



**Organizational Strategy  
MANA 4322 Section 001  
Summer - 1st 5 week - 2014**

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**Office Hours:** By Appointment (or After Class)

**Section Information:** MANA 4322.001

**Time and Place of Class Meetings:** COBA 243 M, T, W, & TH 8:00 AM to 10:00 AM

**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 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. 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, 6<sup>th</sup> Edition).

*Foundation® Business Simulation* (online at <http://www.capsim.com> Industry ID **F64449 or F64450 or F64451**)

**Course Grading:**

Mid-Term Exam 1	25 %
Mid-Term Exam 2	20 %
Final Exam	15 %
Preparation	21 %
* Notes (9 %)	
* Chapter Questions (9%)	
* Syllabus Quiz (2%)	
* Pop Quizzes (1 %)	
Participation	4 %
Capsim	15 %
* Company Performance (5%) <sup>x</sup>	
* Shareholder Meeting (2.5%) <sup>x</sup>	
* Comp-XM Exams (7.5%)	
* 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, short answer, and peer evaluation questions. Questions may be based off all material that can reasonably be expected for the class; this includes all assigned textbook readings, cases, class discussions, PPT slides, etc.

**Preparation:**

Please log in to blackboard to access the "Syllabus Quiz." The quiz must be completed by Wednesday, June 4th, at 7:59 AM CST to receive credit. The quiz covers material listed in the syllabus.

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. These questions will be simple and designed to see whether you have reviewed the assigned material.

To improve the quality of class discussions students are expected to take notes throughout their readings. Chapter notes will be graded as follows:

- 0 pts (NC) - Insufficient (unconvincing to me) to demonstrate that the material was reviewed
- 1 pts (PC) - Consists primarily of chapter definitions, chapter outline, or similar content
- 2 pts (FC) - Addresses the strengths and weaknesses of the chapter material and any questions the material provoked
- 2.1 pts (EC) - Provides both chapter definitions (and/or chapter outline) and addresses the strengths and weaknesses of the chapter material and any questions the material provoked

Chapter questions have been assigned to facilitate discussion and comprehension of course topics. As listed in the course schedule:

- AQ = Application Question
- EE = Experiential Exercise

Standard Notation in the syllabus is type of question, chapter, question number. For example AQ 2.1 should be understood as Application Question 1 from chapter 2.

In addition to chapter questions listed in the course scheduled additional questions may be assigned in class. Students are expected to prepare draft answers to those questions before class.

Students will be required to submit chapter notes at the beginning of class but chapter questions should be turned in at the end of class. I will make every effort to return notes and questions at the next class session. Please put your full name on all items.

You may turn in assignments via e-mail.

DO NOT spend massive amounts of time preparing professional documents. Insightful and carefully developed responses 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 naturally. 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.** A group grade will be calculated based upon a ranking of both the balanced score card and stock prices in rounds 6, 7, and 8.
2. **Shareholder Meeting:** Near the end of the course, each group will conduct a “Shareholder Meeting.” 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 presentation should primarily focus on lessons learned in relation to actual business processes (not the simulation) but should also include details concerning the simulation. Lessons learned can include critiques of the overall simulation. The group will also submit a written “Annual Report.” 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.** Students will take an individual exam with questions and answers tailored to their particular situation. The Comp-XM is similar to the foundation simulation but also includes questions testing the understanding of business knowledge.
4. **Peer Evaluation:** Each student will be required to submit an evaluation concerning the contributions of their peers. Evaluations may be submitted via e-mail or hard copy delivered to the professor. Peer evaluations should consist of the name of your group member, a number grade between 0 and 100, and a sentence or two explaining the assignment grade. Individual grades will be adjusted based upon the evaluations. There is NOT an official form.

**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.
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 not accepted.**
9. Cheating and disruptive behavior will have significant consequences. See the “Academic

Integrity” section below.

10. All submissions become the property of the instructor.

**Attendance Policy:**

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

**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.

**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.

**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.

**Academic Integrity:** 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.*

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.

**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 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.

**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. 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 handicapped individuals.