***MANA 4322 - 004***

***ORGANIZATIONAL STRATEGY***

***Fall 2014***

**Instructor:** Mr. Ozbek, MS, MBA, MBus

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**Office hours:** by appointment (preferably M-W-F 2:00-2:45 pm).

**Class location & time:** COBA 252; M-W-F 1:00-1:50 pm.

***“The best way to predict the future is to create it.”, Peter Drucker.***

***“Good companies will meet needs; great companies will create markets.”, Philip Kotler.***

**Required textbook and other course material:**

* Dess, G.G., Lumpkin, G.T., Eisner, A., McNamara, 2014. Strategic Management: Creating Competitive Advantages, Seventh Edition. McGraw-Hill. (ISBN-13: 9781308033396). The textbook is available at the UTA Bookstore.
* Capsim Foundation Business Simulation (on line registration). Go to [www.capsim.com](http://www.capsim.com), and click on Sign Up, and then click on Register Now for students (**industry ID: F65754)**. Make sure you also register for CompXM. Both the Team Guide and the Comp XM Manual are to be downloaded from the Capsim website.

**Course description:**

Strategic management (SM) is a field of study that evaluates the overall direction of a corporation. In other words, the field of SM focuses on the management of an entire organization. The underlying premise of strategy is that if an organization wants to be successful, organizational strategies will have to be formulated and implemented by the top executives effectively and efficiently. Therefore, the main focus in this *Organizational Strategy* course is on how to formulate and implement strategies at the business-unit and corporate level. In short, in this course you will be learning **how to manage an organization successfully**.

The main topics in this class include the relationships between organizations and their environments, how to analyze external and internal environments, how to establish and sustain strategic competitiveness, business-level and corporate-level strategies, competitive dynamics within the firm, value creation in the foreign markets, corporate governance including strategic control, and strategic decision making processes as well as their implementations. By covering all these concepts, this course will provide the students with an integrated and comprehensive understanding of an organization and its environment by introducing critical managerial skills in the formulation and implementation of organizational strategies. Throughout the semester, you will have the opportunity to develop and improve your *analytical and critical-thinking skills as well as strategic decision-making abilities*.

Overall, this course will provide you with a great learning opportunity of critically analyzing organizations by using a strategic lens, developing strategic solutions to organizational problems, and being able to make better strategic decisions in order to improve your organization’s performance. As being future top managers in the organizations, you will find all these concepts very fascinating by improving your “general management” perspective throughout this course. In general, this class is designed to be challenging, interesting, and fun and **require you to THINK!**

**Instructor’s educational philosophy:**

I view teaching as a partnership with my students. I take my responsibility very seriously to assist my students in learning; however I should strongly assert that I cannot make you learn unless you are willing to and ready for it! At the moment, I hold the assumption that *you’re taking this course to learn and are fully motivated to develop yourself* both personally and professionally. My job will be to assist you in your learning efforts and your job will be to put your strongest effort by taking into serious consideration all the points that I have made very clearly in this syllabus. Make sure to always keep in mind that these points will be *your primary guidelines* for completing this course successfully. You should also remember this: “**I reward people who try!**” Therefore, it will be completely your responsibility to prove me how hard you study by showing me good work in all your assignments, class participation, group work, etc.

**Course objectives:**

* Developing a strategic management orientation by becoming able to analyze broad and challenging organization-wide problems.
* Developing critical managerial and organizational skills to solve the actual problems that today’s organizations are experiencing.
* Developing a clear understanding of how your position, as a manager, relates to the overall performance of your organization by integrating business skills and knowledge you have already developed or obtained.

**Student learning outcomes:**

At the end of this course, you should be able to;

1. List the four key attributes of strategic management and five criteria for meaningful strategic objectives,
2. List the dimensions of external and internal environments and explain how they may impact firm performance,
3. Explain the concept of strategic competitiveness via the theory of resource-based view (RBV),
4. Explain the importance and role of human capital on organizational performance,
5. Explain the purpose and dimensions of business-level strategies,
6. Distinguish between related and unrelated diversification,
7. Identify the main steps during value creation process in global markets including its challenges,
8. Assess a firm’s ability to develop and sustain competitive advantage in the industry over its rivals via the concept of competitive dynamics,
9. Explain the vital role of corporate governance in organizational life,
10. List the five dimensions of entrepreneurial orientation (EO) and explain the roles of corporate entrepreneurship and innovation on organizational success,
11. Analyze a particular business situation, identify the organizational problems, and propose explicit solutions that are realistic and efficient.

**Course requirements:**

* You will take *three mid-term exams* (**11 points each**): all mid-terms will be non-cumulative and include essay and/or fill-in-the-blank questions. There will be **NO final exam** in this course! All the exams will be based on Powerpoint slides, required textbook, and any additional information provided by me during the class. (I strongly encourage you to **take very good notes** in the class and **not only rely on Powerpoint slides and textbook chapters** while studying for your exams!)
* You will submit *2-page double-spaced idea pages* (double-sided; 1 in. all-around margins) for ten book chapters (**1.5 points each**). (These will be due at 1 pm every Monday. Instructor WILL NOT ACCEPT any assignments after the session starts on Mondays.): You will write up these idea pages by using your OWN WORDS about one particular concept that you have chosen in the chapter. In the beginning of your first page, you first need to provide me with the **textbook definition in one sentence in bold characters** by mentioning the page number; and then you need to tell me why you think this concept is important in organizational life and how you can use this concept as a future top manager at a company. In your second page, you will need to search an example showing how some companies have used this concept in order to fix some of their organizational issues and improve their performance (make sure to add the citation such as the webpage you have used). Basically, in your second page, you are required to provide a real-life example, in which “your concept” has previously been used by a particular organization, in order to support your arguments related to your chosen concept by again using your OWN WORDS. Suggested references may include the articles published in *Business Week, Wall Street Journal, Forbes, Fortune*, etc.
* You will make *one individual, 3-minute long presentation* about your idea pages (**3 points**). I encourage you to make and use ONE flash card during your presentation; however, you can only use that card as a guide, which means that you cannot read it thoroughly! During this presentations; first, you can briefly mention what this book chapter is talking about; second, you can introduce the concept you have chosen and why you think this concept is important; and third, you can talk about the “real-life” business example you’ve found. I will expect you to utilize your three minutes very effectively. These presentations will start on September, the 3rd and you should be prepared to present on any day (Mon, Wed, or Fri) in the week that I have assigned you. I will post the schedule for these presentations on Blackboard. (If you are absent or not prepared that day, you will get a zero.)
* You will work on a group project (a simulation exercise) called CapSim and present your results as a group (**18 points**). Each group, which will be formed by me, will have responsibility for one company by critically analyzing and creating corporate-, business-, and functional-level strategies. The simulation exercise will involve the following:
  + Company performance (**8 points**): The company performance grade will be assigned on a group basis and will be based on **your company’s stock price**.
  + Annual meeting presentation (**5 points**): At the end of the course, your group will conduct a *“Shareholder Meeting”* presentation -- an overview of group results presented to the rest of the class (i.e., the corporate shareholders). The group should explain **why and how** your company has achieved its level of success. A hardcopy submission of your power point presentation (colored, one-sided, and two slides on one page preferred) is required and due at the beginning of class for your presentation day. (You will find detailed information about how to get prepared for your **presentation on** **pages 10-11**). Make sure to remember that the overall clarity and comprehensiveness of your presentation will be very important to me while grading; however, if you, as an individual, do a poor job in presenting your part, you may see a lower grade than that of your teammates as your presentation grade!
  + Executive report (**5 points**): Each group will prepare an “*Executive Report*” of your company’s performance during this simulation exercise. A hardcopy submission is required and due at the beginning of class for your presentation day. This report should be 4-5 pages (one-sided), 1 in. all-around margins, and single-spaced. Basically, it should describe the logic for your decisions by relying on the results after each round during the Capsim rounds. (\*\***IMPORTANT:** Although there is no particular format here, you should look for some examples for formal business reports [e.g. Writing Formal Business Reports in *Business Communication* by Guffey, Loewy, & Lacefield] and use an appropriate structure. This structure typically includes *executive summary, introduction, background, results and discussion, and conclusion and recommendations.* If you are using some graphs and tables in your report, they should not be the “copy & paste” ones from your Capsim reports, which means that you need to create your own graphs and tables. You can have these graphs and tables as an appendix in your reports by using an additional two pages max!)
  + In order to become familiar with this simulation exercise, here are **some critical steps** that you may want to consider and follow:
    - After our first session (August, 22nd), complete your online registration and download the manual. Make sure to read it very carefully and at least twice.
    - Make sure to go through “Getting Started” section on the website.
    - Make sure to go through “Tutorial & Demos” section listed under “Help” on the website.
    - Make sure to go to the “Decisions” page, where you will find the spreadsheets, and read the definitions for each item listed there by clicking on the icon next to each item. Particularly, if you are not familiar with some of the financial terms being used on the website, you may want to refresh your memory by taking extra time to revisit some finance materials.
    - While taking all these learning steps listed above, make sure to take notes and list the points where you get confused and then discuss those points with Capsim customer service representatives as well as your teammates! After having a conversation with both CapSim representatives and your teammates, if there are still some points unclear to your team, I will be more than happy to assist you!
    - Keep in mind that the **practice rounds** will have NO effect on your grade, which means that you can make as many mistakes as you want in order to better understand the logic of this simulation. However, as the **competition rounds** start, you will need to be very careful while making your decisions since the wrong decisions you make will affect both your company’s performance and grade negatively!
    - You need to remember that this will be an ongoing learning experience for you, which mean that it will take a while to learn; however, understanding key points of this simulation at the very beginning will be extremely helpful for your competitive rounds.
    - If some students drop the class, **I** **reserve the right to re-form the teams** in the beginning of the semester.

**\*\*\* VERY IMPORTANT NOTE ABOUT CAPSIM:** You should direct ALL OF YOUR QUESTIONS AND CONCERNS regarding how to use this simulation to CapSim Customer Service (1.877.477.8787), which is available to you from Monday to Friday between 8 am and 8 pm. This is a completely **FREE service to you included in your registration fee**. Therefore, you should feel free to call them and ask whatever questions you may have! You should also keep in mind that understanding this simulation may take a VERY LONG time. Therefore, I strongly encourage you to spend as much time as you can in the first couple weeks of this semester to learn how this simulation works in order to not fall behind in your group project. Particularly, I recommend you to **complete your registration as soon as possible** (preferably right after our first session) so that you can download *Team Membership Guide* from website and start reading it. In addition, since the structure of the online exam that you will take is going to be pretty similar to the structure of this Foundation simulation, your level of understanding of this exercise will be a strong determinant of your success on the online exam!

* You will take the Capsim Online Exam (**12.5 points**) towards the end of the semester. 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. Make sure to remember that this exam may take a long time to be completed and therefore, **plan accordingly**! This exam will end **at 6 pm on December, the 3rd**.
* You will take the ETS Field Exam in Business (**7.5 points**) towards the end of the semester. 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. You may find detailed information on the Blackboard.
* Peer evaluations (**mandatory**): These scores will be incorporated with your group project score. For instance, if your team gets a total of 18 points from the group project and you get 90% from your peer evaluations, your grade for the group project will be “18 x 0.90”. (Find more details under Peer Evaluations Policy.)
* Class contribution (**5 points**): Everybody will have to speak in this class. Instructor will ask you questions by calling your name. Your responses are expected to be both clear and comprehensive, which will be considered a direct evidence for your level of interest in this course.
* Professionalism (**5 points**): This primarily includes coming to the class and leaving the class on time, avoiding any disruptive behaviors in class, avoiding usage of any electronic devices in class, and using a professional tone during in-class discussions as well as your email and in-person communication with the instructor. More particularly, if any of the followings occurs, you will see a significant deduction in your professionalism grade: the usage of any electronic devices, cell phone ringing or use including text/instant messaging, doing other course work, reading materials not related to the current topic, talking with classmates (except at designated times), sleeping or having your head on your desk, not having your name card in front of you, being late for class, and any other behavior deemed disruptive by your classmates or the instructor.
* Acknowledgement of the syllabus (**1 point**):In order to take MANA 4322 Section 004, you must COMPLETE and SIGN the form attached at the end of this syllabus and return it to me by August, 25 at 1 pm. (If you enroll this class on the day of August 25 or later, you MUST return this form on the next session after you receive the syllabus from me.)

**Descriptions of major assignments and exams with due dates:** See the course schedule at the end of this syllabus.

**Grading policy:** Class grades will be decided based on the following:

* Acknowledgement of syllabus: **1**
* Individual presentation: **3**
* Professionalism: **5**
* Class participation: **5**
* Idea pages (10): **15**
* First Exam (First Point Earning Opportunity): **11**
* Second Exam (Second Point Earning Opportunity): **11**
* Third Exam (Third Point Earning Opportunity): **11**
* CapSim Group Project: **18** (company performance: 8; group presentation: 5; executive report: 5)
* CapSim Online Individual Exam: **12.5**
* ETS Field Exam in Business: **7.5**

Grades (based on your cumulative score for the semester) will be determined as follows:

**A=90-100; B=80-89; C=70-79; D=60-69; F= less than 60.**

**\*\*\*ATTENTION:** NONE of your grades in this course before the calculation of your overall grade will be ROUNDED! Basically, you will see all of your grades in decimals throughout the semester and NO rounding will occur. However, at the end of the semester if your overall course grade is 89.7, I will round it to 90 and you will get an A. If it is 89.4, you will get a B.

**Attendance policy:** Attendance is **REQUIRED** in this course. You can miss two classes with no effect on your grade; however you MUST notify the instructor by noon on the day that you are unable to make it to the class and these days CANNOT be exam/in-class activity/presentation days. In addition, if you are going to miss the class and there is an assignment due that day, you need to email it to me as a Word/Pdf document by the due date and time.

Each missed session after this “two-session” limit will affect your both participation and professionalism grades, which have a total of 10 points, significantly. More specifically, missing an additional session will result in 1.5 points of decrease in your both participation and professionalism grades, missing two sessions will result in 2.5 points of decrease in both of these grades, and missing three sessions or more will result in getting a zero from both participation and professionalism grades.

You are also required to keep your name cards, which will be given by me, in front of you in each class! Besides, I strongly recommend you to print out and bring your powerpoint slides to each class!

**Assignment submission policy:** All the assignments MUST be submitted by the due date and time. Late work will not be accepted and receive a ZERO grade. (If you want to avoid this penalty, feel free to submit your assignments early.) In addition, I certainly recommend you to get help and advice from the Writing Center (<http://www.uta.edu/owl/>) before submitting your assignments regardless of you being either a native or non-native speaker. At this level of a course, grammar errors and unorganized sentence structures etc. in your assignments will not be tolerated and there will be a 25% deduction in your assignment grade! Basically, I expect you to turn in a **“CRYSTAL CLEAR” work** for all your written assignments.

**Make-up exam policy:** There will be NO make-ups for the exams unless there is an emergency health situation of yourself that requires you to be on bed rest **or** a car accident or surgery or death of your immediate family (parent/sibling/grandparent) that is documented by an official and written doctor’s letter **or** there is a special situation accepted by the University such as a participation in an authorized University activity **or** there is a legal proceeding that requires your presence with your documented participation. In general, however, **I strongly recommend you take your exam in its scheduled time!** Make sure to remember that it is your responsibility to arrange a time for the make-up exam and to insure that an agreed upon time and date falls within the week of the original exam date. You should also keep in mind that job interviews, employment, family vacations, flat tires, broken vehicles, etc., **are not** the basis for an excused absence; and make-up exams will not be given for such absences.

**Group presentations policy:** Here are the guidelines for your presentation.

* It will be around **10-12 minutes** per company. If your presentation exceeds 12 minutes, I will have to stop you and this will affect your presentation grade negatively.
* Powerpoint slides will be used during the presentation with the attendance of all team members. (If you are absent, you will get a zero as your presentation grade.)
* Instead of just telling the numbers, you should tell us what these numbers mean to you, how they have affected your decisions, what sort of challenges you have faced during those decisions, and how you have handled those challenges. Basically, I will be mainly interested in hearing about your team’s logic and strategy creation processes that have influenced your company’s performance over these eight years.
* Make sure to do a couple practice rounds before the actual presentation in the class room and that all team members are actively involved in your presentation.
* Pretend that you are presenting your annual report to the Board of Directors of your company and therefore **dress professionally** (NO jeans, shorts, t-shirts, polo-shirts, sneakers, sandals, etc.).
* You may use your flash cards as a guide during your presentation, which I actually recommend; however you should absolutely avoid reading your notes!
* You need to present as people who run the company by focusing on “we as a team”. 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.”
* At the end of your presentation, the instructor may ask you some questions about your decisions; so be prepared for that!
* Finally, although there is no set-up or limited rules for how to organize your presentation, the following points may be **helpful to consider**:
* The governance structure (management team) of your company,
* A high-level overview of your company’s eight year-long progress,
* Your company’s products and brands,
* Main competitors of your company in the sector and your philosophy of “risk”,
* Graphs showing some critical changes in the performance of your company and how it relates to industry averages, etc. (You must be able to explain the underlying reasons for these changes as well!)
* Your initial strategy and consecutive plans for taking your company for a better direction over the years. (Make sure to use all business-level and corporate-level strategies that you have learned throughout this course here and be CREATIVE!!)
* Any other information that you have found interesting.
* **Make sure to highlight** the key points of your success, how you have learned from your mistakes, and what makes your product unique and what sort of progress you have made throughout these years in order to offer a better product and increase your market share, etc.
* Do not “copy and paste” any graphs/ tables/ perceptual maps from the online reports into your powerpoint slides since all of these are already available in Capsim reports to everybody. However, I would be interested in seeing the progress of your own company throughout the years, which would require you create your own graphs and/or tables!
* In order to keep your audience “alive” during your presentation, make it **professional, interesting, and fun!**
* Make sure to look at your audience while presenting, which means that you need to avoid looking at the whiteboard all the time!
* Make sure to use an appropriate tone during your presentation so that everyone can hear you.
* Make sure to be confident and look excited about your presentation since this is your product and in general it is the key for a successful speech.
* Make sure to remember that although each team member will be presenting different parts of the presentation, act like one well-coordinated team while presenting it since the overall quality of your whole presentation is IMPORTANT!

**Peer evaluations policy:** This is MANDATORY! List all the members of your group (including yourself). While grading yourself and your fellow team members, you need to consider the contribution of each student in terms of: 1) proportionate participation in team activities, 2) timely completion of assigned work, and 3) quality of work. And then, assign a grade to each individual team member including yourself. If a fellow team member performed very well on each category, then you might assign 100 at max. Grades BELOW 90 must be accompanied by a written explanation of the reasons for assigning a low evaluation to this (these) student(s). A sample form can be found at the end of this syllabus. This form (one per student) will be submitted to me as a hardcopy and in-person on the day of your group presentation. (If you do not turn in this form, you will get a zero for your own self-evaluation grade.)

**Blackboard policy:** Blackboard is an online educational tool that we will frequently use during the semester to communicate and administer the class. I will post the course PowerPoint slides and any other supportive course materials as well as announcements or changes to the syllabus that may come up during the semester in Blackboard. It is completely your responsibility to check it regularly in order to be informed of any changes or additional materials. Besides, all of your emailing communications with me should be either via Blackboard or using your mavs.uta.edu email address.

**Electronic devices policy:** You are NOT allowed to use any electronic devices including cell phones, smart phones, laptops, notebooks, netbooks, tablets, etc. for any purposes. If you carry any of these electronic devices, all of them **MUST be completely SHUT OFF AND PUT AWAY** for the duration of the class. Violation of this policy will reduce your professionalism grade significantly. In addition, if you attempt to use any of these devices, the instructor will ask you leave the classroom. In order to avoid any embarrassing situations, make sure to have NO connection with your cell phones, laptops, tablets, etc. during the class. (This also means that you are not allowed to use any electronic devices for the purpose of taking notes in the class.)

**Academic integrity violations policy:** Simply put, scholastic dishonesty, which primarily includes cheating, plagiarism, and collusion, will NOT BE TOLERATED in this course. All your work in this course MUST be an individual effort. If I suspect that you have been assisted by another student to complete your work (individual assignments and/or exams) required for this course or you have aided another student to complete his/her work (individual assignments and/or exams), I will write up the suspected violations and turn the incident directly over to the *Office of Student Conduct*. As a result, you will receive both **a ZERO grade** on the work in question and **an F grade** as your final course grade in addition to dealing with some other results that the Office of Student Conduct may come up with. Make sure to read the Academic Integrity section under “Other General Policies” very carefully!!

**Questions about your grades:** My goal is to give you with the highest grade you have earned for an assignment or exam based on the quality of your work that you’ve provided. If you feel that I have made a mistake in grading any of your exams or assignments, **please do the following**: Carefully review your assignment or examination and look for the correct answer in your textbook and Powerpoint slides; compare them with your response; write down what you think the error is; and make an appointment to see me and then we will review the assignment or exam together. If I agree that there is a mistake, your grade will be happily adjusted. However, reviewing your work does not guarantee a grade adjustment.

**After-semester communication:** If you get one of the highest three grades in this class, I will send you a *“thank you” letter* in the email for the exceptional work that you have done. In addition, if you get an “A” from this course, I will be more than happy to assist you with my *letter of recommendation* in your both job and graduate school applications.

**MAKE SURE TO LEARN AND ALWAYS REMEMBER THESE RULES: “YOUR NOT TO DO LIST”**

* Do NOT (attempt to) cheat either in your exams or assignments. (The results of this unacceptable attitude have clearly defined above. Make sure to re-read that!)
* Do NOT use any electronic devices in the class. If you do, the instructor will ask you to leave the class.
* Do NOT bring and eat food in the class. If you do, the instructor will ask you to leave the class.
* Do NOT ask for any extra time for your assignments from the instructor.
* Do NOT ask to take your exam another time unless you have an acceptable excuse, which has been clearly listed above.
* Do NOT try to turn in any late assignments. The instructor will NOT accept late assignments.
* Do NOT come to class late or leave the class early. (You are required to inform the instructor in advance under the conditions of urgent situations listed above.)
* Do NOT create any disruptive actions that would distract your classmates’ attention in the class.
* Do NOT make any rude comments about your classmates if you disagree with them. Make sure to fully respect them and treat others as you expect them to treat you.
* Do NOT bring me any complaints about your team members since I have already given the opportunity to formally evaluate their contribution in your group project via peer evaluation forms. In the real business life, you will have to deal with different people all the time and this is a good opportunity for you to practice those people skills!
* Do NOT send me repetitive emails within a two business-day (48 hours) period. (If your situation is urgent, however, and you need to reach me as soon as possible, you can contact the Department of Management at 817-272-3166 and they will notify me regarding your emergency.)
* Do NEVER ask me to make any exceptions for you since all of the rules and policies mentioned in this syllabus will be IN EFFECT for everybody throughout the semester!

**MAKE SURE TO LEARN AND ALWAYS REMEMBER THESE RULES: “YOUR TO DO LIST”**

* DO seek personal feedback and advice from me. I will be happy to discuss your progress or any other issues of interest to you on an individual basis. Know that my objective throughout the semester will be to spark your personal and professional growth.
* DO prepare for the class. Make sure to keep in mind that I frequently call on individuals whose hands are not raised.
* DO arrive on-time. Timely attendance at every class is very important. I will need to know in advance if there is an emergency, which has mentioned above, that prevents you to come to class on-time. If you do miss a class, it is always your responsibility to find out from your peers what materials have been covered and what other assignments have been made.
* DO cooperate. I expect you to become a good team-member who supports his/her group members in their group project.
* DO think critically. You need to remember that you are one step away from joining the real business life, which requires comprehensive thinking. This class is a great opportunity for you to develop your critical thinking abilities, which will enable you to create good strategies and therefore become valuable assets for your company!

**OTHER GENERAL POLICIES:**

**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/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 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.*

In accordance with the Rules and Regulations of the Board of Regents of The University of Texas System (Rule 50101), institutional procedures regarding allegations of scholastic dishonesty are outlined in Part Two, Chapter 2, of the UT Arlington Handbook of Operating Procedures. Students found responsible for dishonesty in their academic pursuits are subject to penalties that may range from disciplinary probation to suspension or expulsion from the University.

Any student who registers to attend classes at UT Arlington and is ineligible to attend for disciplinary reasons will be dropped automatically from the rolls of the University. This information may be obtained by accessing the Office of Student Conduct web site at <http://www.uta.edu/conduct/>.

**Student Support Services Available:** 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 contact the Maverick Resource Hotline by calling 817-272-6107, sending a message to resources@uta.edu, or visiting [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 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 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.

**Librarians to contact:** You should feel free to contact the business librarians Ms. Carol Byrne ([cbyrne@uta.edu](mailto:cbyrne@uta.edu)) and Ms. Ruth Brock ([brock@uta.edu](mailto:brock@uta.edu)) if you need any assistance in finding course-related resources and materials to complete your assignments successfully.

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

**TENTATIVE Course Schedule *(\*)***

|  |  |  |  |
| --- | --- | --- | --- |
| **DATES** | **CHAPTER** | **TOPIC** | **ASSIGNMENTS DUE** |
| August, 22 | Welcome to MANA 4322! | Introduction of syllabus and administrative matters | --- |
| August, 25-27-29 | Chapter 1 | Intro to Capsim (Aug, 25) &  Strategic Management | **Acknowledgement of syllabus** due Aug 25 at 1 pm.  **Signing up for Capsim** simulation and online exam due Aug 27 at noon. |
| September, 3-5  **(Sep 1: Labor Day holiday)** | Chapter 2 | Analyzing the External Environment of the Firm | Idea page (IP)-1 for **C-2** *(\*\*see the due policy below)*  Capsim **Practice Round-1** Decision *(\*\*\*see the due policy below)* |
| September, 8-10-12 | Chapter 3 | Assessing the Internal Environment of the Firm &  **Capsim Competition Rounds start at 9 am on Sep, 12th.** | IP-2 for **C-3**  Capsim **Practice Round-2** Decision |
| September, 15-17-19 | Chapter 4 | Recognizing a Firm’s Intellectual Assets | IP-3 for **C-4**  Capsim **Competition** **Round-1** Decision *(\*\*\*see the due policy below)* |
| September, 22-24-26 | Chapter 5 | **1st Point Earning Opportunity (Sep-22)** &  Business-Level Strategy | IP-4 for **C-5**  Capsim **Competition** **Round-2** Decision |
| September 29, October, 1-3 | Chapter 6 | Corporate-Level Strategy | IP-5 for **C-6**  Capsim **Competition Round-3** Decision |
| October, 6-8-10 | Chapter 7 | International Strategy | IP-6 for **C-7**  Capsim **Competition Round-4** Decision |
| October, 13-15-17 | Chapter 8 | Entrepreneurial Strategy and Competitive Dynamics | IP-7 for **C-8**  Capsim **Competition Round-5** Decision |
| October, 20-22-24 | Chapter 8 (cont.) | Entrepreneurial Strategy and Competitive Dynamics (cont.) &  **Teams get together for creating a team project progress report (Oct-22)** &  **2nd Point Earning Opportunity (Oct-24)** | A two-page, double-spaced, **progress report (hardcopy) per team** due Oct, 24 at 1 pm. (USE BULLET POINTS ONLY!) *(\*\*\*\*)* |
| October, 27-29-31 | Chapter 9 | Strategic Control and Corporate Governance | IP-8 for **C-9**  Capsim **Competition Round-6** Decision |
| November, 3-5-7 | Chapter 10 | Creating Effective Organizational Designs | IP-9 for **C-10**  Capsim **Competition Round-7** Decision |
| November, 10-12-14 | Chapter 12 | Managing Innovation and Fostering Corporate Entrepreneurship | IP-10 for **C-12**  Capsim **Competition Round-8** (final round) Decision |
| November, 17-19-21 | --- | Strategic Decision Making & In-class exercises &  **3rd Point Earning Opportunity (Nov-21)** | --- |
| November, 24-26  **(Nov 27-28: Thanksgiving holidays)** | --- | Group presentations | **Peer evaluations, executive reports, and Powerpoint slides** (all hardcopies) will be due on the day of your scheduled presentation at 1 PM. |
| December, 1-3 | --- | Doing business overseas: An example from Turkey (Dec 1) &  Overall review (Dec 3) | **Capsim Online Exam** ends at 6 pm on Dec, 3rd. |
| December, 12-13-14 | Commencement ceremonies | **CONGRATULATIONS TO YOU** if you are graduating! | **---** |

**(\*)** The instructor reserves the right to make any changes to this calendar when necessary in order to better serve the educational needs of MANA 4322 - 004 students.

**(\*\*)** Your weekly idea page (IP) assignments will be **due each Monday at 1 pm.**

**(\*\*\*)** Your weekly Capsim Practice/Competition round decisions will be **due each Wednesday at 10 pm.**

**(\*\*\*\*)** In your progress report, you will need to mention: i. what your company has experienced during the first five competition rounds (**very briefly**); ii. how your company is doing right now (**briefly**); iii. what your future strategies will be in order to put your company in a better place for the rest of the competition rounds (**in details**).

**SUMMARY OF YOUR REQUIREMENTS IN THIS COURSE:**

* Acknowledgement form of the syllabus
* Three mid-term exams
* Ten idea pages
* One individual presentation
* Capsim simulation exercise (group project): team progress report, company performance, presentation, executive report, peer evaluations
* Capsim individual exam (online)
* ETS field exam in business

**FINAL NOTE:**

THIS SYLLABUS CONSTITUTES AN AGREEMENT BETWEEN THE INSTRUCTOR AND THE STUDENT AS TO WHAT THIS COURSE INCLUDES AND HOW IT WILL BE TAUGHT. READ IT THROUGHLY AND IF YOU CANNOT ENTER INTO THIS AGREEMENT WITH ME, IT IS **NOT A GOOD CHOICE** OF A COURSE FOR YOU TO TAKE!

***Mr. Ozbek***

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**PEER EVALUATION FORM (Fall of 2014)**

**Company # \_\_\_\_\_\_\_\_\_\_\_ Industry # \_\_\_\_\_\_\_\_\_\_\_**

**Group Project Grade**

**Student’s Name Awarded (100 is the maximum)**

1. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(yourself) \_\_\_\_\_\_\_**
2. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_**
3. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_**
4. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_**
5. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_**
6. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_**
7. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_**
8. **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_**

**(If you have given a grade less than 90, you MUST provide an explanation below!)**

**Explanation for Student #1: ....**

**Explanation for Student #2: ....**

**Explanation for Student #3: ....**

**Explanation for Student #4: ....**

**Explanation for Student #5: ....**

**Explanation for Student #6: ....**

**Explanation for Student #7: ....**

**Explanation for Student #8: ....**

**Acknowledgement of Syllabus**

Management 4322 (004) – Organizational Strategy / Fall 2014

I acknowledge that I have read the entire syllabus and understood the requirements for this course.

Student Name (printed):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Student Signature:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_