
MANA 5336
Strategic Management
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Instructor: Jeffrey E. McGee

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Text: Essentials of Strategic Management: The Quest for Competitive Advantage, 6th Edition. ISBN: 978-1-259-92763-8. (5th Edition will also be acceptable). Capstone[®] Business Simulation (on line registration and fee). Download Team Membership Guide from website after registration. Capstone Business Simulation Online registration at Capsim.com – ID# C124626).

Course Overview

The primary thrust of this course is general management. It will be different from most of the courses you have had in functional areas (e.g., accounting, marketing) because you will be required to use a wide range of business knowledge and exhibit diverse skills. Therefore, it will be demanding and challenging because you must perform in topic areas where you have both strengths and weaknesses.

This course has historically been called “business/organizational policy,” and its sole purpose was to help the student “integrate” the knowledge he or she had developed in other courses in the graduate business program. Business policy traditionally had little content of its own. However, in recent years it has become increasingly apparent that all managers not only must apply knowledge from a variety of functional areas (e.g., accounting, marketing, finance), but also perform activities that require knowledge and skills not addressed in those areas. Some of the trends that reinforce this need include downsizing, delayering, empowerment, and intensified global competition. Therefore, it has become acknowledged that there is a unique body of knowledge that is not taught in functional business courses that should be taught in a course such as the nature of managerial work, strategy formulation and implementation, and organization design.

Course Objectives

The course has multiple objectives which include the following:

1. Developing a general management orientation; becoming able to analyze broad, organization-wide problems.
2. Integrating the business skills you have already developed and knowledge you have obtained. In the immediate future this should give you a better understanding of how your position(s) relate(s) to the overall performance of your organization. Also, much of this course is structured to simulate the job that many of you may have or will have in the near future -- a staff manager responsible for helping to develop recommendations on the strategic issues that face your organization.
3. Developing skills to solve the actual problems that today’s organizations are experiencing.

Learning Objectives for the course

1. Develop and reinforce a general management point of view that recognizes overall long-term and short-term organizational goals and multiple stakeholders.
2. Synthesize the diverse strands of functional disciplines learned in earlier courses into one integrative perspective.
3. Explain the three major strategic management elements: strategy analysis, strategy formulation, and strategy implementation.
4. Demonstrate the influence of global competition on firm strategy and performance.
5. Develop the ability to analyze internal and external environments of the business using tools such as five forces analysis, value chain analysis, and resource-based analysis.

6. Develop the ability to communicate the results of one’s analysis as well as to develop specific actionable recommendations.
7. Develop sensitivity to the ethical and social dimensions of corporate actions.
8. Assess a firm’s ability to develop and sustain a competitive advantage over its rivals.

Student Learning Outcomes

By the end of this course, you should be able to (1) *analyze* a particular business situation, (2) *identify* the significant problems, and (3) propose and justify *explicit solutions* that are realistic, effective, and efficient.

Achieving the Objectives

You will be required to complete three activities in order to achieve the identified objectives:

1. Complete Ten Chapter Quizzes. You will be required to complete 10 brief quizzes. These quizzes will contain ten multiple choice questions about the assigned text reading. You will only be able to take each quiz during the specified time period.
2. Students will work in groups to perform Capstone®, a simulation exercise. Each group will have responsibility for one company. Students will craft corporate- business-, and functional-level strategies. The company performance grade will be assigned on a group basis and will be based on your company’s stock price.
3. Annual Report. At the end of the simulation, each group will be required to submit an “Annual Report” describing the company’s performance during the 8 years (rounds of operation) and the plans for the future.

Grading

Your final grade will be determined on your performance of the following activities. Their respective weights are as follows:

1. Ten Chapter Quizzes	60%
2. Capstone® – A Business Simulation*	
Company Performance	30%
Shareholder’s Meeting and <i>Annual Report</i>	10%
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TOTAL	100%

* The company performance and shareholder meeting grades are subject to adjustment based on your group members’ peer reviews.

Instructor



Jeffrey E. McGee is an Associate Professor of Management and Maverick Entrepreneurship Fellow at the University of Texas at Arlington. He holds a Ph.D. in management from the University of Georgia and teaches courses in strategic management and entrepreneurship for the UT Arlington MBA program. Dr. McGee also regularly teaches similar courses for the Executive MBA program in China and Taiwan.

A major thrust of Dr. McGee’s research is dedicated to determining the dimensionality, measurement, and performance implications of various entrepreneurial personality characteristics such as self-confidence, narcissism, and entrepreneurial alertness. His refinement of the entrepreneurial self-efficacy scale, which appeared in *Entrepreneurship: Theory and Practice*, is one of the most widely adopted measures of this critical determinant of entrepreneurial intentions.

His work has been published in over 45 refereed journals including *Management Science*, *Journal of Business Venturing*, *Strategic Management Journal*, *Entrepreneurship: Theory & Practice*, *Journal of Small Business Management* and *Strategic Organization*. He has presented over 70 papers at some of the most prestigious academic conferences including the Academy of Management. Dr. McGee has also been cited in the *New York Times*, *BusinessWeek*, *Fort Worth Star Telegram*, *Dallas Morning News*, *Tampa Bay Times* and other news outlets.