



# THE UNIVERSITY OF TEXAS AT AUSTIN McCOMBS SCHOOL OF BUSINESS

General Management and Strategy  
MAN 374 Sec 04320  
Spring 2009  
McCOMBS SCHOOL OF MANAGEMENT

**Instructor:** Stephen E. Courter  
**Email:** Steve.Courter@Mcombs.utexas.edu  
**Telephone:** 512-329-2020  
**Office:** CBA 3.236

**Office Hours:** Wednesdays 2:30-4:30 pm and by appointment

**Class Time:** TTH 12:30-2:00 PM  
**Location:** CBA 4.348

**TA:** Swapneel Bedagkar

## **Course Description and Objective:**

The traditional purpose of this course is to help you integrate your knowledge of the functional areas of business into a holistic view of the firm.

Additionally, the field of strategic management has developed a number of concepts and models unique to a general management view, and designed to provide the tools to analyze the firm and its environment. A second purpose of the course will be to digest this body of knowledge, and explore real life situations in applying its concepts, from the standpoint of the practicing manager.

Any concept, theory or model that you may have learned in other business courses or in life is relevant to the course - if it better helps you understand the firm and its competitive environment. Important objectives of the course are to develop strategic thinking, to appreciate the tools and techniques available, to understand the contexts in which strategic management unfolds, and to go “outside the box” for creative solutions

Specific emphasis will be placed on identifying key drivers and issues that serve as the inputs to developing a strategy; moreover, you will learn to assess the impact on various strategic decisions on the organizations wide array of stakeholders.

You will be introduced to the basic concepts and tools of strategic management and will be given ample opportunity to integrate this structure with your other business disciplines and apply them to real world cases.

**The world is flat and it's a global economy, as a result I will continually stress the implications of a borderless business world and seek to**

*provide students with an understanding of problems and opportunities associated with doing business across country and cultural boundaries and to encourage global business thinking and strategy formulation. Topics include forms of international business involvement; economic, socio-cultural and legal-political environments; national and multinational regulations of international transactions and investments; and global strategies for business operations.*

### ***General Philosophy***

In teaching this class, which is one of my very favorites, I will take the approach of assuming that you may work for or with me someday or may work in a company in which I have an investment! Keeping this in mind will pay dividends!

### **Required Texts:**

Foundations in Strategic Management by Jeffrey S. Harrison and Caron H. St. John, (South Western/Thomson Learning), 2007 4<sup>th</sup> Edition  
Strategize! Experiential Exercises in Strategic Management by J. Siciliano and C. Gopinath (South Western/Thomson Learning) 2002; 2<sup>nd</sup> Edition

### **Blackboard:**

Blackboard will be used extensively for this course as I plan to be as “paperless” as practical. I will post assignments, messages, articles to read as well as schedule appointments, provide you access to your grades.

You will be responsible for checking the Blackboard course site regularly for class work and announcements. As with all computer systems, there are occasional scheduled downtimes as well as unanticipated disruptions. Notification of these disruptions will be posted on the Blackboard login page. Scheduled downtimes are not an excuse for late work. However, if there is an unscheduled downtime for a significant period of time, I will make an adjustment if it occurs close to the due date.

Blackboard is available at <http://courses.utexas.edu>. Support is provided by the ITS Help Desk at 475-9400 Monday through Friday 8 am to 6 pm, so plan accordingly.

### **Pre-requisites**

See Course Catalog <https://utdirect.utexas.edu/registrar> min 75 Semester Hours

## **Readings:**

You are encouraged to read business periodicals such as Business Week, The Wall Street Journal and the Financial Times. Keeping abreast of current business developments will facilitate your participation in class discussions.

In addition, I strongly recommend you read the following recent publications. You will find the first one listed especially useful in your other courses and throughout your business career.

Friedman, Thomas L. 2006  
*The World is Flat*  
New York, NY; The Penguin Group

Pfeffer, J. and Sutton, R. 2006  
*Hard Facts, Dangerous Half Truths & Total Nonsense*  
Boston, Massachusetts: Harvard Business School Press

Fiorina, C. 2006  
*Tough Choices/A Memoir*  
New York, NY; The Penguin Group

## **Course Objectives: (What is the point of taking this course?)**

A. To understand and apply the basic tools and concepts of strategic planning as they apply to a business and its various stakeholders

B. To learn how to identify the key issues and drivers that determines a company's focus and strategy, stressing the emergence of a global economy.

C. Integrate and reinforce previous course work, combining an emphasis on independent research and the framework of strategic management provided by the text.

D. Develop a sensitivity and understanding of various "constituencies" of a company and how they influence and are affected by a company's strategy.

F. Strengthen and refine business writing and presentation skills by simulating a real world business environment.

G. Exercise your ability to separate underlying business problems and issues from the symptoms

H. Develop a logical framework to approach the question "what do you think about this company as a vendor, competitor, potential acquisition or partner".

## **Strategy Identification Assignment Research Assignment -80 points**

The purpose of this assignment is three fold:

- 1) To accelerate your understanding of some basic corporate strategies by demonstrating your recognition of them.
- 2) Familiarize you current business trends and research sources
- 3) Develop precise and effective business writing and analysis skills

See Blackboard Course Documents for details: **Due Feb 19<sup>th</sup> through BB Template**

### **Individual Case Assignment- 120 Points**

This is meant to be a fun assignment so stretch your imagination. *Work individually on this!* See page 3 of the Austin Statesman that list the CenTex 100, key companies in central Texas. Your assignment is to prepare a 4-6 page strategic analysis (using the course outline as a guide) and make recommendation to the company's management. I will name the company within the first few weeks of class. Due date **Apr 30 through BB Template**. You may pick any company on this list **except** Dell, Golfsmith, Wholefoods and a few others I will name in class. More guidance and examples will be posted on BB

### **Group Case Presentations-175 Points**

In the past year, many companies have found themselves in a rapidly changing environment. **A list and brief description of 10 of will be posted in Blackboard under Course Materials.** 8-10 different teams will be formed within the class. Each team will chose one of the companies to use as a subject for an intense strategic analysis.

While I would prefer all teams do an in class presentation, that may not be possible with the size of the class; therefore, I may allow two or three groups to do a written paper. For an in class presentation, your assignment, as a group, will be to perform a Strategic analysis of the company and present your findings and recommendations to three of other teams who will play the roles of

- 1) the board and shareholders
- 2) employees
- 3) external stakeholders (suppliers, customers, government etc). They will critique your recommendations from their perspectives and then you will be able to adjust accordingly for a possible final written presentation. I will play the role of an investment banker and will critique both the presenting team AND the teams playing the roles. As such, each team will have to be familiar with 3 of the companies. You will know which ones well in advance.

Oral presentations will begin the week of **Apr 28, possibly earlier depending on number of groups**

Oral presentations will loosely follow the 1-20-30 rule (which applies readily to all business presentations you might make) 10 Slides -20 Point Font -30 minutes for Presentation/ Discussion
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If your group chooses (or is chosen) not to give an oral presentation, a full written analysis will be due on Nov 24<sup>th</sup>. Guidelines and expectations for this paper will be provided.

**Class Participation- 200 Points**

For class participation, quality is preferred over quantity as you will not be graded on “air time”. I will base your grade on perceived preparation, participation in discussions, ability to answer posed questions, and peer ratings in conjunction with group work. A midterm grade will be given.

**Collateral Material and Lectures**

To round out your learning experience and prepare you for the “real world” I will supplement the course materials by exposing you to corporate earning calls, the world of investment banking (hopefully by way of a guest lecture). In addition, I will continually post articles under Course Documents that may be discussed in class.

**Class Outline**

Date	Read for Class	In Class Work (read ahead)	
	<b>Topic FSM Chapter</b>	<b>Assignments</b>	<b>Deliverables</b>
<b>Jan 20</b>	<b>Course Overview</b>	Leveraging Strategic Analysis Elements of Strategic Planning Examples of Analysis Deliverables	Post Bio to Blackboard Assignments By Jan 27th
<b>Jan 22</b>	<b>Chapter 1</b> The Strategic Management Process	-Review FSM Appendix 1 -Tool Box <b>-S&amp;G Session 7</b> Complete Page 54	In Class
<b>Jan 27</b>  <b>Jan 29</b>	<b>Chapter 2</b> The External Environment SWOT Analysis  Global Business Environment Why Daimler Chrysler Failed	Review SWOT Elements Blackboard (Course Materials) Master Strategies Handout <b>S &amp; G Session 2</b> , Page 9-10 in class  <b>S &amp; G Session10</b> GM-Toyota Conflict Matrix Merrill Lynch/B of A Assignment	Establish Groups          ML/BA Due Jan 29

<b>Feb 3-5</b>	Case Study Casino	<b>-S 7&amp; G Session 6</b> -What are the industry driving forces? -Using Porter Five Forces Model assess the strength of each competitive force -What are the industries key success factors? - these key success factors	Compete Porter Matrix by Feb 5 (Group Work)
<b>Feb 10-12</b>	<b>Chapter 3</b> Organizational Resources and Competitive Advantage	Southwest vs. Wal-Mart Value Chain  <b>S &amp; G Session 4-Enron</b>	Group Case Selections due..provide 1 <sup>st</sup> ,2 <sup>nd</sup> and 3 <sup>rd</sup> Choice due Feb 12th
<b>Feb 17</b>	<b>Chapter 4</b> Strategic Direction		
<b>Feb 19-24</b>	<b>Chapter 5</b> Business Level Strategies	<b>S &amp; G Session 11</b> Transnational Strategies WWE: Creating a Global Brand	Research assignment due Feb 19th
<b>Feb 26</b>		Review// Group Work	
<b>Mar 3</b>	<b>All Previous</b>	Midterm Exam	Exam MC/TF Essay
<b>Mar 5</b>	<b>Chapter 6</b> Corporate Strategies	Case Study: GlobalOne Alliance <b>S &amp; G Session 15</b> Club Ed	
<b>Mar 10-12</b>	<b>Chapter 6</b> Corporate Strategies (Continued)	<b>S &amp; G Session 9</b> Disney	
<b>Mar 24-26</b>	<b>Chapter 7</b> Strategic Implementation	<b>S &amp; G 14</b> Procter and Gamble  Case Study	Turn in Page 104-105 Completed
<b>Ma31-Apr 2</b>	<b>Chapter 8</b> Strategic Restructuring	NEON Debt Restructuring Case	

<b>Apr 7-9</b>	Case Study Panera Bread	-Characterize the environment in which Panera operates -Evaluate threats and opportunities -Evaluate their strategies and their link to establishing corporate goals	One page write up due Apr 10
<b>Apr 14-16</b>	Globalization's Impact on Strategic Mgmt	Case Studies Cameron Auto Parts Cummins in China	See preparatory Questions
<b>Apr 21-23</b>	Global Case Studies	Corona Beer TBD Base upon current events <b>S &amp; G Session 5</b> Global Chemical	
<b>Apr 28-30</b>		Group Presentations	Charts Due prior to class Individual Case due
<b>May 4-6</b>		Group Presentations Final Exam Briefing	

Under **Assignments** you will see where I have assigned Exercises from the book **STRATEGIZE!** Please read and prepare these cases in advance of the class meeting. Where specifically noted, you will turn in the exercise; otherwise they will be done in groups or integrated into the class discussion.

When possible, I will direct assignments to be turned in through Blackboard; this will allow me to provide you with feedback as quickly as possible and will avoid any lost materials

**Midterm:** Will be a case study based on current events or an S & G Session

**Final Exam:** Format to be determined based on class progress

#### Grade Assignments

Research Assignment	80
Individual Case	120
Midterm	175
Group Case	175
Class Participation-Mid	100
Quizzes/Exercises	100
Final Exam	150

A total numeric grade will translate to a letter grade based upon the overall performance of the class. Therefore 900 may not ensure you of an "A" depending upon the achievement of the group, using a curve.

I will be looking for the following elements when grading:

- a global perspective!!**
- incorporation of other course materials**
- demonstration of outside research**
- use of specifics in analyses**

Class Participation Final      100  
**Total Possible                    1000**

**USEFUL WEBSITES:**

New York Times	<a href="http://www.nytimes.com/">http://www.nytimes.com/</a>
Washington Post	<a href="http://www.washingtonpost.com/">http://www.washingtonpost.com/</a>
CNN Interactive News	<a href="http://www.cnn.com/">http://www.cnn.com/</a>
Fortune Global 500	<a href="http://www.pathfinder.com/fortune/global500/">http://www.pathfinder.com/fortune/global500/</a>
Financial Times	<a href="http://www.ft.com/">http://www.ft.com/</a>
Stat-USA Databases	<a href="http://www.stat-usa.gov/stat-usa.html">http://www.stat-usa.gov/stat-usa.html</a>

The World Factbook (CIA)	<a href="http://www.odci.gov/cia/publications/factbook/index.html">www.odci.gov/cia/publications/factbook/index.html</a>
Useful Link for International Business Topics	<a href="http://wtfaculty.wtamu.edu/~sanwar.bus/otherlinks.htm">http://wtfaculty.wtamu.edu/~sanwar.bus/otherlinks.htm</a>
Global Edge Resource Desk	<a href="http://globaledge.msu.edu/ibrd/ibrd.asp">http://globaledge.msu.edu/ibrd/ibrd.asp</a>
Going-Global	<a href="http://www.going-global.com/">http://www.going-global.com/</a>
Advertising Age International	<a href="http://adage.com/international/daily/index.html">http://adage.com/international/daily/index.html</a>
Economic Statistics Briefing Room	<a href="http://www.whitehouse.gov/fsbr/esbr.html">http://www.whitehouse.gov/fsbr/esbr.html</a>
Country Information	<a href="http://www.yahoo.com/regional_information/countries/">http://www.yahoo.com/regional_information/countries/</a>
International Laws	<a href="http://lexmercatoria.net/">http://lexmercatoria.net/</a>
Culture and Languages	<a href="http://gamma.sil.org/ethnologue/">http://gamma.sil.org/ethnologue/</a>
JETRO White Paper	<a href="http://www.jetro.go.jp/it/e/pub/whitepaper/2002/index.html">http://www.jetro.go.jp/it/e/pub/whitepaper/2002/index.html</a>
EDGAR	<a href="http://www.sec.gov/edgar.html">http://www.sec.gov/edgar.html</a>

Some Administrative Notes...

Aside from my office hours, using email is my preferred method of communication outside of the classroom. As necessary, I will set up discussion topics in blackboard to address questions that arise that might be beneficial to the whole class.

You can bring laptops to class, but its “lids down” during the lecture portion. You may find them useful for small in class projects. Of course, all cells phones and PDA’s should be switched off. I prefer you not wear hats in class, coffee and other beverages are fine..

I will provide name plates that I will use to attendance.

Attendance Policy: As the course is highly integrated and 20% of your grade is class participation, it would be very difficult to earn a high grade without consistent attendance. Again, I want to simulate a real work environment so missing class should be avoided.

All Drop/Incomplete situations will be handled with strict adherence to University Policy <http://www.utexas.edu/student/registrar/catalogs/gicurrent/ch4/ch4f.html>

**UNIVERSITY HONOR CODE** “The core values of The University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the university is expected to uphold these values through integrity, honesty, trust, fairness, and respect toward peers and community.”

### **University Electronic Mail Notification Policy**

All students should become familiar with the University's official e-mail student notification policy. It is the student's responsibility to keep the University informed as to changes in his or her e-mail address. Students are expected to check e-mail on a frequent and regular basis in order to stay current with University-related communications, recognizing that certain communications may be time-critical. It is recommended that e-mail be checked daily, but at a minimum, twice per week. The complete text of this policy and instructions for updating your e-mail address are available at <http://www.utexas.edu/its/policies/emailnotify.html>.

In this course e-mail will be used as a means of communication with students. You will be responsible for checking your e-mail regularly for class work and announcements. Note: if you are an employee of the University, your e-mail address in Blackboard is your employee address.

### **Documented Disability Statement**

Students with disabilities who require special accommodations need to get a letter that documents the disability from the Services for Students with Disabilities area of the Office of the Dean of Students (471-6259 voice or 471-4641 TTY for users who are deaf or hard of hearing). This letter should be presented to the instructor in each course at the

beginning of the semester and accommodations needed should be discussed at that time. Five business days before an exam the student should remind the instructor of any testing accommodations that will be needed.

See following website for more information:  
<http://deanofstudents.utexas.edu/ssd/providing.php>

### **Religious Holidays**

Religious holy days sometimes conflict with class and examination schedules. If you miss an examination, work assignment, or other project due to the observance of a religious holy day you will be given an opportunity to complete the work missed within a reasonable time after the absence. It is the policy of The University of Texas at Austin that you must notify each of your instructors at least fourteen days prior to the classes scheduled on dates you will be absent to observe a religious holy day.