MANAGEMENT 4322
Organizational Strategy
Goolsby Scholars

“Be better than you have to be” anonymous

Fall 2019
Professor: M. Ann McFadyen, Ph.D.
Office: COBA 227
e-mail: mcfadyen@uta.edu

Tuesdays
Sec 015 Room 154
2:00pm – 4:50pm

Office Hours: By Appointment

I. Prerequisites
Prerequisites for Management 4322 include senior classification in the College of Business Administration and ACCT 2301 and ACCT 2302 and (ECON 2305 or ECON 2302) and (ECON 2306 or ECON 2301) and (MANA 3311or MANA 3318 or MANA 3319 or MANA 3321) and (STAT 3321 or BUSA 3321 or STAT 3322 or BUSA 3322) and FINA 3313.

II. Required Materials

- Readings available through UTA Library Electronic Journals, electronic reserves and handouts provided in class
- Library Webpage – http://libguides.uta.edu/company
- Wall Street Journal paper AND electronic (discounted rate). Please sign up at the following website: https://r.wsj.com/PROF18cy
- Textbook:
  Dess: 2018 Strategic Management: Creating Competitive Advantage
  With the Connect Access Code
  ISBN: 1259900479 / 9781259900471
  Available through the UTA Bookstore
  Team 1: Waste Management Inc.
  Team 2: Creating Revenue Streams for VOSS
  Team 3: Toys "R" Us Canada
  Team 4: Extraordinary Journeys
  Team 5: Volvo
  Team 6: Russian River Brewing Company

III. COBA Learning Goals
1. Display understanding of multiple business functions (finance, marketing, etc.) and inter or cross-functional problems and issues.
2. Show evidence of problem solving and decisional ability in dealing with strategic and other business problems and situations.
3. Exhibit awareness of global business and economic systems.

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
4. Demonstrate knowledge of basic business research methods and data analysis techniques.
5. Understand importance of leadership, teamwork, and interpersonal skills in building/managing a successful organization.
6. Demonstrate knowledge of information technology and its impact on effective management of the enterprise.
7. Understand the values and practices associated with the ethical and legal responsibilities of managing organizations.
8. Demonstrate competency in oral and written communication through presentation of clear and concise information.

IV. Course Description
Organizational Strategy addresses how firms use their resources to pursue goals and adapt to the environment. Resources may be technological or managerial know-how, employees, capital, etc. Elements of the environment are competition, customers, economic, political, or sociological conditions, global and domestic markets, etc. The CEO and top management team set the objectives of the firm together with its stakeholders, and formulate and implement strategies to achieve competitive advantages. Organizational Strategy is about setting priorities for the firm and then charting a course to achieve those priorities. Consequently, this class is integrative in nature, using the skills developed in other courses such as accounting, marketing, finance, and information systems. Four major approaches will be used in this course:
1. Readings, group work, discussion and lecture
2. Connect assignments and quizzes
3. Group project that analyzes a strategic issue
4. Individual project

V. Grading
Calculated as follows:

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<thead>
<tr>
<th>Assignment or Event</th>
<th>Weight</th>
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<tbody>
<tr>
<td>A. Connect Assignments</td>
<td>20</td>
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<td>B. Participation</td>
<td>15</td>
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<td>C. Group Case</td>
<td>25</td>
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<td>D. Individual Project</td>
<td>40</td>
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<tr>
<td>E. Total Points Possible</td>
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Letter grades will be assigned in the following manner:
A: 100.0 to 90.0 points
B: 89.9 to 80.0
C: 79.9 to 70.0 points
D: 69.9 to 60.0 points
VI. Expectations for Out-of-Class Study

A general rule of thumb for out of class study is that for every credit hour earned, a student should spend 3 hours per week working outside of class. Hence, a 3-credit course might have a minimum expectation of 9 hours of reading, study, etc. Beyond the time required to attend each class meeting, students enrolled in this course should expect to spend at least an additional 9 hours per week of their own time in course-related activities, including reading required materials, completing assignments, preparing for exams, etc.

VII. 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://wweb.uta.edu/aao/fao/).

VIII. Attendance

At The University of Texas at Arlington, taking attendance is not required but attendance is a critical indicator in 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 outlined my attendance policy below. 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. This course depends on not only attendance but also participation from all students for every class. As a member of this classroom you are obligated to complete all assigned work promptly, to attend class regularly, and to participate in whatever class discussion may occur. Absence from more than 10 percent of the scheduled class sessions, whether excused
or unexcused, is considered excessive and a grade penalty will be assessed for such absence.  

*It must be emphasized that the "10 percent rule" stated above applies to both excused and unexcused absences.*” This course has the following penalties for absences:

- 2 absences → 10 percent reduction in final grade
- 3 absences → 20 percent reduction in final grade
- 4 absences → 30 percent reduction in final grade
- 5 or more absences → student fails the course

*Please note that attendance is mandatory for all guest speakers. Please remember to dress is business attire.*

IX. 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.

X. Electronic Device Usage InClass

Please note this class follows a “discussion learning” format. As such, it is important that distractions and interruptions are kept at a minimal to provide an effective learning environment. Please adhere to the following guidelines to insure that you and your classmates are able to obtain the most from our classes.

Electronic device usage is **restricted**. This includes cell phones (smartphones), internet access to computers (laptops, notebooks, netbooks and handhelds), MP3, and other digital audio and video players, analog, digital audio and video recording devices. If needed, you may use your computer to take notes or refer to notes. Internet access is not allowed, unless explicitly discussed in class.

Please remember to turn off all internet, texting service and phone access prior to the beginning of each class and put the device away until the end of class or during breaks. If you feel you have an exceptional situation, please alert me prior to the beginning of class.

Please note, universities such as Harvard Business School, have instigated such classroom electronic device policies. We have a very limited time together, yet, with full engagement, we should be able to create tremendous knowledge.

XI. Academic Integrity Violations

Simply put, scholastic dishonesty will not be tolerated in this course. All work in this course is to be an individual effort. If I suspect that you have been assisted by another to complete your work required for this course of if I suspect that you have aided another to complete his/her work in this course, I will write up the suspected violations and turn the incident directly over to the Office of Student Conduct. **Any and all violations of academic integrity will be prosecuted.** You will receive a 0 on the work in question, an F in the course and recommended to take a class on ethics. Depending on the severity, I
may also recommend dismissal from the university. Information on what constitutes scholastic dishonesty and how the university addresses it may be found at http://www.uta.edu/studentaffairs/judicialaffairs/academicintegrity.html.

XII. 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). Only those students who have officially documented a need for an accommodation will have their request honored. 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 or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability.

XIII. Counseling and Psychological Services (CAPS)
www.uta.edu/caps/ or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

XIV. Non-Discrimination Policy:
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.

XV. Title IX Policy:
The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. For information regarding Title IX, visit www.uta.edu/titleIX or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or jmhood@uta.edu.
XVI. 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.

Please acknowledge the honor code by signing the form at the end of this syllabus. 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. Additional information is available at https://www.uta.edu/conduct/.

XVII. Campus Carry:

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit http://www.uta.edu/news/info/campus-carry/

XVIII. Student Feedback Survey:

At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are 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 via the SFS database is aggregated with that of other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit http://www.uta.edu/sfs.

XIX. Final Review Week:

For semester-long courses, 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.
XX. 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.

Evacuation plans may be found at http://www.uta.edu/campus-ops/ehs/fire/Evac_Maps_Buildings.php.

Please be sure to subscribe to the MavAlert system that will send information in case of an emergency to their cell phones or email accounts. Anyone can subscribe at https://mavalert.uta.edu/ or https://mavalert.uta.edu/register.php

XXI. 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, or view the information at http://www.uta.edu/universitycollege/resources/index.php.

XXII. University Tutorial & Supplemental Instruction (Ransom Hall 205):

UTSI offers a variety of academic support services for undergraduate students, including: 60 minute one-on-one tutoring sessions, Start Strong Freshman tutoring program, and Supplemental Instruction. Office hours are Monday-Friday 8:00am-5:00pm. For more information visit www.uta.edu/utsi or call 817-272-2617.

The IDEAS Center (2nd Floor of Central Library) offers FREE tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. Students can drop in, or check the schedule of available peer tutors at www.uta.edu/IDEAS, or call (817) 272-6593.

The English Writing Center (411LIBR): [Optional.] The Writing Center offers FREE tutoring in 15-, 30-, 45-, and 60-minute face-to-face and online sessions to all UTA students on any phase of their UTA coursework. Register and make appointments online at https://uta.mywconline.com. Classroom visits, workshops, and specialized services for graduate students and faculty are also available. Please see www.uta.edu/owl for detailed information on all our programs and services.

The Library’s 2nd floor Academic Plaza offers students a central hub of support services, including IDEAS Center, University Advising Services, Transfer UTA and various college/school advising hours. Services are available during the library’s hours of operation. http://library.uta.edu/academic-plaza
Librarian to Contact: [Optional.] [Insert the name and contact information – look up here: http://www.uta.edu/library/help/subject-librarians.php ] [See the end of this document for additional information about library links that might be embedded in your syllabus or other course materials.]

If you plan to include important administrative dates (e.g., the officially-scheduled time slot for your course’s final examination, the last day to drop), please be sure to double-check the relevant information published by the Office of Records and Registration and the Academic Calendar.

**XXIII. Library resources: LIBRARY library.uta.edu**

- Research or General Library Help
- Academic Plaza Consultation Services library.uta.edu/academic-plaza
- Ask Us ask.uta.edu/
- Library Tutorials library.uta.edu/how-to
- Subject and Course Research Guides libguides.uta.edu
- Librarians by Subject library.uta.edu/subject-librarians
- Research Coaches http://libguides.uta.edu/researchcoach
- Resources
  - A to Z List of Library Databases libguides.uta.edu/az.php
  - Course Reserves pulse.uta.edu/vwebv/enterCourseReserve.do
  - FabLab fablab.uta.edu/
  - Scholarly Communications (info about digital humanities, data management, data visualization, copyright, open educational resources, open access publishing, and more) http://library.uta.edu/scholcomm
  - Special Collections library.uta.edu/special-collections
  - Study Room Reservations openroom.uta.edu/
  - Teaching & Learning Services for Faculty
  - Copyright Consultation library-sc@listserv.uta.edu
  - Course Research Guide Development, Andy Herzog amherzog@uta.edu or your subject librarian
  - Data Visualization Instruction, Peace Ossom-Williamson peace@uta.edu
  - Digital Humanities Instruction, Rafia Mirza rafia@uta.edu
  - Graduate Student Research Skills Instruction, Andy Herzog amherzog@uta.edu or your subject librarian
  - Project or Problem-Based Instruction, Gretchen Trkay gtrkay@uta.edu
  - Undergraduate Research Skills Instruction, Gretchen Trkay gtrkay@uta.edu or your subject librarian.
- OTHER RESOURCES
- Environmental Health & Safety (http://www.uta.edu/ehsafety)
Description of Assignments or Events

A. Individual Project
Each individual is asked to choose a company to study (publicly traded firms are best as information is more readily available. The initial one page internal overview of the company is due on September 3, 2019 (by email). The initial one page overview should include:

- A Brief History of the company
- Mission Statement
- Purpose
- Top Management Team
- What the company does best

You are to prepare a case analysis on the company you chose using the Case Analysis Outline at the end of this syllabus. The overarching goal of this project is for you to demonstrate your understanding and ability to apply as much of the material covered in class as possible. We are reading 21 articles and 9 chapters, your goal is to reference as many as possible (if not all). Make sure you provide all references for your sources. Remember if something is not your own thoughts, you must provide your source.

Cases are to be analyzed using material covered in class this semester and on courses covered prior to this course. An adequate case analysis is expected to be between 12 and 16 single spaced (12 point Time New Roman font) pages, not including the cover page, table of contents, figures, graphs, picture, references, charts or other supplemental material. Please include a description of the industry in which the firm competes and a description of the firm’s internal resources, competencies, and strategies that have resulted in its present competitive position and performance level within the industry. A cases analysis outline is included at the end of this syllabus. Final Project due December 10, 2017 (40% of your grade).

Please properly cite all sources. Please note that “Cut and Paste” from sources is never acceptable. Read and acknowledge that you have read “What constitutes plagiarism” using the form at the end of the syllabus.

http://isites.harvard.edu/icb/icb.do?keyword=k70847&pageid=icb.page342054

B. Connect Assignments and Quizzes
Each chapter will have both a connect assignment and quiz (20% of your grade). All assignments are due by 12 noon on the day on which we will cover the chapter.

C. Participation Grade
Your participation grade is a critical element of this class, comprising 15 percent of your overall grade. You owe yourself and your fellow students your presence in the classroom, your preparation of the required material, and your participation in a timely manner. It is
your responsibility to have read in advance the materials that will be covered during lecture. Please come to class prepared. Please ask yourself why each reading has been assigned and how it fits into the overall course. Preparation and participation is expected and monitored. Simply attending class does not garner participation points.

Participation will be assessed in two ways. First, you are required to participate in classroom discussions. Do not be afraid to ask relevant questions in class, however, do not waste class time by not being prepared or asking questions which distract us from covering the material. Second, I will periodically ask you to turn in written assignments.

Participation is graded on both the quantity and the quality of the contribution to the discussion and constitutes half of your participation grade. Additionally, attendance is mandatory for any guest lecturer with university excused absences being the only exception. Please note and remember attendance does not in any way equal participation. You have to attend to participate; however, by attending you do not garner participation points.

D. Group Work

Please form 6 teams of 6 people. Please form your own teams before class begins on August 27th, simply have one person send me an email listing your team members. We will randomly draw which team will present which case at the end of the first class.

We have two group exercises.

1. Each week teams will be responsible for leading the discussion on the assigned readings. You do not need to develop a formal presentation (although encouraged and welcome), however, you should have a plan on how you will engage others in the class for each article. In addition, your personal participation grade requires that you read and are prepared to discuss all articles each week.

2. Each team is to prepare a case analysis for a HBR case and make a formal presentation to the class. The HBR case package can be accessed at this link: https://hbsp.harvard.edu/import/644465

Please remember to refer to as many of the 21 articles and 9 chapters covered in class. Importantly, do not pull in any more information regarding the organization in the case. In other words, you do not need to know what the organization actually did. To be sure, the organization may have not developed the “best” strategic options. After each team presents their analysis, anyone not involved in the presentation will provide written input. Individual write-ups will count towards your individual participation grade. More will be discussed in class. The project is worth 25% of your grade. Peer evaluations will also impact your final grade, regardless of the team’s grade. All presentations are due November 12th at the beginning of class. Please have your team leader email me a copy and provide a hardcopy of your presentation to me in class.
**TENTATIVE – FALL 2019 SYLLABUS**

*As the professor 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. – M. Ann McFadyen*

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<thead>
<tr>
<th>WEEK</th>
<th>DATE</th>
<th>TOPIC</th>
<th>ASSIGNMENT</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>8/27</td>
<td>Introduction</td>
<td>Acknowledgements WSJ</td>
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<td>Week 2</td>
<td>9/3</td>
<td><strong>WSJ Discussions: ALL</strong></td>
<td>WSJ Readings</td>
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<td><strong>Readings:</strong></td>
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<td><strong>ALL:</strong></td>
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<td>Week 3</td>
<td>9/10</td>
<td><strong>Chapter 1 Strategic Management</strong></td>
<td>WSJ Learning &amp; Quiz</td>
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<td><strong>WSJ Discussions: All</strong></td>
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<td><strong>Team 1:</strong> Strategy Overview</td>
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<td><strong>Team 2:</strong> Strategy as Active Waiting</td>
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<td><strong>Team 3:</strong> Shaping Strategy in a World of Constant Disruption</td>
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<td>Week 4</td>
<td>9/17</td>
<td><strong>Chapter 2 Analyzing the External Environment</strong></td>
<td>WSJ Learning &amp; Quiz</td>
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<td>Guest Speaker: TBA</td>
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<td>Tarrant County United Way</td>
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<td>WSJ Discussions: All</td>
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<td>Stakeholder Exercise</td>
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<td>Week 5</td>
<td>9/24</td>
<td><strong>Chapter 3 Assessing the Internal Organization</strong></td>
<td>WSJ Learning &amp; Quiz</td>
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<td><strong>Team 4:</strong> Strategy as Simple Rules</td>
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<td><strong>Team 5:</strong> Rapid Response in Value Chain Design</td>
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<td><strong>Team 6:</strong> Managing your Mission Critical Knowledge Assets</td>
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<td>Week 6</td>
<td>10/1</td>
<td>Guest Speaker: TBA</td>
<td>WSJ Learning &amp; Quiz</td>
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<td>Chapter 4 Recognizing Firm’s Intellectual Assets</td>
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<td>Knowledge Heterogeneity Exercise</td>
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<td>Week 7</td>
<td>10/8</td>
<td>Chapter 5 Business Level Strategy</td>
<td>WSJ Learning &amp; Quiz</td>
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<td><strong>Team 1</strong>: Business Level Strategy Strategic Choices</td>
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<td><strong>Team 2</strong>: Building a Winning Business Model Portfolio</td>
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<td>Building a House Exercise</td>
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<td>Week 8</td>
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<td>Chapter 6 Corporate Level Strategy</td>
<td>WSJ Learning &amp; Quiz</td>
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<td><strong>Team 3</strong>: Meeting the Challenge of Corporate Entrepreneurship</td>
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<td><strong>Team 4</strong>: The Networked Organization</td>
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<td>Week 9</td>
<td>10/22</td>
<td>Chapter 8 Entrepreneurial / Competitive Dynamics</td>
<td>WSJ Learning &amp; Quiz 8,12</td>
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<td>Chapter 12 Managing Innovation</td>
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<td><strong>Team 5</strong>: 4 things your innovation efforts shouldn’t include</td>
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<td><strong>Team 6</strong>: Welcome to the Fourth Industrial Revolution</td>
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<td>Building a Tower Exercise</td>
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<td>Week 10</td>
<td>10/29</td>
<td>Chapter 9 Strategic Control and Corporate Governance</td>
<td>WSJ Learning &amp; Quiz 9,11</td>
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<td>Chapter 11 Strategic Leadership</td>
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<td>Creating Decision Making Model</td>
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<td>Week 11</td>
<td>11/5</td>
<td><strong>Team 1</strong>: Pistrui J. 2015. How managers can see the future more clearly. HBR Digital Articles.</td>
<td>WSJ</td>
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<td><strong>Team 2</strong>: Reeves M. 2016. The world just got more uncertain and your strategy needs to adjust. HBR Digital Articles</td>
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<td><strong>Team 3</strong>: Taylor B. 2017. Amazon, whole foods, and the future of the (old) new economy. HBR Digital Articles</td>
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<td><strong>Team 4</strong>: Wolcott RC. 2016. Does your business model look to the future or just defend the present? Harvard Business Review Digital Articles: 2-5.</td>
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<td>Week 12</td>
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<td>Group Presentations</td>
<td>All Group Projects</td>
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<td>Week 15</td>
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<td>Wrap Up</td>
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Case Analysis Outline

I. Introduction
II. External Environment
   A. General Environment (O/T) [15 points]
      Political/Legal
      Economy
      Global
      Demographics
      Sociocultural
      Technology
   B. Porter’s Five Forces Industry Environment (O/T) [15 points]
      Threat of Buyers
      Threat of Suppliers
      Threat of New Entry
      Threat of Rivalry
      Threat of Substitutes
   C. Overview of All O/T

III. Internal Environment (S/W)
   A. Internal Analysis [40 points]
      Core Competence
      Analyze Value Chain, Fit, VRIN for support
      Business Level
      Analyze Value Chain for one business unit
      Corporate level
      Analyze Value Chains across for multiple business units
   B. Overview of S/W

IV. SWOT and Stakeholder analysis [15 points]
   Match previously identified (from II and III above) Opportunities and Threats
   (External Environment and Industry Analysis) with Strengths and Weaknesses
   (Internal Analysis)
   SW = OT

V. Evaluate viable Strategic Alternatives [15 points]
   Present 3 viable strategic alternatives
   Choose best option which optimizes returns and stakeholder value
I acknowledge that I have read the entire syllabus and understand the requirements for this course.

I acknowledge that I have read “What constitutes plagiarism”.
(http://isites.harvard.edu/icb/icb.do?keyword=k70847&pageid=icb.page342054).

I acknowledge that I have read and will abide by UTA’s honor code.

Student Name (printed):

________________________________________________________

Student Signature:

________________________________________________________

Date: _____________________