

Strategic Management
MANA 5336/ MBAO 6395 sections 004-007
Syllabus and Course Information

Instructor Contact Information:

Instructor Jeffrey E. McGee, Ph.D.
Department of Management
E-mail: jmcgee@uta.edu
Website: <http://www.uta.edu/management/Dr.McGee/>
E-mail Policy: I normally respond to e-mails within 24 hours.
Tel Number: 817.272.3866
Fax Number: 817.272.3122
Office Address: UTA Box 19467, Arlington, TX 76019
Office Hours: My office hours are 11 a.m. - 12 p.m. Central Time, Tuesday and Thursday.

About Your Instructor:



Dr. Jeffrey E. McGee

Dr. McGee is an Associate Professor of Management at the University of Texas at Arlington. He teaches courses in strategic management, entrepreneurship, and small business management. His research interests include new business development and the strategic management of small businesses. Dr. McGee holds a Ph.D. in strategic management and entrepreneurship from the University of Georgia. His work has been published in *Management Science*, *Journal of Business Venturing*, *Strategic Management Journal*, *Entrepreneurship Theory and Practice*, *Journal of Small Business Management*, *Journal of Applied Business Research*, *Journal of Small Business Strategy*, and *Journal of Business Entrepreneurship*.

Course Description:

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 MBA 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.

This class consists of readings, participation in simulation, case analyses and discussions, a mid-term and final exam.

Course Prerequisites and Credit Hours:

All of the coursework for the MBA should be completed before you enroll in this course. **This course is normally considered the Foundation course of the program.**

This course counts as three (3) hours of credit.

Student Objectives:

Achieving the Objectives:

You will be required to complete six activities in order to achieve the identified objectives:

1. Actively participate in Foundation[®] Management Simulation by making seven decisions
2. Prepare a Simulation Summary Report
3. Complete Comp-XM[®].
4. Contribute to class discussion of the four assigned business cases by exhibiting
 - a) An understanding and articulate analysis of the information presented and
 - b) Skills in the prerequisite course areas required for registration.
5. Complete twelve module quizzes.
6. Successfully complete a case-oriented mid-term examination.

Specific details of each assignment will be presented later in this Syllabus section.

Required Textbook and Materials:

Textbook:

Competing for Advantage 2nd Edition by Hoskisson, Hitt, Ireland, and Harrison. ISBN-10: 0324316666 ISBN-13: 9780324316667

You can purchase a hardcopy at the UT Arlington bookstore, Amazon.com, etc. The text book will be available online via an "eBook" at

<https://www.cengagebrain.com/shop/en/US/storefront/US?cmd=catProductDetail&ISBN=978-0-324-31666-7>

Foundation[®] Business Simulation:

Foundation[®] Business Simulation: Student Guide Online registration (\$64.98)

For detailed information: [Foundation[®] Business Simulations](#) .

Assignments and Grade Calculation :

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

1. Twelve Module Quizzes	15%
2. Participation in Case Discussions	10%
3. Simulation - Company Performance	20%
4. Simulation - Summary Report	10%
5. Comp-XM [®]	15%
6. Mid-Term Examination	30%

Foundation[®] Simulation - The Game:

This part of the course involves your participation in Foundation[®], a strategic management Web-based simulation game that is used by numerous universities and organizations for executive management training. This simulation provides you with the opportunity to gain experience in running a business as a member of a senior management team. Management teams are required to assess situations and make decisions, evaluate outcomes, and compete with other management teams for resources, opportunities, and markets. Each team will have the opportunity to set corporate strategies, and apply concepts within a practical decision-making framework. In this way, you have the opportunity to see how a firm's production, marketing, R&D, and financial operations interact and observe the impact of key decisions on business performance within a competitive market. In short, your team has to "live with the consequences of their decisions" on various performance metrics.

In the simulation, you manufacture electronic sensors that are used by your customers for quality control. It is important to keep in mind the fact that what you manufacture is irrelevant. Basic management issues are what count: giving customers what they want, scheduling production, raising capital for expansion, etc. A complete explanation can be found in the Foundation[®] student manual, and on the Capsim.com website.

Access the simulation game at <http://www.capsim.com> . Our class sim-id is F52330_000. **You will need this id to register.** The cost of the simulation registration (including student manual) is \$64.98.

See the course calendar presented later in this Syllabus section for specific dates.

Foundation® Simulation - The Report:

When the simulation ends, each student will prepare a final report (to be approximately 10 double-spaced, typed pages) that outlines actions taken throughout the life of the simulation. The report should include the following:

1. The firm's **mission statement**.
2. **Original strategic plan**.
3. An **environmental analysis**.
Compare the status at the beginning and the end of the semester.
4. An **internal analysis** of strengths and weaknesses.
Compare the position of the firm at the beginning and the end of the semester.
5. **Deviations/alterations to the strategic plan** throughout the simulation.
6. A listing and description of **all decisions made**, including assumptions made and justifications for the decisions.
7. **Evaluation** of the firm's successes and failures.
What decisions were correct?
What should have been done differently?
What strategies should be implemented for the future success of the firm?

See the course calendar presented later in this Syllabus section for specific dates.

Simulation Examination (Comp-XM®):

After the seven rounds of the simulation are completed, you will be required to complete Comp-XM® (The Foundation® Competency Exam). This exam entails participating in an additional five rounds (years). After each simulated year, you will complete a short exam containing questions and answers tailored to your situation. Although every student in the course will use the same software, the environment, rules and competitive environment change. Consequently, each examination is unique, because each student is tested on the decisions and results in his/her own company — decisions and results that will be different from those of any other company.

You will be required to make decisions for your company as it competes against four computer-managed companies. Competitor strategies include:

- A broad cost leader
- A broad differentiator
- A niche cost leader
- A niche differentiator

Each examination consists of five rounds. Typically, each round will take approximately 2 hours to complete. Each round begins with a short test of approximately 6 questions that look at the current market conditions. After completing the test, you will make decisions for the coming year.

Case Discussions:

The case discussions are intended to emulate a traditional classroom discussion. Four of the modules include a case describing an organization facing a variety of issues. I will post several

questions addressing these issues at the beginning of the week in which the case is assigned. You will be required to engage in an ongoing discussion of these questions with me and your classmates on the Web site's discussion board.

See the course calendar presented later in this Syllabus section for specific dates.

Quizzes:

You will be required to complete 12 brief quizzes. These quizzes will contain ten multiple choice questions about the assigned text reading. You will only be able to take each quiz during the specified time period.

To access the quizzes, select the **Quizzes** button from the navigation menu.

See the course calendar presented later in this Syllabus section for specific dates.

Exams:

You are required to complete two exams:

1. **Midterm;**
2. **Comp-XM®**

The **mid-term exam** will be a case-based essay test. You are limited in the length of what you can provide in three (3) pages single-spaced 12 pt text. The case will be posted to the Exams forum on the course Discussion Board one week prior to the due date. See the course calendar presented later in this Syllabus section for specific dates.

The **Comp-XM® exam** involves managing 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.**

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All readings and assignments are due by 11:59 p.m. Central Time the day of the deadline.

Deadlines	Modules and Assignments
Tuesday, September 4	Module I: Introduction to Strategic Management <ol style="list-style-type: none">1. Read:<ul style="list-style-type: none">o Syllabuso Chapter 1o Module I Online Content2. Discussion Board: Introduction3. Quiz 1
Monday, September 10	Module II: Strategic Leadership <ol style="list-style-type: none">1. Read:<ul style="list-style-type: none">o Chapter 2o Module II Online Contento Foundation[®]: Team Member Guide[®]2. Foundation[®] Simulation: Practice Decision 13. Quiz 2
Monday, September 17	Module III: The External Environment: Opportunities, Threats, Industry <ol style="list-style-type: none">1. Read:<ul style="list-style-type: none">o Chapter 3,o Module III Online Content,o Case: Southwest Airlines 20022. Foundation[®] Simulation: Practice Decision 23. Discussion Board: Southwest Airlines 20024. Quiz 3
Monday, September 24	Module IV: The International Organization: Resources, Capabilities, and Core Competencies <ol style="list-style-type: none">1. Read:<ul style="list-style-type: none">o Chapter 4o Module IV Online Content2. Foundation[®] Simulation: Decision 13. Quiz 4
Monday, October 1	Module V: Business-Level Strategies <ol style="list-style-type: none">1. Read:<ul style="list-style-type: none">o Chapter 5

	<ul style="list-style-type: none"> ○ Module V Online Content, ○ Case: Best Buy <ol style="list-style-type: none"> 2. Foundation® Simulation: Decision 2 3. Discussion Board: Best Buy 4. Quiz 5
Monday, October 8	Module VI: Competitive Rivalry and Competitive Dynamics
	<ol style="list-style-type: none"> 1. Read: <ul style="list-style-type: none"> ○ Chapter 6 ○ Module VI Online Content 2. Foundation® Simulation: Decision 3 3. Quiz 6
Monday, October 8 – Monday, October 15	Module VII: Mid-term Exam
	<ul style="list-style-type: none"> • Mid-Term Exam will be posted to the Exams Forum on the course Discussion Board. • The Mid-Term Exam will be a case-based essay test. You are limited in the length of what you can provide in three (3) pages single-spaced 12 pt text. • E-mail your answers to your instructor.
Monday, October 22	Module VIII: Cooperative-Level Strategy
	<ol style="list-style-type: none"> 1. Read: <ul style="list-style-type: none"> ○ Chapter 7 ○ Module VIII Online Content 2. Foundation® Simulation: Decision 4 3. Quiz 7
Monday, October 29	Module IX: Corporate-Level Strategy
	<ol style="list-style-type: none"> 1. Read: <ul style="list-style-type: none"> ○ Chapter 8 ○ Module IX Online Content ○ Case: The HP-Compaq Merger: A Battle for the Heart and Soul of a Company 2. Foundation® Simulation: Decision 5 3. Discussion Board: The HP-Compaq Merger: A Battle for the Heart and Soul of a Company 4. Quiz 8
Monday, November 5	Module X: Acquisition and Restructuring Strategies
	<ol style="list-style-type: none"> 1. Read: <ul style="list-style-type: none"> ○ Chapter 9

	<ul style="list-style-type: none"> ○ Module X Online Content <ol style="list-style-type: none"> 2. Foundation[®] Simulation: Decision 6 3. Quiz 9
Monday, November 12	Module XI: International Strategy
	<ol style="list-style-type: none"> 1. Read: <ul style="list-style-type: none"> ○ Chapter 10 ○ Module XI Online Content 2. Foundation[®] Simulation: Decision 7 3. Quiz 10
Monday, November 19	Module XII: Corporate Governance
	<ol style="list-style-type: none"> 1. Read: <ul style="list-style-type: none"> ○ Chapter 11 ○ Module XII Online Content ○ Case: The Collapse of Enron 2. Foundation[®] Simulation: Decision 8 3. Comp-XM[®] Simulation Examination Begins 4. Discussion Board: The Collapse of Enron 5. Quiz 11
Monday, November 26	Module XIII: Strategic Entrepreneurship
	<ol style="list-style-type: none"> 1. Read: <ul style="list-style-type: none"> ○ Chapter 12 ○ Module XIII Online Content 2. Quiz 12
Monday, December 3	Foundation[®] Simulation Report Deadline
	When the simulation ends, each student will prepare a final report (to be approximately 10 double-spaced, typed pages) that outlines actions taken throughout the life of the simulation.
Monday, December 10	Module XIV: Comp-XM[®]
	<ul style="list-style-type: none"> • Comp-XM[®] Simulation Examination Ends