THE UNIVERSITY OF TEXAS AT AUSTIN
McCOMBS SCHOOL OF BUSINESS

General Management and Strategy
MAN 374 Sec 71965
Summer 2009
McCOMBS SCHOOL OF MANAGEMENT

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Office Hours: Tuesdays and Thursdays 2 -3 PM

Class Time: MTWTF 11:30-1 PM
Location: CBA 4.328

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 asses 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 4th Edition
Strategize! Experiential Exercises in Strategic Management by J. Siciliano and C. Gopinath (South Western/Thomson Learning) 2010 ***3rd 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
Garten, Jeffrey E.
World View, Global Strategies for the New Economy
Harvard Business Press 2008

Sirkin,Hemerling,Bhattacharya
Globality
Competing with Everyone from Everywhere for Everything
Business Plus New York 2008

Carroll and Mui
Billion Dollar Lessons
Portfolio New York 2008

Ghemawat, Pankaj
Redefining Global Strategy
Harvard Business School Press

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".

Strategic Application of Value Chain Research Assignment -80 points

The purpose of this assignment is three fold:

1) To accelerate your understanding of some basic business strategies by identifying various uses of the value chain.
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 Jul 30**

Individual Case Assignment- 150 Points

This is meant to be a fun assignment so stretch your imagination. *Work individually on this!* There is a small company that is being inundated with change. Your assignment is to prepare a three page strategic analysis (See BB for examples) and make recommendation to the company's management.
I will distribute a list of candidate companies by July 20. Due date **Aug 14th**
In lieu of doing this, you can choose to take the final exam

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 am 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 Aug 10th.

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 or Higher -30 minutes for Presentation/ Discussion

If your group chooses (or is chosen) not to give an oral presentation, a full written analysis will be due on Aug 11th. 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.

Final Exam -150 Points

The final exam will be posted on BB by August 15th and you will have until Aug 20th to complete it. It is to be done individually, not as a group, but is open book and notes.
The questions will be about a case study I will provide.

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 **Topic** **FSM Chapter**	In Class Work (read ahead) **Assignments**	**Deliverables**
Jul 13-14	**Course Overview**	Applications of Strategic Analysis Examples of Strategic Management Deliverables Master Strategies Review Syllabus **VID: U-571**	Post Bio to Blackboard Assignments by 15th
July 15-16	**Chapter 1** The Strategic Management Process	Tool Box/ Master Strategies Global Strategies -Video : Debate on Globalization -S&G Session 1 Complete Page 6 -S & G Session Exercise 2 in Class Group Project Candidates Distributed	In Class Establish Groups Sign up on BB By 17 July
July 17,20	**Chapter 2** The External Environment SWOT Analysis	S & G Session 7 S & G Session11 GM-Toyota Goal Matrix **VIDS: Bourne Supremacy** **Ray**	Group Case Selections due..provide 1st,2nd and 3rd Choice by July 21
July 21	Case Study **Mercury Telecom**	Case method discussion	
July 22-23	**Chapter 3** Organizational Resources and Competitive Advantage	Southwest vs. Wal-Mart Value Chain Applications	
July 24	Group Work		
July 27	**Chapter 4** Strategic Direction	Case Study Cameron Auto Parts	See case and prep questions on BB
July 28-30	**Chapter 5** Business Level Strategies	S & G Session 12 Transnational Strategies ***CASE: Global Wine Wars*** **VIDS: About a Guy** **Mr Baseball**	Value Chain assignment due 30 July
July 31	**All Previous**	Midterm Exam	
Aug 3-4	**Chapter 6** Corporate Strategies	S & G Session 10 ***CASE:WWE*** **VID: Meet the Parents**	Table 10.2 Template due 5 Aug

Aug 5,6	**Chapter 7** Strategic Implementation	S & G 16 Club Med → **VID:Leadership Backdraft** ***CASE: PG in Japan***	Group Exercise
Aug 7	**Chapter 8** Strategic Restructuring	Real World Case I Neon Restructuring	
Aug 8	Strategic Restructuring	Real World Case II Pointserve Restructuring	
Aug 10-13		Group Case Presentations Critiques by Group	Charts for Presentation provided prior to class Individual Case due Aug 14

FINAL EXAM IS SCHEDULED FOR 13-18 August

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

Value Chain Assignment	80
Midterm	175
Group Case	175
Class Participation-Mid	100
Quizzes/Exercises	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	170
Individual Case	150
or	
Final Exam	150
TOTAL	**1000**

USEFUL WEBSITES:

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

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

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

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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.

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