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MGMT 600-D12 Strategy and Organizations

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XAVIER UNIVERSITY
College of Business Administration
Department of Management and Entrepreneurship

MGMT 600-D12 – Strategy and Organizations
Spring Semester 2012 (CRN #11842)

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Office Hours: Thursday (3 pm to 6 pm), and by appointment
Class Time: Thursday (5:30 pm to 9:40 pm)
Class Location: Xavier Deerfield Campus

COURSE OBJECTIVES
- Understand the strategic management process of mission, vision, goals, external environmental analysis, internal business analysis, strategy formulation, and strategy implementation, and the ongoing process of organizational renewal for survival and advancement.
- Deepen the conceptual understanding of the various stages of the strategic management process through several case studies that demonstrate the process in action.
- Develop, through case analyses, an ability to identify key business issues (strategy-level problems and challenges) faced by organizational leaders, analyze the business context and recommend appropriate solutions that ensure organizational viability.

WILLIAMS COLLEGE OF BUSINESS (WCB) MISSION STATEMENT
“We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.”

HOW THIS COURSE RELATES TO THE WCB MISSION
Effective and efficient organizations that generate value for investors, utilize resources optimally, provide stable employment and establish sustainable societies contribute directly to creating a just and humane society which is the goal of the Jesuit tradition. The strategic management process learned in this course enables students to employ the strategic management process to make organizations effective and efficient.
REQUIRED COURSE MATERIALS


Plus

Blue Ocean Strategy Game (BOSS) Simulation: Each student has to purchase an individual license at [www.stratxsimualtions.com](http://www.stratxsimualtions.com).

The *Wall Street Journal*, the *New York Times* and the *Economist* are also highly recommended readings. Other course materials, assignments, and announcements will be posted on Blackboard, given out in class, and/or e-mailed to you.

CLASS ATTENDANCE AND PREPARATION

1. A person seeking to demonstrate his/her mastery of the concepts addressed in this course will attend all class sessions and actively participate in discussions.
2. In rare and unavoidable circumstances when a person must be absent from a class, arrangements should be made to obtain lecture notes and handouts from another member of the class. Only one absence will be permitted for this semester.
3. For successful study, it is absolutely imperative that each person be well prepared for every class session. Prior to class time, assigned readings and activities must be completed if the learner wishes to gain an understanding of the concepts being addressed, to be in a position to raise pertinent questions, and to actively participate in discussion. Do not allow yourself to adopt a passive learning style.
4. Students are encouraged to ask questions, challenge each other and the instructor, and to reflect upon the material presented.
5. Classes will consist of lectures, small and large group discussions, videos, exercises, case analysis and presentations. Guest lecturers may be used.
6. Each student will complete assigned self-assessment tools following the instructions provided. Students will work in teams to be used as a reference group for in-class discussions, presentations and activities.

GRADING

50 points One Team Case Presentation (Done by team of 3-4 students)
50 points Midterm Exam (Individual)
250 points Blue Ocean Strategy Simulation (BOSS) (Done by team of 3-4 students)
100 points Two Concept Papers (Done by team of 3-4 students)
100 points Class Participation (Individual)
50 points Final Exam (Individual)
600 points TOTAL

A = 95%+  C+ = 75%-79.5%
A- = 90%-94.5%  C = 70%-74.5%
B+ = 85%-89.5%  D = 65%-69.5%
B = 80%-84.5%  F = below 65%

As the class progresses in time and as each of the grade components is completed, your earned grade will be entered in Blackboard. I will announce in class whenever the grade book on
TEAM PROJECT PRESENTATION (50 points). Teams will be formed by the professor. Each team will select a major business unit of a Fortune 500 company for strategy analysis and recommendation. The primary team will develop a SWOT matrix based on various secondary sources of information. The SWOT should reflect the best current knowledge about the business. Using the SWOT matrix, the team will develop strategy options, applying course materials and following the case analysis methodology. The team will also compare the class’ analysis with the organization’s actual “solution” by bringing the case current via an examination of external materials to find out what the organization has done since the time of the case. The team must then discuss with the class what the organization’s next steps should be, given the current situation. The emphasis is on seeing concepts in play in the real world.

No formal paper will be prepared, but you will submit a hard copy of your .ppt file along with an electronic submission. Grades will be determined by the quality of the content of the analysis (as shown in the strategy options development) and by the quality of the presentation (everyone in the team must present). The content quality of the options and their analysis will be determined by the degree of accuracy and thoroughness in application of the material to the case, and this will comprise 85% of the overall case grade. While the text authors recommend students use a long list of external sources provided in the text as the source for materials to use in their analysis, which is what you should do in the “real world”, I require you to use at least three external sources for the external environmental analysis and three for the internal environmental analysis. The remaining 15% of the points will be apportioned to the presentation itself. I will monitor to see that everyone is paying attention to presentations rather than working on other things, as well as asking the presenters questions.

Because we probably will not have time for everyone to ask each team a question, I will have a critique team for each case to write their questions on a sheet of paper during the presentations and also present the critique. The primary team is requested to send their ppt file as soon they reach 70 to 90% completion so that the critique team would have some idea on what they will be critiquing. Try to give maximum time possible to the critique team to study your ppt file. The critique questions cannot be “canned” questions—they must be specifically related to the content of the specific presentation. On these sheets, each critique team must also provide feedback on the clarity of the presentation and suggestions for improvements, such as organization of the presentation; clarity of the issues in the presentation; how well presenters respond to questions from the floor; how well they support each other in the presentation; and the degree to which they are enthusiastic about their project, are effective “presenters” (e.g., making eye contact with all of the audience); speak from knowledge rather than reading their portions, are poised and professional in the presentation (e.g., no gum-chewing, swaying); and effectively use visual aids (this could be Powerpoint, but it could also be using the chalk board, or some other visual aids). You should plan to take 30 to 45 minutes for your company case presentation.

CLASS PARTICIPATION (100 points): One’s ability to function effectively in a team environment is essential to your success in this course and in your business career. The course objectives and format are centered on a team-based orientation. Your class participation should demonstrate: (1) evidence of careful preparation of the reading material and cases; (2) clarity and conciseness of your recommendations; and (3) strong and convincing analysis to support your recommendations. Your attendance, preparation, and active involvement in class will be assessed. Adequate performance on individual / group cases and classroom discussions will not
be possible without regular class attendance and involvement. You are expected to read all assignments and cases prior to class and to actively participate in class discussions. An overall assessment of class participation points for each class will be recorded using the following scale:

VERY LOW SCORE: Absence (partial or complete, leaving or arriving after break time/s)  
LOW SCORE: Attended, but did not demonstrate active, informed involvement  
MEDIUM TO HIGH SCORE: Attended and contributed to discussions, reflecting a good understanding of material and evidence of preparation  
HIGH SCORE: Attended and demonstrated exceptional insight through comments and analyses

Class participation scores will be posted on Blackboard after the last class.

Absenteeism: My objective is to create an open and enjoyable classroom environment that is both intellectually stimulating and conducive to your growth as a business professional. But just to make sure I am fair to those who attend every class, attendance will be taken at the beginning of the class. If you miss two classes or part of two class sessions, your final class participation grade will be “rounded downward” by one letter grade (5%). If you are repeatedly late you will penalized for poor attendance.

BLUE OCEAN STRATEGY SIMULATION (BOSS) (250 points total). Each student has to purchase the BOSS software license at www.stratxsimulations.com. This is team-based simulation game that will be played in a multi-team competitive situation. The principles of strategic management will be applied in thinking and acting out various strategies that manage the firm in today’s and tomorrow’s time frames. The simulation will be played over 9 weeks. We will start from week#2 and end in week#12 (no simulation run on midterm exam day) which will give us 9 iterations with the simulation game. The final team scores, based on a composite score, in the simulation will account for 50% of the simulation grade. I will explain the simulation game and the final team scores and its component elements in class in the first few weeks. Grading for this component is composed of two parts. The first part is the team rank in the simulation game itself. The top team will get 100% and the bottom team will get 90% in this grading component which accounts for 50% of the total grade for simulation game. The rest of the team scores will be arithmetically computed between 100% and 90%. The other 50% of the grade for simulation is based on a written paper which is 3 to 4 pages long. The paper is about strategic insights that you have gained through the experiential learning in the simulation game. The key question addressed in the paper is how your concept of strategy has changed with the playing of the simulation game.

TWO CONCEPT PAPERS (100 points total): These two assignments - Papers 1 and 2 (assigned during the first two weeks of class) are team projects. Please select two out of the following four articles, and get electronic copies from the Xavier Library web site:

You are assigned to write **two one-page papers** – one for each article. In general, you are to read the article, identify the key concepts discussed in the article, and then consider the implications of the concepts discussed in the article relative to the company you work for currently. Each paper should contain the following three paragraphs:

1. **Paragraph 1** – **Executive Overview** – provide an overview of the articles and the key concepts presented. This abstract should be a comprehensive and succinct summary.
2. **Paragraph 2** – **Current Application** – describe how some (not all) concepts are currently applied within a company – If you are not sure, explain how you think they are applied.
3. **Paragraph 3** – **Potential Improvements and Concept Enhancement** – describe how the selected concepts in paragraph 2 above would/could improve over time in the future.

**EXAMS** (100 points total). Each exam will include a combination of objective (multiple-choice and True-False) items (50 points) and subjective (short-answer essay) items (50 points). Dates for the exams will be announced in the first class when the class schedule is discussed. Please go through the quizzes on Blackboard to prepare for the multiple choice part of the exams. The essay part of the exams will test your ability to make use of the concepts you have learned in class to suggest strategy options for a real company that is undergoing some strategic change. A short case-let will be given to illustrate the company situation.

**GENERAL COMMENTS**
- The syllabus is subject to change by class announcement.
- The material listed in the syllabus will be covered as the time permits.
- The textbook and completed assignments for that day **must be brought to each class session**.

**HONESTY**: All forms of cheating will result in an F for the course. Individual case papers may be discussed with your peers, but the completion of the report must be your own. The individual take-home final case final must be your own work.

**WITHDRAWAL AND CHANGES**
Please note the relevant and most recent calendar dates and academic regulations as published by Xavier University in its catalog.
**CLASS SCHEDULE**
Following table presents the assignments and content coverage for each class. In the first class, we will discuss the class schedule in detail along with the specific calendar dates to ensure the University holidays in the current semester are taken into account.

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Topics, Textbook Chapters and Readings</th>
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| Class #1 (26\(^{th}\) April) | Overview; Self-introductions; Course Expectations; Syllabus; Grading; Blackboard Materials, etc.  
Teams Formation  
Introduction/Overview of Strategy Concept  
“The CEO Mindset” (PowerPoint)  
Preparing an Effective Case Analysis  
Strategic Management Process | |
| Class #2 (3\(^{rd}\) May) | **Business Level Strategy** [CHAPTER IN TEXTBOOK]  
**Corporate Level Strategy** [CHAPTER IN TEXTBOOK]  
Introduction to the Blue Ocean Strategy Simulation (BOSS)  
*Case:* Stowell & Grogan, Best Deal Gillette Could Get? Proctor & Gamble’s Acquisition of Gillette, Kellogg School of Management case: KEL183-PDF-ENG  
| Class #3 (10\(^{th}\) May) | CLASS CANCELLED (DUE TO A GAS LEAK PROBLEM AT XAVIER)  
SHIFTED MATERIALS TO NEXT CLASS | |
| Class #4 (17\(^{th}\) May) | **Cooperative and Mergers & Acquisitions Strategies** [CHAPTERS IN TEXTBOOK]  
**BOSS Round Red: Run #1 (TRIAL RUN)**  
**International Strategies** [CHAPTER IN TEXTBOOK]  
*Case:* Klein & Wocke, Netcare’s International Expansion, Ivey case: 909M05  
**BOSS Round Red: Run #1 (TRIAL RUN) Strategic**  
**BOSS Round Red: Run #1**  
**BOSS Round Red: Run #2** | |
| Class #5 (24\(^{th}\) May) | **Entrepreneurship** [CHAPTER IN TEXTBOOK]  
**Teams** [CHAPTER IN TEXTBOOK]  
### Class #6 (31st May)

**BOSS Round Red: Run #3**

*Article: Vijay Govindarajan, Assemble the Dedicated Team: Seven common traps to avoid when building an innovation team, Harvard Business Review, September 2010*

### Class #7 (7th June)

**Reward and Control Systems [CHAPTER IN TEXTBOOK]**  
Case: Whitestone, People Express (A), Harvard Business School case: 9-483-103  

*“Bottom of the Pyramid” Concept (NO CHAPTER IN THE TEXTBOOK)*  

**BOSS Round Blue #2: Run #1**  
**BOSS Round Blue #2: Run #2**

### Class #8 (14th June)

**Organizational Change [CHAPTER IN TEXTBOOK]**  
*Article: Miles, Accelerating Corporate Transformations (Don’t Lose Your Nerve!), Harvard Business Review, January 2010*

**Corporate Governance and Culture (NO CHAPTER IN THE TEXTBOOK)**  
Half-hour lecture on “Corporate Governance”  

**BOSS Round Blue #3: Run #1**

### Class #9 LAST CLASS (21st June)

**Sustainability and Longevity (NO CHAPTER IN THE TEXTBOOK)**  
Half-hour lecture on “Adaptive capacity and longevity of the corporation”  
*Article: Nidumolu, Prahalad & Rangaswami, Why Sustainability is Now the Key Driver of Innovation, Harvard Business Review, Sept 2009*

**BOSS Round Blue #3: Run #2**  
**BOSS Round Blue #3: Run #3**

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**Team Project Presentations**

**Team Project Presentations**

**Course and Instructor Evaluations**  
Final Exam  
**Second Concept Paper Due**  
**“Strategic Insights” Paper Due**