

MANAGEMENT 374

MANAGERIAL POLICY AND STRATEGY

Fall Semester, 2003

Location: CBA 4.304

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REQUIRED READING:

- 1) Text: Grant, 2002. *Contemporary Strategy Analysis*, 4th ed. Blackwell.
- 2) Case book: Grant, 2002. *Cases in Contemporary Strategy Analysis*, 3rd ed. Blackwell.
- 3) Reading packet.

COURSE DESCRIPTION:

Management policy and strategy deals with the way firms build and sustain superior competitive positions and achieve long-run profitability. Successful strategy design and implementation requires an understanding of the firm's external environment and its internal resources and capabilities. It also requires an integrated view of the firm that spans functional areas such as operations, marketing, information technology, and finance.

Not everyone who takes this course will ultimately become a general manager responsible for formulating strategy. Yet, for two reasons, this course will benefit virtually all students. First, recent trends in the corporate world towards creating "flatter", less hierarchical organizations have resulted in strategic decisions being made at ever lower hierarchical levels. Thus, even non-executives are likely to make decisions and initiate actions that have significant strategic implications. Similarly, even the lowest level employees within firms are now being asked to contribute innovative and creative ideas that will improve the functioning of the organization as a whole. Thus, it is increasingly important for non-executives to understand how their actions affect the total enterprise. Second, functional specialists will also benefit from developing a general management perspective. Ultimately, every function's actions must be coordinated with the overall needs of the business. In fact, functional specialists are the people on whom general managers must rely to implement strategy. Since functional managers are often under pressure to fix problems in their own areas without regard to the overall needs of the business, it is critical that functional managers develop a keen awareness and appreciation of the challenges facing the enterprise as a whole.

Communication is integral to general management. Therefore, as discussed further below, your active participation in class discussions is critical to your performance in this class. Moreover,

there will be few lectures in this class. Perhaps more than any other subject, strategy is learned best from analyzing real cases: putting yourself in the shoes of a general manager who has to solve real strategic problems. So the emphasis in this class is on active learning, not passive learning. Thus, you are expected to show a high level of commitment to preparing for class each day.

COURSE REQUIREMENTS AND THEIR WEIGHTS IN COURSE GRADE:

Class Participation	25%
Midterm Exam	20%
Group Paper	20%
Feedback for other group	10%
Group Presentation	25%

Class Participation:

In a case-oriented discussion-based class it is your responsibility to be thoroughly prepared to discuss each case and reading. Whether we are discussing cases or conceptual material, a critical component of the course is spirited, informed discussion. Toward this end, you have two responsibilities, one private and one public. On the private dimension, you should familiarize yourself with the assigned material, taking care to prepare thoroughly, and to develop informed individual responses to the material. On the public dimension, these ideas must be brought forward as a basis for rich classroom discussion. The class can then explore these ideas further in active analysis. In the past students that have prepared cases in a study group before class have benefited greatly from the advance preparation. In evaluating participation, **quality is rewarded over quantity.**

Group Project:

Early in the course we will form student groups who will work during the semester on the final project. Groups will analyze the industry environment and strategy for a firm of their choosing and present their findings to the class at the end of the semester. Access to the firm chosen is not necessary. Groups can use purely library sources for this project. Or, groups can develop a business plan for an entirely new company. This project is intended to integrate all of the course material.

The project proposal will be due on September 22. In addition to the names and e-mail addresses of your group members, and a team name, this proposal should include:

1. The name of the organization you will analyze
2. A brief description (e.g., one paragraph) of the problem.
3. A summary of the preliminary research done on the company.

The final paper will be due in class on October 27. The written analysis should not exceed ten (10) **double-spaced** typewritten pages, with 1" margins and 12 point font. I will only read the first 10 pages, so please stay within the page limit. The limit does not include appendices, which you can use to provide charts, figures, or other background material. However, appendices which are not directly referenced in the text will not be read. **LATE WRITE-UPS WILL NOT BE ACCEPTED.**

To get the most out of the group project, it helps to get feedback from multiple sources as well as to think about how the pieces fit together in someone else's project. For this reason, I will assign each of you to do a feedback paper of no more than two (2) pages on another group's project. This can be in bullet-point or outline format.

Oral presentations will be given during 4 class sessions from November 19 to December 3. **Your Powerpoint slides will be due in the Blackboard Drop Box for ALL GROUPS on the first day of presentations, November 19.**

OTHER ADMINISTRATIVE DETAILS:

- **Do not wait** until the end of the semester to see me regarding problems with the course material or your performance. Your performance in this class is important to me, so please call me early for an appointment.
- If you can convey your thoughts more succinctly in your written assignments, please do so! Suggested paper lengths are only upper limits.
- Do form independent study groups to brainstorm about cases and readings outside of class.
- Like managers executing actual strategies, we may find that the course syllabus must be amended slightly as the semester progresses.

Course Schedule

- August 27 Introduction to the Class & Review of Syllabus
- September 3 What is Strategy? What is Performance?
Text: Chapter 1 & Chapter 2
- September 8 Introductory Case: Ben & Jerry's Homemade Ice Cream
Reading Packet
- September 10 Industry Analysis Lecture I
Text: Chapter 3
- September 15 Industry Analysis Lecture II
Text: Chapter 3 (read it again, the details are important)
- September 17 Industry Analysis Case I: U.S. Airlines
Case Book
- September 22 Industry Analysis Case II: Cola Wars Continue: Coke & Pepsi in the 21st Century
Reading Packet
EMAIL WITH PROJECT PROPOSAL DUE
- September 24 Capabilities Lecture
Text: Chapter 5

- September 29 Capabilities Case I: Matching Dell
Reading Packet
- October 1 Capabilities Case II: Harley Davidson, Inc., January 2001
Case Book
- October 6 Capability Development : Eastman Kodak – Meeting the Digital Challenge
Case Book
- October 8 Diversification Lecture & Case: The Walt Disney Company: Entertainment King
Text: Chapter 15
Reading Packet
MIDTERM EXAM DISTRIBUTED
- October 13 Work on the Midterm – *No Class!*
- October 15 **EXAM DUE IN THE BLACKBOARD DIGITAL DROP BOX– No Class!**
Meet with your Group, Papers Due in 12 days!
- October 20 Strategic Planning: Euro Disney – The Dream Becomes a Nightmare
Case Book
Class Handouts
- October 22 Competitive Dynamics: Bitter Competition – Holland Sweetner
Text: Chapter 4
Reading Packet
- October 27 Exams Returned
GROUP PAPERS DUE
- October 29 Industry Evolution I: On-Line Brokerage Strategies
Text: Chapter 10
Case Book
- November 3 Industry Evolution II: Bird’s Eye and the U.K. Frozen Food Industry
Text: Chapter 13
Case Book
- November 5 Technology Strategy Lecture
Text: Chapter 11
FEEDBACK PAPERS DUE
- November 10 Group Meetings with Prof. Macpherson – *No Class!*
- November 12 Technology Strategy I: EMI and the CT Scanner
Case Book

November 17 Technology Strategy II: Video Games – Battle for World Domination
Text: Chapter 3: pg. 90-95
Case Book

November 19 Group Presentations

November 24 Group Presentations

November 26 Happy Thanksgiving! No Class!

December 1 Group Presentations

December 3 Group Presentations