

*University of Texas at Dallas / Strategic Management
Professor Lawrence J. Redlinger (Fall 2011)*

“Strategy is the great work of the organization. In situations of life or death, it is the Tao of survival or extinction. Its study cannot be neglected.”

Sun Tzu, The Art of War

Course: BPS 6310, Section 502, Strategic Management

Professor: Lawrence J. Redlinger

Term: Fall 2011

Meetings: Thursday 7:00-9:45 pm in SOM 1.117

Professor's Contact Information

Office Phone (972) 883-6188

Office Location MP 2.234 (the Administration Building)

Email Address: redling@utdallas.edu

Office Hours: By appointment and after class

General Course Information

Pre-requisites: OB 6301, MKT 6301, AIM 6201, AIM 6202, FIN 6301 or consent of the instructor

Course Description:

Strategic management consists of the analysis, decisions, and actions that organizations take to create sustainable competitive advantages. A firm's strategy is discerned in its determination of long-run objectives for the enterprise, its preferred courses of action and its resource allocations. The firm's strategy is designed to gain and sustain competitive advantage and compete successfully. Strategic management is the process by which managers, especially executives, develop and implement a firm's strategy. The course examines a variety of issues including environmental, competitor, and stakeholder analysis; strategy formulation; and strategy implementation and control. Global, ethical and governance issues are addressed as are managing across national boundaries, responding to environmental challenges, joint ventures and strategic alliances, headquarters-subsidary relationships, and developing global capabilities.

Learning Outcomes:

The course is designed for you to:

- Assess the resources and capabilities of firms,
- Identify key stakeholders in the firm
- Evaluate a firm's current strategy
- Analyze the external environment of a firm
- Design ethical strategic responses
- Integrate the skills acquired in your courses in Finance, Accounting, Marketing and Management Information Systems to **develop a strategic perspective** and craft a successful generic strategy.
- Understand and deeply appreciate the business implications of the clash of cultures, the diversity of social arrangements, the difficulties of standardization, the ethical issues, and the myriad conflicts that come with conducting business in the 21st century.

Required Text: **CONTEMPORARY STRATEGY ANALYSIS**, Robert M. Grant. 7th edition (2010) John Wiley and Sons Ltd. ISBN 978-0-470-747-100
An eBook edition is available ISBN 9780470620373

Class Schedule:

August 25: Introduction to Strategy and Management.

“Strategy decisions are important commitments of significant resources that are not easily reversible”

Course Objectives, Structure and Expectations. Discovery of Students’ Focus

Required Readings: CHAPTER 1 THE CONCEPT OF STRATEGY

Case ***Discussion: Madonna***

Assignment of Groups and Cases

September 1: GOALS, VALUES, AND PERFORMANCE

Required Readings: CHAPTER 2 GOALS, VALUES, AND PERFORMANCE

Case Discussion: Starbucks: The Coffee Goes Cold

September 8: INDUSTRY ANALYSIS

Readings: Grant, Chapter 3 and Chapter 4

The US Airline Industry in 2009

September 15: INDUSTRY AND COMPETITIVE ANALYSIS

Readings: Grant, Chapter 3 and Chapter 4

Ford and the World Automobile Industry in 2009

Rivalry in Video Games

September 22: RESOURCES AND CAPABILITIES

Readings: Grant Chapter 5 and 6

Wal-Mart Stores Inc., 2009

Eastman Kodak: Meeting the Digital Challenge

September 29: DEVELOPING RESOURCES AND CAPABILITIES

Readings: Grant Chapter 5 and 6

Manchester United: Preparing for Life after Ferguson

October 6: STRUCTURE AND MANAGEMENT SYSTEMS: STRATEGY IMPLEMENTATION

Readings: Grant Chapter 7

Procter & Gamble’s Organization 2005 Project

October 13-20: THE ANALYSIS OF COMPETITIVE ADVANTAGE

Readings: Grant Chapters 8, 9, and 10

AirAsia: The World’s Lowest Cost Airline

Harley-Davidson Inc., July 2008

Starbucks: The Coffee Goes Cold (revisited)

October 27: BUSINESS STRATEGIES IN DIFFERENT INDUSTRY CONTEXTS

Readings: Grant Chapters 11 and 12

Ford and the World Automobile Industry in 2009(revisited)

Raisio and the Benecol Launch [A] and [B]

Rivalry in Video Games (revisited)

November 3: BUSINESS STRATEGIES IN DIFFERENT INDUSTRY CONTEXTS

Readings: Grant Chapters 12 and 13

Cases: The New York Times.

Google Inc.: Running Amuck?

November 10-December 1: CORPORATE STRATEGY: MAJOR DIMENSIONS

Readings: Grant Chapters 14-17

American Apparel: Vertically Integrated in Downtown L.A.

Birds Eye and the UK Frozen Foods Industry

Euro Disney: From Dream to Nightmare

Richard Branson and the Virgin Group of Companies in 2007

Jeff Immelt and the Reinventing of General Electric, 2009

Bank of America's Acquisition of Merrill Lynch

W.L. Gore & Associates: Who's In Charge Here?

FINAL Examination

The timelines and positioning of cases are subject to change at the discretion of the Professor.

Course Grading

Your course grade will be based on the weighted average of:

- 1. Individual Class Participation,*
- 2. Individual Case/ Industry/Company Analysis and in class presentation*
- 3. Group Case Discussion, and the*
- 4. Final Examination.*

1. Individual Class Participation and Contributions (15%)

All students are expected to attend classes (no unexcused absences) and be prepared for discussion of the assigned materials. The instructor will call upon students to participate in class discussion and will evaluate the caliber of the contributions.

2. Individual Case/ Industry/Company Analysis and in class presentation (30%)

Each student will be assigned a designated case as listed in the schedule of the syllabus. The cases generally correspond to the issues presented in the Chapter(s) under discussion. Students are expected to address the issues in the cases with respect to the readings covered. Analysis should apply theories and concepts learned from the course. Typically, the cases present data on the key internal and external problems or challenges faced by the organization, the strengths and weaknesses, resources and capabilities of the organization, and its main strategy or contemplation of strategy change. Often we are asked to evaluate if the strategy is/will be successful? What would you recommend if you were the strategist for the organization?

Students are expected to present the case in class using appropriate media and turn in a copy of the presentation and a 2 to 3 page written analysis. Evaluation will be based on both the submitted analysis and the actual case presentation.

3. Group Case Discussion (25%)

Each group will research one of the company/industry cases listed in the syllabus and conduct a case analysis. Groups are required to find background information from various sources to bolster the information provided in the case (e.g., public filings, 10ks, internet sites, trade and business magazines, newspapers). At the time of the group case discussion, the group as a whole should submit a short written analysis (double spaced) analysis to the

instructor. The format is analogous to the individual case analysis. Evaluation will be based on both the submitted analysis and the actual case presentation in class.

4. The Final (30%)

The final examination will be an in class exercise utilizing a business case and will also ask you to demonstrate your knowledge of the materials covered during the semester. I will provide appropriate review materials.

Course Policies

Make-up exams: None

Class Attendance: Regular class attendance is necessary and expected for successful completion of this course.

Cell phones, Smart phones and other Computer based devices: All cell phones and smart phones are to be turned off and silenced during class time unless cleared ahead of time with the instructor. Computer based devices are to be used for materials directly related to the topics under discussion.

Classroom Citizenship: Preparation and contributions to class discussions are necessary for successful completion of this course. With regard to class contributions, key measures for assessment will be based on the following criteria: Are the points made relevant to the discussion? Do the points go beyond a recitation of the facts? Are the implications clearly drawn? Are the comments linked to those of others? Is there evidence of analysis vs. expression of opinion? Is the participant a good listener? Does the contribution further understanding of the issues?

Student Conduct & Discipline: The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, A to Z Guide, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3, and in Title V, Rules on Student Services and Activities of the university's Handbook of Operating Procedures. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity: The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Email Use: The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures: Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's Handbook of Operating Procedures.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy: As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of F.

Disability Services: The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:
The University of Texas at Dallas, SU 22
PO Box 830688
Richardson, Texas 75083-0688
(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is

hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days: The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated. The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

Off-Campus Instruction and Course Activities: Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address given below. Additional information is available from the office of the school dean. (www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm)

About the Professor

Dr. Lawrence J. Redlinger is Professor and Executive Director of the Office of Strategic Planning and Analysis at The University of Texas at Dallas. Prior to joining UTD, he was on the faculty at the University of Michigan and Northwestern University.

As Executive Director he is responsible for strategic analyses of the academic, administrative and financial components of the University. His office identifies trends and circumstances affecting higher education, and implements institutional planning and research to support the University's strategic plan. Dr. Redlinger reports to the President.

Dr. Redlinger received his doctorate from Northwestern University in 1969. His research interests are in the areas of demographic change, complex systems, organizational intelligence, strategic management and organizational change and development.

Dr. Redlinger has published numerous books, monographs, chapters and journal articles on a variety of topics including urban development, demographic and economic change, secrecy, spies and spying, how market forces operate in illicit markets, and higher education policy. He consults with private, not-for-profit, and public organizations on a wide range of issues including, strategy, demographic change, organizational intelligence/competitive intelligence, organizational design and organizational change.