accommodations:** UTArlington 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), The Americans with Disabilities Amendments Act (ADAAA),* and *Section 504 of the Rehabilitation Act.* 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 disability. Students are responsible for providing the instructor with official notification in the form of **a letter certified** by the Office for Students with Disabilities (OSD).Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting: **The Office for Students with Disabilities, (OSD)** [www.uta.edu/disability](http://www.uta.edu/disability) or calling 817-272-3364. 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).

Counseling and Psychological Services, (CAPS) [www.uta.edu/caps/](http://www.uta.edu/caps/) or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

**Non-Discrimination Policy:** *The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit*[*uta.edu/eos*](http://www.uta.edu/hr/eos/index.php)*.*

**Title IX Policy:** The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated.*For information regarding Title IX, visit* [www.uta.edu/titleIX](http://www.uta.edu/titleIX) or contact Ms. Michelle Willbanks, Title IX Coordinator at (817) 272-4585 or michelle.willbanks@uta.edu.

**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 in their courses by 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. Additional information is available at <https://www.uta.edu/conduct/>.

**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>.

**Campus Carry:** Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

**Student Feedback Survey:** At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are 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 via the SFS database is aggregated with that of other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <http://www.uta.edu/sfs>.

**Final Review Week:** for semester-long courses**,** 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](http://www.uta.edu/universitycollege/current/academic-support/learning-center/tutoring/index.php), [major-based learning centers](http://www.uta.edu/universitycollege/resources/college-based-clinics-labs.php), developmental education, [advising and mentoring](http://www.uta.edu/universitycollege/resources/advising.php), personal counseling, and [federally funded programs](http://www.uta.edu/universitycollege/current/academic-support/mcnair/index.php). 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 <http://www.uta.edu/universitycollege/resources/index.php>.

**The IDEAS Center (**2nd Floor of Central Library) offers **free** tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. To schedule an appointment with a peer tutor or mentor email [IDEAS@uta.edu](mailto:IDEAS@uta.edu) or call (817) 272-6593.

**The English Writing Center (411LIBR)**: The Writing Center Offers free tutoring in 20-, 40-, or 60-minute face-to-face and online sessions to all UTA students on any phase of their UTA coursework. Our hours are 9 am to 8 pm Mon.-Thurs., 9 am-3 pm Fri. and Noon-6 pm Sat. and Sun. Register and make appointments online at http://uta.mywconline.com. Classroom Visits, workshops, and specialized services for graduate students are also available. Please see [www.uta.edu/owl](http://www.uta.edu/owl) for detailed information on all our programs and services.

The Library’s 2nd floor Academic Plaza offers students a central hub of support services, including IDEAS Center, University Advising Services, Transfer UTA and various college/school advising hours. Services are available during the library’s hours of operation. <http://library.uta.edu/academic-plaza>

**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 by these directions: Exit the classroom. Turn right. Proceed to stairs. Turn right. Walk up the stairs to the next floor (ground level floor) 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.

Students are encouraged to subscribe to the MavAlert system that will send information in case of an emergency directly to the students’ cell phones or email accounts. Subscribe to this service at <https://mavalert.uta.edu/> or <https://mavalert.uta.edu/register.php>

**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. Non-emergency number 817-272-3381