



**Organizational Strategy
MANA 4322 Section 001
Summer 1 2012**

Instructor: John A. De Leon, MBA

Office Number: 604 COBA

Office Telephone Number: 817-272-0419

Email Address: jdeleon@uta.edu

Office Hours: Tuesday and Thursday 10:00 AM to 10:45 AM and by appointment.

Course Outline:

The focus of this course is on corporate level and business unit-level strategy formulation and implementation. It requires the application of knowledge and techniques learned in earlier courses and also introduces the critical business skills of planning and managing strategic activities. The topics to be covered include the relationship of organizations to their environments, organizational mission and objectives, formal and informal approaches to strategic planning, the role of organizational structure in the context of strategy formulation and implementation and the mechanisms for monitoring and evaluating the effectiveness of strategic decisions and their implementation.

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. Along with the text material, case studies will be used in this course as a mechanism for the development of analytical and decision-making skills and highlighting the reality of organizational and environmental uncertainties in strategic decision-making.

In short, this course attempts to encourage an integrated multifunctional, "general management" perspective of the organization and its environment to develop skills necessary and appropriate to corporate-level and divisional-level policy analysis, formulation and implementation. You will be required to study the assigned text and cases, analyze them and share your insights with the rest of the class.

Requirements:

Prerequisite for this course is the completion of all business core courses and senior standing.

Note:

This class will be time consuming. It will require work outside of the classroom at both the individual and the group level. Although a lot of learning occurs in the classroom, a great deal of writing as well as group meetings will be expected outside the classroom.

Student Learning Outcomes:

After completing the course the student will be able to:

1. Describe and discuss the four key attributes of strategic management presented in the course text book.
2. Describe and demonstrate the three major strategic management processes described in the course text book.
3. Identify and evaluate a company's business level strategy for appropriateness considering the company's competitive environment.
4. Identify and evaluate a company's corporate level strategy for appropriateness considering the company's competitive environment.
5. Analyze the social and ethical dimensions of corporate actions and explain possible outcomes to senior management.
6. Appraise a company's internal and external environment in both case studies and real life situations and be able to discuss with class members and company managers, the opportunities and threats a company faces.
7. Apply knowledge gained in other core business management classes to propose problem solving strategies for business case studies covered in class and real life situations.

Required Textbooks and Other Course Materials:

Organization Strategy 4322 by Dess, Lumpkin, and Eisner ISBN 0390669209 (a.k.a. Strategic Management: Creating Competitive Advantages, 5th Edition). This customized version of the textbook is only available at the UT Arlington Bookstore.

Foundation® Business Simulation (online at <http://www.capsim.com> Industry ID **F51138**)

Course Grading:

Mid-Term Exam 1	20%
Mid-Term Exam 2	20%
Final Exam	25%
Preparation	15%
* Notes	
* Draft Answers	
* Quizzes	
Participation	10%
Capsim	10%
* Company Performance	
* Shareholder Meeting	
* Comp-XM Exams	
* Peer Evaluations	

A – 89.5% and up

B – Less than 89.5% and equal to or above 79.5%

C – Less than 79.5% and equal to or above 69.5%

D – Less than 69.5% and equal to or above 59.5%

F – Less than 59.5% and below

Note:

All grades are final and non-negotiable. No rounding will take place.

Exams:

Exams will consist of multiple choice, true/false, fill-in the blank, and short answer questions. Questions may be based off all material; this includes all assigned textbook readings, cases, class discussions, PPT slides, and more.

Preparation:

Please read the assigned materials before class. To make sure that students have read, I may have several unannounced quizzes at the beginning of class. The questions will be simple and designed to see whether or not you read the assigned material.

In addition, to improve the quality of class discussions students are expected to take notes throughout their readings. At the very least, students will be required to address, in written form, what they felt were strengths and weaknesses of the material and any questions the material provoked.

Further, questions may be assigned for each chapter that will be discussed in class. Students are expected to prepare draft answers to those questions.

Students will be allowed to maintain copies of their notes and draft answers but will be required to present them at the beginning of class to the instructor for inspection and record keeping. Please put your full name on all items.

DO NOT spend massive amounts of time preparing professional documents, in regards to these two assignments; insightful and carefully developed notes scribbled on the back of a napkin will benefit class discussions and your understanding more than will properly formatted shallow submissions. However, please note they must be legible to the instructor to receive credit.

Participation:

Participation is not limited to attending class that day; quality contributions are a must. Because everybody has to read the assigned text and other material, participating should come natural. Everybody is expected to get involved in the discussions and contribute, again, I expect everyone to read.

Guidelines for Participation:

1. Disagreeing is ok. Good arguments are encouraged.
2. Make points that are relevant to the discussion.
3. Make points that are linked to the comments of others.
4. Make comments that add to our understanding of the material.
5. Make comments that show careful reading and understanding.
6. Make points that are analytical and not simple repetitions of facts.
7. Do not repeat what others have already said.
8. Do not make detrimental comments. All comments should be constructive.

Capsim:

Students will utilize the Foundation® Business Simulation exercise by taking responsibility as a group for managing a company. Students will craft corporate, business, and functional level strategies. The simulation will involve the following assignments:

1. **Company Performance**. The company performance results will be assigned a group grade.
2. **Shareholder Meeting**: Near the end of the course, each group will conduct a “Shareholder Meeting” presentation. This will be an overview of group results presented to the rest of the class. The group will explain why their corporation achieved its level of success. The group will submit

a written “**Annual Report**” at the time of the presentation as well as a hardcopy of the presentation. The Annual Report should present a round-by-round analytical examination of the overall business environment leading to the decisions undertaken by the group.

3. **Complete Comp-XM® exams.** After each of the five simulated years a student manages their business, the student will take a short exam with questions and answers tailored to their particular situation.
4. **Peer Evaluation:** Each student will be required to submit via e-mail an evaluation concerning the contributions of their peers. More details will be provided in class. However, please note that individual grades will be adjusted based upon the evaluations.

General Rules of Conduct:

1. Class will begin on time. Out of respect to your classmates and me, please be on time.
2. Students are responsible for acquiring notes and materials provided in class from other classmates.
3. Turn off all cellular phones while in class. If you put them on silent, don’t answer them in class. If you must answer a call, please leave the room. I do not expect this to happen very often – very rarely, in fact.
4. Do not read newspapers in class or you will be asked to leave.
5. Do not work on other subjects while in class or you will be asked to leave.
6. Reading in advance of class is expected so that you can participate.
7. The instructor reserves the right to change the syllabus if it is considered necessary. The changes will be announced in class, so students who are not in class should find out what those changes are from other classmates.
8. Late work is generally not accepted. If accepted, however, grade penalties will be assessed on late assignments.
9. Cheating and disruptive behavior will have significant consequences. See the “Academic Integrity” section below.
10. All submissions become the property of the instructor.

Academic Integrity:

It is the philosophy of The University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University.

"Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts." (Regents’ Rules and Regulations, Part One, Chapter VI, Section 3, Subsection 3.2, Subdivision 3.22)

Americans with Disabilities Act:

The University of Texas at Arlington is on record as being committed to both the spirit and letter of federal equal opportunity legislation; reference Public Law 92-112 – The Rehabilitation Act of 1973 as amended. With the passage of federal legislation entitled Americans with Disabilities Act (ADA), pursuant to section 504 of the Rehabilitation Act, there is renewed focus on providing this population with the same opportunities enjoyed by all citizens.

As a faculty member, I am required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Student responsibility primarily rests with informing faculty of their need for accommodation and in providing authorized documentation through designated administrative channels. Information regarding specific diagnostic criteria and policies for obtaining academic accommodations can be found at www.uta.edu/disability. Also, you may visit the Office for Students with Disabilities in room 102 of University Hall or call them at (817) 272-3364.

Attendance Policy:

Attendance is required. Arriving late or leaving early will reduce your participation grade. Participation in class activities, projects, and discussions is required.

COBA Policy on Bomb Threats:

Section 22.07 of the Texas Criminal Law states that a Class A misdemeanor is punishable by (1) a fine not to exceed \$4,000, (2) a jail term of not more than one year, or (3) both such a fine and confinement. If anyone is tempted to call in a bomb threat, be aware that UTA has the technology to trace phone calls. Every effort will be made to avoid cancellation of presentation/ tests caused by bomb threats to the Business Building. Unannounced alternate sites will be available for these classes. If a student who has a class with a scheduled test or presentation arrives and the building has been closed due to a bomb threat, the student should immediately check for the alternate class site notice which will be posted on/near the main doors on the south side of the Business building. If the bomb threat is received while class is in session, your instructor will ask you to leave the building and reconvene at another location. Students who provide information leading to the successful prosecution of anyone making a bomb threat will receive one semester's free parking in the Maverick Garage across from the Business Building. UTA's Crimestoppers may provide a reward to anyone providing information leading to an arrest. To make an anonymous report, call 817-272-5245.

Communication Outside of Class:

The University of Texas at Arlington has adopted the University email address as an official means of communication with students. Students are responsible for checking their email regularly.

Electronic Devices in Class Policy:

No cell phones, PDAs, or personal computers are allowed to be on or used during class without the instructor's permission.

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.

Late Work:

All assignments must be handed in by the scheduled due date and time to receive consideration. Late assignments are generally not accepted. If accepted, however, grade penalties will be assessed on late assignments.

Missed Exams:

Make-up test arrangements may be made on a case-by-case basis. If allowed, make-up exams will only be allowed in cases of extreme emergency (hospitalization, jail, and etc). There will be no make-up opportunities for the final exam or quizzes.

Student Support Services Available:

The University of Texas at Arlington supports a variety of student success programs to help you connect with the University and achieve academic success. These programs include learning assistance, developmental education, advising and mentoring, admission and transition, and federally funded programs. Students requiring assistance academically, personally, or socially should contact the Office of Student Success Programs at 817-272- 6107 for more information and appropriate referrals.

Session	Date	Tentative Topic	Scheduled Assignments
1	Monday, June 04, 2012	Review Syllabus Introductions	
2	Tuesday, June 05, 2012	Competitive Advantage	Ch 1
3	Wednesday, June 06, 2012	External Environment	Ch 2
4	Thursday, June 07, 2012	SWOT & Five Forces Analysis	Pg 78 Experiential Exercise 2.1 Pg 78 Application Q 2.1 Strategy Spotlight 3.1
5	Monday, June 11, 2012	Internal Environment of the Firm	Ch 3 Dierickx & Cool (1989)
6	Tuesday, June 12, 2012	Financial Ratio Analysis Review Capsim In-class demonstration	Capsim Foundations Material Practice Decision 1
7	Wednesday, June 13, 2012	Intellectual Assets Review Practice Decision 1	Ch 4 Strategy Spotlight 4.7 Strategy Spotlight 4.8 Brady (2006) Practice Decision 2
8	Thursday, June 14, 2012	 Review Practice Decision 2	Ch 5 Application Q 5.2 Practice Decision 3
9	Monday, June 18, 2012	Review Practice Decision 3 Mid-Term 1 (Ch 1-4)	Decision 1
10	Tuesday, June 19, 2012	Review Decision 1 Corporate Level Strategy	Ch 6 Decision 2
11	Wednesday, June 20, 2012	Review Decision 2 International Strategy	Ch 7 Decision 3
12	Thursday, June 21, 2012	Review Decision 3 Entrepreneurial Strategy	Ch 8
13	Monday, June 25, 2012	Mid-Term 2 (Ch 5-8)	Decision 4
14	Tuesday, June 26, 2012	Review Decision 4 Corporate Governance	Ch 9 Decision 5
15	Wednesday, June 27, 2012	Review Decision 5 Effective Organizational Design	Ch 10 Decision 6
16	Thursday, June 28, 2012	Review Decision 6 Innovation & Entrepreneurship	Ch 12 Decision 7
17	Monday, July 02, 2012	Review Decision 7 In Class Time to Prepare for Shareholder Meetings	Decision 8
18	Tuesday, July 03, 2012	Review Decision 8 Shareholder Meetings	
	Wednesday, July 04, 2012		
19	Thursday, July 05, 2012	Shareholder Meetings	Peer Evaluations
20	Monday, July 09, 2012	Final Exam (Ch 9-12)	

* The dates for the mid-terms are firm, however I reserve the right to adjust the other assignments and material as

* Unless otherwise specified, reading assignments should be completed before coming to class on the assigned day.
Capsim decisions will be due by Midnight on the assigned date.

* Last Updated June 3, 2012