

**UNIVERSITY OF NORTH TEXAS
DALLAS CAMPUS**

ADMINISTRATIVE STRATEGY

Course Information

<i>Course Number/Section</i>	BUSI 5190/090
<i>Term</i>	Fall 2012
<i>Days & Times</i>	TU 7:00PM - 9:50PM
<i>Classroom</i>	DAL2 213

Professor Contact Information

<i>Professor</i>	Dr. Banu Goktan
<i>Email Address</i>	banu.goktan@unt.edu
<i>Office Location</i>	DAL2 317
<i>Office Hours</i>	Mon. 9:30am – 11:30am; 1:00pm – 2:00pm Wed. 8:30am - 11:30am; 1:00pm - 2:00pm Tue. 5:00pm – 7:00pm

Course Description

A capstone course providing the integration of functional areas, requiring students to determine policy at the general- or top-management level. Students address strategic organizational problems and optimization of the total enterprise. Lectures, case analysis and special topics.

Student Learning Objectives:

The specific objectives of BUSI 5190, Administrative Strategy, are:

1. to develop your capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its present strategy, and its opportunities for gaining sustainable competitive advantage;
2. to build your skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide them with a stronger understanding of the competitive challenges of a global market environment;
3. to give you hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions;
4. to acquaint you with the managerial tasks associated with implementing and executing company strategies, drill them in the range of actions managers can take to promote competent strategy execution, and to develop your confidence in being able to function effectively as part of a company's strategy-implementing team;

5. to integrate the knowledge you gained in earlier core courses in the business school curriculum; to illustrate how the various pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be managed in strategic harmony for a company to operate in winning fashion;
6. to develop your powers of managerial judgment, to build your skills in assessing business risk, and improve your ability to create results-oriented action plans; and to make more conscious about the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

Required Textbooks and Materials

There is no required textbook.

Reading Book:

Montgomery, C. 2012. *The Strategist: Be the Leader Your Business Needs*. Harper Collins Publishers, New York, NY.

Harvard Business Publishing cases that you need to purchase:

Course link:

<http://cb.hbsp.harvard.edu/cb/access/14718478>

You will have access to the course materials for 6 months.

After you register, you can get to the coursepack at any time by doing the following:

1. Visit **hbsp.harvard.edu** and log in.
2. Click **My Coursepacks**, and then click Strategy - MBA

Simulation:

Thompson, Stappenbeck & Reidenbach, *The Business Strategy Game-Online*, 2012 edition at website. Purchase online at www.bsg-online.com

<u>Company</u>	<u>Registration Code</u>
Company A	30885-BGN-A
Company B	30885-BGN-B
Company C	30885-BGN-C
Company D	30885-BGN-D
Company E	30885-BGN-E

Blackboard

You will need a Blackboard account for this class. This will be the method of communication. I will post information about the course and grades on blackboard.

Grading Scale

A= 90-100%
B= 80-89
C= 70-79
D= 60-69
F= 59 and below

Tentative Point Distribution

13 Articles * 10 points	130
Article Presentation	40
10 Cases * 10 points each	100
Participation	40
The Strategist Book Report	100
Simulation Quiz 1	20
Simulation Quiz 2	20
Individual Simulation Performance	50

TOTAL **500 Points**

Course Policies

Class Attendance

For the class to work well and for you to benefit from it, attendance and preparation for each class meeting is essential.

Articles

Each student is expected to read the articles and submit a one to two page (single spaced) review of each article by 7pm on the day that the article will be discussed. Students will be graded based on their understanding of the material.

Each student will summarize and discuss the assigned articles in class. Each article presentation and discussion should be at least 30 minutes long. Students are expected to relate their articles to the cases that are assigned for the day of their presentation. Students should also explain and include the keywords that correspond with their presentations.

Cases

Each student is expected to read the case and submit a one to two page (single spaced) review of each case by 7pm on the day that the case will be discussed. Students will be graded based on their understanding of the material. Each student is expected to come to class prepared to discuss the case.

Participation

Starting on the second day a student missess class without a college approved excuse, 10 points will be deducted from the participation grade. A maximum of 10 points each day will be deducted for not being prepared to discuss the case or for not participating.

Book Report

Each student is expected to read the book titled “The Strategist: Be the Leader Your Business Needs” and write a 5 page (double spaced) report on the book. Students will be graded based on their understanding of the book and their ability to critically evaluate the material covered in the book. Book report is due during the finals week.

Simulation

Each group will run their own company and compete with each other in this strategy game applying strategy concepts discussed in class.

Extra Credit

None

Students with Disabilities (ADA Compliance)

The University of North Texas Dallas faculty is committed to complying with the Americans with Disabilities Act (ADA). Students' with documented disabilities are responsible for informing faculty of their needs for reasonable accommodations and providing written authorized documentation. For more information, you may visit the Office of Disability Accommodation/Student Development Office, Suite 115 or call Laura Smith at 972-780-3632.

Academic Integrity

Academic integrity is a hallmark of higher education. You are expected to abide by the University’s code of conduct and Academic Dishonesty policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University’s policies and procedures. Refer to the Student Code of Conduct at http://www.unt.edu/csrr/student_conduct/index.html for complete provisions of this code.

Student Evaluation of Teaching Effectiveness

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught.

Bad Weather Policy

On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas Campuses main voicemail number (972) 780-3600 or search postings on the campus website www.unt.edu/dallas. Students are encouraged to update their Eagle Alert contact information, so they will receive this information automatically.

Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated by Blackboard e-mail.

DATE	LECTURE TOPIC
Sept. 4	Introduction Team Assignments
Sept. 11	Article: What is Strategy by M. Porter (Johnathan Sanders) Article: From Competitive Advantage to Corporate Strategy by M. Porter (Ricky Ross) Case: Apple Inc. Keywords: Sustainable competitive advantage, market positioning
Sept. 18	Article: How Competitive Forces Shape Strategy by M. Porter (Autumn Dillon) Article: The Five Forces that Shape Strategy by M. Porter (Ervin Powers) Case: E-bay Inc. and Amazon.com Keywords: 5 forces in the industry, switching costs, first mover advantage
Sept. 25	Article: Industry Structure and Competitive Strategy by M. Porter (Tara Abrams) Case: Colgate-Palmolive Case: Wal-Mart Keywords: Generic strategy, globalization, competition, core competency, strategic positioning, growth strategy, innovation
Oct. 2	Article: Choosing the United States by M. Porter (Angela Murthil) Article: Clusters and the New Economics of Competition by M. Porter (Lola Fajemirokun) Article: Competitive Advantage of Nations by M. Porter (Donielle Johnson) Article: The Looming Challenge to US Competitiveness by M. Porter (Yan Feng) Case: Language and Globalization: "Englishnization" at Rakuten Keywords: culture, global employees, globalization
Oct. 9	Article: Creating Shared Value by M. Porter (Alejandro Huerta) Article: Strategy and Society by M. Porter (Jesus Antivo)

	<p>Case: Sustainable Tea at Unilever Case: The Clorox Company: Leveraging Green for Growth</p> <p>Keywords: sustainability, value chain, supply chain, social responsibility, core competency</p>
Oct. 16	<p>Article: Dynamic Capabilities: What are They? by Eisenhardt and Martin (Danielle Holt) Article: Towards a Dynamic Theory of Strategy by M. Porter (Pilar Antivo)</p> <p>Case: The NY Times Pay Wall Case: Trip Advisor</p>
Oct. 23	<p>Case: Coca-Cola in 2011: In Search of a New Model</p> <p>Keywords: vertical integration, centralization/decentralization, merger and acquisition, franchising</p>
Oct. 30	Simulation Practice Round 1
Nov. 6	Simulation Round 1
Nov. 13	Simulation Round 2
Nov. 20	Simulation Round 3 and 4
Nov. 27	Simulation Round 5 and 6
Dec. 4	Simulation Round 7 and 8
Dec. 11	<p>Finals week Strategist Book Report Due</p>