

MANA 4322 Section 015: Strategic Management

Fall 2023

Instructor Information

Instructor: Jeffrey E. McGee

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Office Hours: By Appointment

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Course Information

Section Information: MANA 4322-015

Time and Place of Class Meetings: TuTH 11:00 a.m. - 12:30 p.m. COBA154.

Text: *Essentials of Strategic Management: The Quest for Competitive Advantage*, 7th Edition.

ISBN10: 1264124333 | **ISBN13:** 9781264124336 ISBN10# 1260261549 and ISBN13# 97812660261547. (**5th through 7th Editions will also be acceptable**). Capstone® Business Simulation (online registration and fee). Download the Team Membership Guide from the website after registration. Capstone Business Simulation Online registration at Capsim.com – ID# C145441.

Description of Course Content

Strategic Management, as a field of study, considers the overall direction of an enterprise. This course focuses on corporate and business unit-level strategy formulation and implementation. It requires applying the knowledge and techniques learned in the earlier courses in an integrated fashion. The topics to be covered include the relationship of organizations to their environments, organizational mission and objectives, systematic analysis of the external and internal environments of the firm using various theoretical frameworks, corporate-level and business-level strategies, the role of organizational structures and systems in the context of strategy formulation and implementation and the mechanisms for monitoring and evaluating the effectiveness of strategic decisions and their implementation.

This course encourages 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.

This is the capstone course for business majors. Prerequisite: ACCT 2301 and ACCT 2302, BUSA/STAT/BSTAT 3321, ECON 2305 and ECON 2306, FINA 3313, MANA 3318, and MARK 3321. One of the following junior-level courses may be taken concurrently: BSTAT 3321, FINA 3313, MANA 3318, or MARK 3321

Student Learning Objectives

1. Construct a managerial perspective recognizing long-term and short-term organizational goals and multiple stakeholders.
2. Organize the diverse functional disciplines learned in earlier courses – finance, marketing, human resources, and decision systems – into one integrative perspective.
3. Explain the three major strategic management elements: strategy analysis, formulation, and implementation.
4. Explain the influence of global competition on firm strategy and performance.

5. Examine the business's internal and external environments using tools like Five Forces Analysis, Value Chain Analysis, and SWOT Analysis.
6. Develop the capacity to communicate the results of a case analysis based on specific, actionable recommendations.
7. Outline the ethical and social dimensions of corporate actions.
8. Identify a firm's capabilities to develop and sustain a competitive advantage over its rivals.

Student Learning Outcomes

After completing the course, the student will be able to:

1. analyze a particular business situation,
2. identify the significant problems, and
3. propose and justify explicit realistic, effective, and efficient solutions.

Achieving the Objectives

You will be required to complete five activities to achieve the identified objectives:

1. Contribute to virtual case discussions. Please see Case Discussion Rubric and instructions on Canvas for additional details. **Class Participation:** CONTRIBUTE TO IN-CLASS DISCUSSIONS of chapters, videos, cases, and lecture material by exhibiting (a) an understanding of the information presented and (b) skills in the prerequisite course areas required for registration.

Students are expected to participate in class discussions actively. **Students are expected to read all the cases and participate in case discussions, even if the case is not the one for which they are writing a report. Participation on these dates is critical to a good class participation grade.** Class participation will be evaluated using the following criteria.

100% - Truly outstanding participation. Contributed to each session's discussion with well-thought-out ideas and comments.

95% - Excellent participation. Contributed regularly to discussions with reasonably well-developed ideas and comments.

85% - Good participation. Contributed to most discussions with relevant comments.

75% - Average Participation. Attended class sessions and listened actively to discussions. Actual contributions to the discussion were infrequent.

70% - Minimum level of Participation. Attended ALL class sessions but did not contribute to class discussions at all.

Simply coming to class will not earn a satisfactory participation grade! I may call names during class, and you should respond to any questions I may ask.

2. Complete Ten Chapter Quizzes. You will be required to complete 10 brief quizzes containing ten multiple-choice questions about the assigned text reading. You will only be able to take each quiz during the specified time.
3. Complete Case-Based Exam.
4. Students will work in groups to perform Capstone®, a simulation exercise. Each group will have responsibility for one company. Students will craft corporate-, business-, and functional-level strategies. The company performance grade will be assigned on a group basis and will be based on your company's stock price.
5. Annual Report. At the end of the simulation, each group will be required to submit an "Annual Report" describing the company's performance during the 8 years (rounds of operation) and the plans for the future.

Peer Evaluations: Students should submit a peer evaluation for the group case analysis report. Peer evaluations are mandatory. Peer evaluations will adjust the group case analysis report grade. Not turning in the peer evaluation by the deadline will result in a self-evaluation of zero. More information on peer evaluations is found below under “Grading Information.”

6. *COB Proficiency Exam:* 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. Assurance of learning and program assessment is done in the context of a set of learning goals. Students in MANA 4322 will take the COB Business Exam. The major field test in business contains objective (multiple-choice) questions. Questions vary in difficulty over areas known as the 'common body of knowledge as specified by AACSB. This common core includes topics from accounting, economics, management, information systems, operation management, real estate and finance, and marketing.

The purpose of this exam is to:

- Measure students' academic achievement in the multidisciplinary subject matter representative of undergraduate business education.
- Provide information to students regarding their level of achievement.
- Provide information to faculties regarding the achievement of their students; information that the institution can use to assess their performance relative to their specific mission and objectives.
- Provide information to facilitate the development of appropriate goals and educational programs and enhance undergraduate business education's accountability.

The COB Proficiency Exam covers the entire BBA degree and is administered as part of MANA 4322. There is no preparation or study guide for the COB Exam. The COB Exam is proctored and requires students to bring their own laptop equipped with RESPONDUS LOCKDOWN BROWSER. Note: For Fall 2023, we will apply the same COB Exam score adjustment used for Spring 2023 class sections, which was twenty (20) points. Students will see then added 20 points as a separate grade award labeled “COB EXAM ADJUSTMENT.”

Grading

Your performance in the following activities will determine your final grade. Their respective weights are as follows:

1. Participation	10%
2. Ten Chapter Quizzes	20%
3. Cased-Based Examination	25%
4. Capstone® – A Business Simulation*	
Company Performance	25%
Shareholder’s Meeting and <i>Annual Report</i>	10%
COB Proficiency Exam	10%
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TOTAL	100%

IMPORTANT: Group and individual case analysis reports will be run through our plagiarism tool on Canvas: Unicheck. If your analysis is found to be a copy of someone else’s work, you will earn a ZERO in that case and will be sent to the Office of Student Conduct.

All assignments are due at specific times and dates. Turning assignments late may constitute a drop in grade, or the instructor may decide not to take the assignment. The final grade will be based on the requirements explained above. The letter grade that you obtain in the course will be based on the numeric grade you obtain as follows:

Module	Date	Topic/Assignment
Module #1	8/22	Course Introduction
	8/24	Introduction to Capstone®
	8/29	Capstone® – Practice Decision #1
	8/31	Capstone® – Practice Decision #2
Module #2	9/5	Capstone® – Practice Decision #3
	9/7	Chapter 1 – Strategy, Business Models, and Competitive Advantage Quiz 1
	9/12	Chapter 2 – Strategy Formulation, Execution, and Governance Quiz 2
	9/14	Capstone® – Decision #1
	9/19	Chapter 3 – Evaluating a Company’s External Environment Quiz 3
	9/21	Capstone® – Decision #2
Module #3	9/26	Case – Panera Bread Company in 2014: Can a Slowdown in the Company’s Growth be Avoided?
	9/28	Capstone® – Decision #3
	10/3	Chapter 4 – Evaluating a Company’s Resources, Capabilities, and Competitiveness Quiz 4
	10/5	Capstone® – Decision #4
	10/10	Chapter 5 – Five Generic Competitive Strategies (Virtual Session) Quiz 5 Case – “Whole Foods Market in 2014: Vision, Core Values, and Strategy”
	10/12	Capstone® – Decision #5
	10/17	Employer Start-Up Panel – Room 152
	10/19	Capstone® – Decision #6
Module #4	10/24	Chapter 6 – Strengthening a Company’s Competitive Position: Strategic Moves, Timing, and Scope of Operations Quiz 6
	10/26	Capstone® – Decision #7
	10/31	Chapter 7 – Strategies for Competing in International Markets Quiz 7
	11/2	Capstone® – Decision #8
Module #5	11/7	Case – Deere & Company in 2015: Striving for Growth in a Weakening Global Agricultural Sector
	11/9	Chapter 8 – Corporate Strategy: Diversification and the Multibusiness Company Quiz 8
	11/14	Chapter 9 – Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy Quiz 9
	11/16	Case – PepsiCo’s Diversification Strategy in 2014
Module #6	11/21	Capstone Debrief (Virtual Session)
	11/23	Thanksgiving Holiday
	11/28	Chapter 10 – Superior Strategy Execution—Another Path to Competitive Advantage Quiz 10
	11/30	Shareholder Report (Simulation Presentation) MavPitch – 4:30 until 7:30 (Extra Credit Opportunity)
Module #7	12/5	Capstone® Report Case-Based Exam Due
	12/7	COB Proficiency Exam (11:00-1:30)

About the Instructor



Dr. Jeffrey E. McGee is a Full Professor of Management and Maverick Entrepreneurship Fellow at the University of Texas at Arlington. He holds a Ph.D. in management from the University of Georgia and teaches strategic management and entrepreneurship courses for the UT Arlington MBA program. Dr. McGee also regularly teaches similar courses for the Executive MBA program in Taiwan.

Dr. McGee's primary research interests focus on strategic management and entrepreneurship. His work appears in over 45 journals, including *Management Science*, *Entrepreneurship: Theory & Practice*, *Strategic Organization*, *Journal of Business Venturing*, *Strategic Management Journal*, and *Journal of Applied Business Research*. He has presented over 75 papers at some of the most prestigious academic conferences, including the Academy of Management. Dr. McGee has also been cited in the *New York Times*, *Fort Worth Star-Telegram*, *Dallas Morning News*, and other news publications.

Dr. McGee served as the Chair of the Department of Management at UT Arlington from 2001 through 2010. He regularly consults with entrepreneurial ventures in the Dallas-Fort Worth Metroplex on various management-related issues.

Institution Information

UTA students are encouraged to review the institutional policies and informational sections below and contact the specific office with any questions. To view this institutional information, please visit the Institutional Information page (<http://www.uta.edu/provost/administrative-forms/course-syllabus/index.php>), which includes the following policies, among others:

- Drop Policy
- Disability Accommodations
- Title IX Policy
- Academic Integrity
- Student Feedback Survey
- Final Exam Schedule

Additional Information

Face Covering Policy

While the use of face coverings on campus is no longer mandatory, all students and instructional staff are strongly encouraged to wear face coverings while they are on campus. This is particularly true inside buildings and within classrooms and labs where social distancing is impossible due to limited space. If a student needs accommodations to ensure social distancing in the classroom due to being at high risk, they are encouraged to work directly with the Student Access and Resource Center to assist in these accommodations. If students need masks, they may obtain them at the Central Library, the E.H. Hereford University Center's front desk, or in their department.

Attendance

At The University of Texas at Arlington, taking attendance is not required, but attendance is a critical indicator of student success. 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, the 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 Canvas. This data is reported to the Department of Education for federal financial aid recipients.

Academic Success Center

The Academic Success Center (ASC) includes a variety of resources and services to help you maximize your learning and succeed as a student at the University of Texas at Arlington. ASC services include supplemental instruction, peer-led

team learning, tutoring, mentoring, and TRIO SSS. Academic Success Center services are provided at no additional cost to UTA students. For additional information, visit: [Academic Success Center](#). To request disability accommodations for tutoring, please complete this [form](#).

UTA College of Business Exam

The UTA College of Business Exam covers material drawn from the core business classes for the UTA Bachelor of Business Administration. The business core includes accounting, economics, organizational behavior, quantitative business analysis, information systems, operations management, finance, marketing, business law, and strategic management.

MANA 4322 COB Exam Information & Policies

Exam Details	<p>Purpose: Assess your understanding of core subjects in UTA undergraduate business education, marking a key step of achievement in your academic career.</p> <p>Topic: Material from the core business classes, including accounting, economics, information systems, business statistics, finance, marketing, business law, and management. A list of specific topics will be provided.</p> <p>When & Where: [Insert scheduled final exam date/time for your class and building/room number] (2-hour time limit).</p> <p>Format: 72 questions shown one at a time & and locked after answering.</p> <p>The calculator will be Provided through Respondus Browser: Do not bring any personal calculators or other prohibited materials.</p> <p>Weight: 10% of final grade.</p> <p>Additional details will be provided in Canvas throughout the semester.</p>
What to Bring	<p>Fully charged Laptop/iPad with Respondus Lockdown Browser:</p> <p>Need a laptop? You can borrow one from the UTA Library.</p> <p>Download Respondus here: A non-graded Respondus quiz will be provided in Canvas so you can check that it is working before the exam.</p> <p>Student ID: Attendance will be taken.</p> <p>Canvas username & password: Needed to connect to Internet & Exam.</p>
Conduct & Integrity	<p>Prohibited Items: calculators, smartwatches, tablets, cellphones, misc. electronics, notes, brimmed hats, bags, and drinks are strictly prohibited.</p> <p>Follow all In-Class Rules: When entering, put all belongings on the side of the room. No talking. Any student caught cheating / with prohibited items will earn a 0.</p> <p>Punctuality: Plan to arrive early. If you arrive late, your available exam time may be reduced. You must submit the exam once the scheduled class time ends, even if you still have some of the 2-hour test time left.</p> <p>Feedback: To preserve the integrity of this exam, students will NOT be able to review exam questions/answers under any circumstances.</p>

Special
Considerations

Extra Credit: An optional survey, if completed by the last day of class, will earn you extra credit equivalent to 5 points on your COB exam score (which will be out of 100 points). This extra credit will be applied solely to the COB exam and not to your overall course grade. Additional details will be provided later in the semester.

SAR Accommodations: Coordinate with your professor and the SAR testing center at the beginning of the semester if you have any accommodations.

Emergency Situations: If an emergency prevents you from attending, contact your professor as soon as possible with documentation for an excused absence and accommodation.

Unexcused Absences: Tests for students who miss the scheduled test time without excused absences may be rescheduled and given up to 50% credit.

