



**2192-MANA 4322**  
**Organizational Strategy**  
**Section 004 Spring 2019**

**Instructor:** Ajith Venugopal

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**Office Hours:** Saturday from 1:30 p.m. - 3:30 p.m. or by appointment

**Section Information:** MANA 4322-004

**Time and Place of Class Meetings:** Saturday in COB 151 from 9:00a.m.-12:00 noon.

**Description of Course Content:** The focus of the organizational strategy course is on corporate level and business unit-level strategy formulation and implementation. Students are placed in the role of key decision makers and asked to address questions related to the formulation and implementation of organizational strategy. The initial focus is on environmental analysis and how firms formulate strategies at the business level and corporate level. We further examine how firms create competitive advantage through competitive positioning. Later we also look at firms' international strategies and how strategy differs in global contexts. We continue by addressing the development of firm-specific capabilities, including the role of innovation in a firm's competitive advantage. We also examine the process through which strategic decisions are made and implemented. Student progress is assessed through class participation, exams, and simulation. Along with the text material, a simulation will be used in this course as a mechanism for the development of analytical and decision-making skills and to highlight the reality of organizational and environmental uncertainties in strategic decision-making. This course thus helps in developing critical and integrative thinking.

### **Course Objectives:**

- Identify and analyze the strategic management process: Strategy formulation, strategy implementation, and strategic control.
- Develop the ability to understand the implications of the environment on firms' strategies and performance.
- Identify, understand, and critically evaluate various sources of Firms' competitive advantages.
- Examine and evaluate various growth strategies available for firms.
- Evaluate the challenges related to the effective implementation of business strategies.

### **Student Learning Outcomes**

By the end of this course, you should be able to (1) *analyze* a particular business situation, (2) *identify* the significant problems, and (3) propose and justify *explicit solutions* that are realistic, effective, and efficient.

### **Required Textbooks and Other Course Materials**

- Dess, G.G., McNamara, G., Eisner, A., Lee, S-H, 2018. Strategic Management: Creating a Competitive Advantage. 9th edition. McGraw-Hill Irwin. You do not need the cases. (or you can get the customized version) ISBN-13: 978-1259900457 (You can get the textbook from the UT Arlington Bookstore or Amazon).
- Foundation® Business Simulation (on-line registration). Go to [www.capsim.com](http://www.capsim.com) and register to Foundation simulation, industry F105707. Make sure you also register for CompXM. The cost is \$68.98 (\$53.99 for Foundation and \$14.99 for CompXM exam). The Comp XM Manual is to be downloaded from the capsim website.

### **Achieving the Objectives**

The student will be required to complete the following activities in order to achieve the identified objectives and learning outcomes

**Attendance:** The University of Texas at Arlington, taking attendance is not required, but attendance is a critical indicator of student success. Each faculty member is free to develop his or her own methods of evaluating students' academic performance, which includes establishing course-specific policies on attendance. As the instructor of this section, I have established the following attendance policy: Attendance in class is required, and students are expected to attend each class session. Attendance means arriving on time and staying until the end of class. However, while UT Arlington does not require instructors to take attendance in their courses, the U.S. Department of Education requires that the University have a mechanism in place to mark when Federal Student Aid recipients "begin attendance in a course." UT Arlington instructors will report when students begin attendance in a course as part of the final grading process. Specifically, when assigning a student, a grade of F, faculty report the last date a student attended their class based on evidence such as a test, participation in a class project or presentation, or an engagement online

via Blackboard. This date is reported to the Department of Education for federal financial aid recipients.

**1. Class Participation:** Class participation constitutes an important component of the final grade for this course. The success of this course depends to a large extent on the participation of the students. By participation, I mean the following:

a. Attending all classes. No exceptions, please.

b. Performance inside the classroom during the sessions. This component, constituting 10% of your grade will be based on my assessment of your comments in class. This is based on two sub-components: will be based on your performance on questions that I will ask during the sessions. This will most likely be between 1 to 3 questions per session. The balance 5% will be based on other comments that you provide in that session which will be graded on a 3-point scale. In general, constructive, and productive contributions are highly encouraged. Students who in my opinion make at least 2 constructive comments will score the highest grade for that session – 3. On the other hand, students who simply restate facts, present incomplete analysis will merely get an average grade, or 2. Those who are merely present will get 1. Any form of distraction is detrimental to this grade. Every session account for 0.71% of your attendance weightage.

**2. Complete two-chapter exams:** The exams will consist of multiple-choice and short-answer questions. Chapter slides are provided via the website as a convenience to the student. Do not rely on the slides as a substitute for the textbook. The chapter exams are based on the textbook.

**3. Foundation® team level activity:** Students will work in groups to perform Foundation®, a simulation exercise comprised of 8 individual decision rounds or ‘years.’ Each group will have responsibility for one company. Students will craft corporate- business-, and functional-level strategies. In addition, the simulation exercise will involve the following. The simulation, presentation, and annual report will be conducted in teams of 4-6 students depending on the size of the class.

**a. Company Performance:** The company performance grade will be assigned on a group basis and will be based on your company’s stock price.

**b. Annual Meeting:** At the end of the course, your group will conduct a “Shareholder Meeting” presentation. This is a required 12-minute overview of group results presented to the rest of the class (i.e., the corporate shareholders). The group should explain why your company achieved its level of success. Please see shareholder presentation dates at the end of the syllabus. Student attendance is required for all presentations. In addition, the group will be required to submit a written 25-page “Annual Report.” The Annual Report describes your company’s performance during your 8 years of operation. It will be a round-by-round (year-over-year) analytical examination of the overall business environment leading to the decisions undertaken by the group. This is a formal document and is required to be submitted in a folder, binder, etc. In addition, page numbering must begin after the Title Page and Table of Content pages. A hardcopy submission of the Annual Report and power point presentation is required and due at the beginning of class, Saturday, April 27, 2019. The report should be 1-inch all-around margins, double space, and Times New Roman 12-point font.

**c. Other Foundation® Requirements:** Teams are expected to meet outside of classroom time to analyze simulation data and develop strategies. It is important to understand team meetings will take a significant amount of time outside of the classroom to analyze, plan, explore and determine corporate, functional and business strategies for each decision round according to the delivery schedule established in the syllabus. In addition, teams will be expected to meet outside of the classroom to develop the ‘Annual Report,’ and the PowerPoint Shareholder Meeting Presentation noted above.

4. **Complete Comp-XM® exam.** Each student manages a simulated business over the course of four years. After each simulated year, the student takes a short exam with questions and answers tailored to their situation. A fifth set of questions will be asked at the end of the simulation.

**Other Comp-XM® Exam Requirements:** This is an on-line exam requiring a significant amount of time outside of the classroom to complete.

5. Prepare an “Executive Summary” of your company’s performance during the Comp-XM® exercise. A hardcopy submission is required and is due to my office by no later than 2 PM, Saturday, May 4<sup>th</sup>, 2019. No late work will be accepted.

## **Course Grading**

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

|  |      |
|--|------|
| 1. Class Participation                         | 10%  |
| 2. Simulation*                                 |      |
| Company Performance                            | 20%  |
| Shareholder’s Meeting and <i>Annual Report</i> | 10%  |
| 3. Comp-XM®                                    |      |
| Balanced Scorecard                             | 10%  |
| Board Queries                                  | 5%   |
| 4. Comp-XM® <i>Executive Summary</i>           | 5%   |
| 5. Exam I                                      | 20%  |
| 6. Exam II                                     | 20%  |
| <hr/>  |      |
| Total  | 100% |

. The letter grade that you obtain in the course will be based on the numeric grade you obtain as follows:

|   |                  |
|---|------------------|
| A | 90.000 or higher |
| B | 80-89.999        |
| C | 70-79.999        |
| D | 60-69.999        |
| F | BELOW 60         |

**IMPORTANT:** Please note that you need to obtain a 90.00 or above in order to obtain an A, an 80.00 or above in order to obtain a B, etc. This means that a grade of 89.99 **does not** constitute an A, a grade of 79.99 **does not** constitute a B, etc. I will not round up under any circumstances.

**Make-up Exams:** No “convenience” make-ups will be provided on assignments and exams. Make-ups will be permitted for official university -approved reasons (e.g., medical emergency with doctors note)

**Grade Grievances:** Any appeal of a grade in this course must follow the procedures and deadlines for grade-related grievances as published in the current University Catalog. For more information courses, see <http://catalog.uta.edu/academicregulations/grades/#undergraduatetext>;

### **Peer Evaluations**

Members of each team are required to submit a written evaluation of their peers for their contribution to the successful achievement of their team’s goals in the simulation, presentation, and annual report. Each student should turn in his/her own peer evaluation. This is mandatory!!! The grade each member receives in his/her group assignments will be adjusted according to the average of the peer evaluations of each group member. There is a specific deadline for its submission (see schedule) and turning it in after the deadline will result in you receiving a zero for your own self-evaluation; not submitting the peer evaluation can negatively affect your grade greatly. There is 1 peer evaluations due per student.

### **Blackboard**

Blackboard is an online educational tool we will use during the semester to help us communicate and administer the class. I will post the course PowerPoint presentations and any announcements or changes that may come up during the semester in Blackboard. **It is your responsibility to check it at least twice a week in order to be informed of any changes or material that may be added.** Blackboard will also allow you to email me or other students in the class.

To use it, just go to:

1. <http://elearn.uta.edu>
2. Login into Blackboard using your UTA NetID and corresponding NetID Password.
3. Click on the course to access class materials such as PowerPoint Presentations as they become available.

### **Rules of Conduct**

1. The class will begin on time. Out of respect to your classmates and me, please be on time.
2. The syllabus is a roadmap, and some changes may occur based on developments during the semester.
3. You must arrive to take the exams on time. There will be no make-up exams for people arriving late.

## **Laptop, Tablet, and Cell Phone Policy**

Laptop, Tablet, and Cell phone use is discouraged. For the most part, they are disruptive. Unless directed by the professor, there is no need for these devices to be open. If open, it should solely be used for class purposes (e.g., taking notes). No other programs, windows, emails, or websites should be active during the class. If you have any devices open it is expected that any information displayed is class related and available for public viewing.

**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://www.uta.edu/aao/fao/>).

**Disability Accommodations:** UT 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)*, *The Americans with Disabilities Amendments Act (ADAAA)*, and *Section 504 of the Rehabilitation Act*. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the **Office for Students with Disabilities (OSD)**. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting:

**The Office for Students with Disabilities, (OSD)** [www.uta.edu/disability](http://www.uta.edu/disability) or calling 817-272-3364.

**Counseling and Psychological Services, (CAPS)** [www.uta.edu/caps/](http://www.uta.edu/caps/) or calling 817-272-3671.

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.

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

**Academic Integrity:** Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

*I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*

*I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

UT Arlington faculty members may employ the Honor Code 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.

**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 individuals with disabilities.

**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).

**The English Writing Center (411LIBR):** Hours are 9 am to 8 pm Mondays-Thursdays, 9 am to 3 pm Fridays and Noon to 5 pm Saturdays and Sundays. Walk -in ***Quick Hits*** sessions during all open hours Mon-Thurs. Register and make appointments online at <http://uta.mywconline.com>. Classroom Visits, Workshops, and advanced services for graduate students and faculty are also available. Please see [www.uta.edu/owl](http://www.uta.edu/owl) for detailed information.

**Emergency Phone Numbers:** In case of an on-campus emergency, call the UT Arlington Police Department at **817-272-3003** (non-campus phone), **2-3003** (campus phone). You may also dial 911. Non-emergency number 817-272-3381

### **Additional Resources**

|                                   |   |
|-----------------------------------|---|
| Library Home Page .....           | <a href="http://www.uta.edu/library">http://www.uta.edu/library</a>   |
| Subject Guides .....              | <a href="http://libguides.uta.edu">http://libguides.uta.edu</a>   |
| Subject Librarians .....          | <a href="http://www.uta.edu/library/help/subject-librarians.php">http://www.uta.edu/library/help/subject-librarians.php</a> |
| Course Reserves .....             | <a href="http://pulse.uta.edu/vwebv/enterCourseReserve.do">http://pulse.uta.edu/vwebv/enterCourseReserve.do</a>             |
| Library Tutorials .....           | <a href="http://www.uta.edu/library/help/tutorials.php">http://www.uta.edu/library/help/tutorials.php</a>                   |
| Connecting from Off- Campus ..... | <a href="http://libguides.uta.edu/offcampus">http://libguides.uta.edu/offcampus</a>   |
| Ask A Librarian .....             | <a href="http://ask.uta.edu">http://ask.uta.edu</a>   |



## TENTATIVE COURSE SCHEDULE

| <b>Date</b>               | <b>In Class Topics</b>  | <b>Chapter</b>                     | <b>Assignments Due</b>   |
|---------------------------|---|------------------------------------|--|
| Sat, Jan 19 <sup>th</sup> | <ul style="list-style-type: none"> <li>- Class Orientation. Syllabus discussion.</li> <li>- Chapter 1: Creating Competitive Advantages</li> </ul>   | Chapter 1                          | The deadline for Capsim registration is 9:00 AM, Saturday 1/26/19.   |
| Sat, Jan 26 <sup>th</sup> | <ul style="list-style-type: none"> <li>- Team formation complete. Teams assigned.</li> <li>-Capsim Foundation® Business Simulation &amp; CompXM® online registration.</li> <li>-Foundation® Business Simulation Software Demonstration – Reports and Spreadsheets</li> <li>-Analyzing the External Environment of the Firm</li> </ul> | Foundation Manual<br><br>Chapter 2 | Read Foundation Manual<br><br>Last day to register at <a href="http://www.capsim.com">www.capsim.com</a> and form team |
| Sat, Feb 2 <sup>nd</sup>  | <ul style="list-style-type: none"> <li>-Analyzing the External Environment of the Firm (continued)</li> <li>-Assessing the Internal Environment of the Firm</li> </ul>  | Chapter 2<br><br>Chapter 3         | Practice Decision 1 by 9:00 a.m.   |
| Sat, Feb 9 <sup>th</sup>  | <ul style="list-style-type: none"> <li>-Assessing the Internal Environment of the Firm (continued)</li> <li>-Recognizing a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources</li> </ul>   | Chapter 3<br><br>Chapter 4         | Practice Decision 2 by 9:00 a.m.   |
| Sat, Feb 16 <sup>th</sup> | <ul style="list-style-type: none"> <li>-Recognizing a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources (continued)</li> <li>-Business Level Strategy: Creating &amp; Sustaining Competitive Advantages</li> <li>-Foundation® resets from Practice to Competition’ on Sunday 02/17/19 at 8:00 AM.</li> </ul>      | Chapter 4<br><br>Chapter 5         | Practice Decision 3 by 9:00 a.m.   |

|                           |  |            |   |
|---------------------------|--|------------|---|
| Sat, Feb 23 <sup>rd</sup> | -Business Level Strategy: Creating & Sustaining Competitive Advantages (continued)                                 | Chapter 5  | Foundation Decision 1 by 9:00 a.m.                              |
|                           | -Corporate Level Strategy: Creating Value Through Diversification  | Chapter 6  |   |
| Sat, Mar 2 <sup>nd</sup>  | -Corporate Level Strategy: Creating Value Through Diversification (continued)                                      | Chapter 6  | Foundation Decision 2 by 9:00 a.m.                              |
|                           | -Review Chapter 1,2,3,4,5,6<br><br>-International Strategy: Creating Value in Global Markets                       | Chapter 7  |   |
| Sat, Mar 9 <sup>th</sup>  | -International Strategy: Creating Value in Global Markets (continued)<br><br>-Exam I: Chapters 1, 2, 3, 4, 5 and 6 | Chapter 7  | Foundation Decision 3 by 9:00 a.m.<br><br>In Class (80 minutes) |
| Sat, Mar 16 <sup>th</sup> | Spring Break   |            |   |
| Sat, Mar 23 <sup>rd</sup> | -Entrepreneurial Strategy and Competitive Dynamics   | Chapter 8  | Foundation Decision 4 by 9:00 a.m.                              |
|                           | -Strategic Control and Corporate Governance  | Chapter 9  |   |
| Sat, Mar 30 <sup>th</sup> | -Strategic Control and Corporate Governance (continued)  | Chapter 9  | Foundation Decision 5 by 9:00 a.m.                              |
|                           | -Creating Effective Organizational Designs   | Chapter 10 |   |

|                           |   |                          |   |
|---------------------------|---|--------------------------|---|
| Sat, Apr 6 <sup>th</sup>  | <ul style="list-style-type: none"> <li>-Creating Effective Organizational Designs (continued)</li> <li>-Strategic Leadership: Creating a Learning Organization and an Ethical Organization</li> </ul>   | Chapter 10<br>Chapter 11 | Foundation Decision 6 by 8:00 a.m.  |
| Sat, Apr 13 <sup>th</sup> | <ul style="list-style-type: none"> <li>-Managing Innovation and Fostering Corporate Entrepreneurship</li> <li>-Review Chapter 7,8,9,10,11,12</li> </ul>   | Chapter 12               | Foundation Decision 7 by 9:00 a.m.  |
| Sat, Apr 20 <sup>th</sup> | <ul style="list-style-type: none"> <li>-Exam II: Chapters 7, 8, 9, 10, 11 and 12</li> <li>-Powerpoint Presentation and Annual Report final discussion</li> </ul>  |                          | Foundation Decision 8 by 8:00 a.m.<br><br>In Class (80 minutes)   |
| Sat, Apr 27 <sup>th</sup> | <ul style="list-style-type: none"> <li>-Shareholder Meeting Powerpoint presentation today.</li> <li>-Annual Report, Powerpoint Presentation and</li> <li>-Peer Evaluation hardcopy submittal required by the beginning of class April 27<sup>th</sup>, 2019</li> <li>-Comp-XM® begins Wednesday, April 24<sup>th</sup>, 2019 at 9:00 AM.</li> </ul> |                          |   |
| Sat, May 4 <sup>th</sup>  | <ul style="list-style-type: none"> <li>-Comp-XM® ends at 10:00 a.m. ---- On-Line</li> </ul>   |                          | Complete exam - online<br>Comp-XM®<br>Executive Summary required hardcopy due to my office by 2:00 pm<br>No late work will be accepted. |

Note: Census date is January 30<sup>th</sup>. Last day to drop classes is March 29<sup>th</sup>.

*As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. – Ajith Venugopal*