2017

MGMT 550-01 Strategy and Organizations

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Xavier University  
Williams College of Business  

MGMT 550-01: Strategy and Organizations (rev. 1/4/17)  
Spring 2017  

Dr. Lynda Kilbourne

**Class Meetings:** Mondays 6:00 – 8:30 PM  Smith 346

**Contact Information:**  
314 Smith Hall (Suite 309)  email: kilbourn@xavier.edu

Office: 513-745-3513  Mobile: 859-802-0220

**Office Hours:**  
M & W: 2-4 pm; R: 2:30-3:30  
and by appointment or phone (or email, where appropriate)

**Required cases and articles:** Posted on Canvas.

**Optional Reading:** If assigned, will be available on Canvas or distributed in class.

**Optional Texts:** Two optional custom texts are listed for this course on the Xavier University Bookstore’s website. If you do not have an undergraduate business degree or if it has been a while since you earned your business degree, then purchasing these custom texts is advisable. I will do a few “mini-lectures” on the basics of these topics in class, so you are likely to find it helpful to review/study the additional information in the optional texts. Because you are expected to use the material in these two custom-published texts in completing your assignments for the course, and you will be penalized on your assignments if you do not, I strongly advise you to buy copies and use them, or use the copy of each that I have placed on 2-hour reserve in the McDonald Library for my class.

**Williams College of Business Mission Statement:**

“We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.”

**How Course Relates to Mission:**

Students taking this course will learn how to implement management practices and make decisions within organizations with the goal meeting the needs of all types of stakeholders.

**Course Description:**

Our emphasis for the semester will be on managerial responsibilities within organizations as they relate to creating and implementing strategy, making sound decisions related to organization structure/design, staffing, performance management, and change, and leading and managing employees as individuals and in groups. We will be discussing methods of assessing and acting on strategic opportunities, solving managerial problems, taking on issues associated with corporate citizenship and ethics, and coping with the challenges a company faces in a competitive and constantly changing external environment. We will emphasize application of concepts to actual business situations.
Communication with Students regarding Class:
I will use Canvas to post documents regarding class assignments, articles to read for class, cases for analysis, changes to class meetings due to illness or weather, etc. I will also email class members with important information regarding the class via the mail function in Canvas, which uses your XU email account. It is your responsibility to regularly check both sources on a timely basis to keep abreast of class information. If you prefer to receive emails through an alternate email address rather than to your XU account, be sure to forward your Xavier email to your alternate address.

Class Format
I combine lecture with interactive discussion, activities, occasional guest lectures, and short video clips during class periods. I have found that students get more out of the class when we discuss the material, rather than our class consisting of a steady diet of my talking while you listen. In MBA courses, a critical aspect of your learning is hearing the experiences and opinions of your fellow students. This entails your participating in our class discussions as well as attentively listening when others are making contributions. Our discussions will center on applying the course material to a variety of business situations so you can develop an understanding of how you can use the concepts in your career. I have also found that the students who perform the best are the ones who take the best notes in class—probably because of two factors: they are working harder to gain information from class and because the notes provide an external aid to memory.

Articles and organizations are assigned for most class periods. The articles represent current thinking on the topic for the week and provide management practice background. The focal organizations will be used to explore how course concepts and the content of assigned articles relate to real company situations. You are responsible for reading the article(s) and doing brief research on the focal organization for each class where they are assigned, preparing to discuss both. Your preparation, therefore, should entail becoming very familiar with the content of the article(s), relating it to the assigned organization, and being prepared to answer questions posed to you about it whether called upon to do so or by volunteering your opinion in class discussions. Completing the Integrative Assignments as scheduled in the syllabus (see more information below) will assist you in being ready for our discussions during classes. Therefore, you should consider this your “Class Participation” grade.

In addition, we may have additional opportunities for development this semester. For these occasions, I will make adjustments to our syllabus and assignments. This may involve you writing a Reflection Paper about the session instead of the usual IA. These papers are 1-page reflections in which you consider how you have benefited from participating in the activity and how our material applies. They will count 50 points if they are assigned, so the point total possible will adjust accordingly. You must be present to participate in the activities in order to earn points. Because of the nature of these events, you will not be able to make up this work. The percentage of total points needed for the various grade cut-offs will remain the same.

While the quality of your participation in our class discussions is not explicitly included in your course grade, I will take it into consideration when calculating final grades. If you come to class unprepared, are frequently absent, make few contributions to discussion, fail to make substantive contributions to our discussions, or do not participate fully as a team in our IA discussions, your grade will be negatively impacted.
<table>
<thead>
<tr>
<th>WCB Learning Goals &amp; Objectives</th>
<th>How MGMT 550 Meets Objectives</th>
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<tbody>
<tr>
<td><strong>Strategic Thinking &amp; Leadership:</strong> WCB MBAs will be able to position organizations in chosen market areas, compete successfully and satisfy stakeholders with the objective of achieving superior organizational performance.</td>
<td>---MBA students will demonstrate the appropriate knowledge of …management… ---Company project, case analyses, contributions to class discussions</td>
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<tr>
<td>---MBA students will demonstrate the appropriate knowledge of …management…</td>
<td>---Business Strategy topic, management project, case analyses, class discussions</td>
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<td>---MBA students will demonstrate the ability to articulate a vision and set and prioritize strategic objectives.</td>
<td>---All strategy topics, management project, case analyses, class discussions</td>
</tr>
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<td>---MBA students will formulate business strategies utilizing their understanding of the key functional areas of business.</td>
<td>---Team assignment, Cooperative Strategies topic, Leadership topic, class discussions</td>
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<td>---MBA students will practice and assess their capacity to influence others, collaborate and encourage cooperation toward organization goals.</td>
<td>---International Strategy topic, Change topic, case analyses, management project, discussion of assigned cases</td>
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<td><strong>Global Perspective and Cultural Diversity:</strong> WCB MBAs will be able to work across cultural boundaries, whether these are geographical or societal, in that they possess a recognition and appreciation of the global environment of business and an understanding and appreciation of diversity.</td>
<td>---MBA students will evaluate and integrate economic, political, technological, environmental and societal issues into their decision making and show competencies required to compete in the global environment in their analyses.</td>
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<tr>
<td>---MBA students will incorporate the concepts of global diversity and inclusiveness in their analyses and decision making.</td>
<td>---Case analyses, management project, International Strategy topic, Culture topic, Change topic, class discussions</td>
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<td><strong>Critical Thinking:</strong> WCB MBAs are able to clarify problems, generate and evaluate alternatives using appropriate analytical and quantitative techniques and draw conclusions.</td>
<td>---MBA students will evaluate organizations and recommend optimal strategies and actions demonstrating their ability to understand context, frame problems and use appropriate analytical and quantitative techniques. ---Management project, case analyses, discussion of assigned organizations</td>
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<td>---MBA students will demonstrate their ability to clearly summarize issues and support decisions in writing.</td>
<td>---Presentation and discussion of case analyses with class</td>
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<td>---MBA students deliver professional presentations accompanied by the appropriate technology</td>
<td>---Team case analyses, discussion of case analyses with class</td>
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<tr>
<td>---MBA students demonstrate effective interpersonal communications skills in teams.</td>
<td>---Case analyses, management project</td>
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Grade Components

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<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>Individual Work:</td>
<td></td>
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<tr>
<td>Integrative Weekly Assignments (10 papers)</td>
<td>300</td>
</tr>
<tr>
<td>General External Environmental Analysis (GEEA)</td>
<td>100</td>
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<tr>
<td>SWOT (Interpretation of GEEA) for 1 Company</td>
<td>100</td>
</tr>
<tr>
<td>PFF for the Same Company</td>
<td>100</td>
</tr>
<tr>
<td>Team Case Analyses &amp; Presentations (2 papers)</td>
<td>400</td>
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TOTAL POINTS 1000 points

Brief Description of Grade Components

Team Case Analyses Overview
You will work in your teams on two case analyses in which you apply our material to a real organization. You will be writing your papers on an actual organization described in a case that I will provide. The objective of this assignment is for you to gain experience evaluating what types of changes in strategy may be beneficial for an organization and to assess what the implications are for an organization when it decides to change its strategy, and then what adjustments must be made in the organization’s system to support the changes in strategy. More details will be provided in the Team Case Instructions. In the Team Case Part 1 Paper, you will apply the material from the first half of the course. In the Team Case Part 2 Paper, you will apply the material from the second half of the course. Your team will also present your case analyses in class. You should plan a 15-20 minute presentation for your discussion with the class, depending on how many teams we need to have this semester.

Case Analysis papers are to be prepared using the Case Analysis Instructions, which will be posted on Canvas. Case Analysis papers must be turned in no later than the beginning of class on the date the case is scheduled for discussion. Please turn in your paper emailing it to me at kilbourn@xavier.edu. You may also turn in a hard copy, but please send an electronic copy to me. Also send a copy of your PowerPoint by 4 p.m. the day of the presentations, so that I can load them onto the classroom’s PC.

Integrative Assignment
These ten short papers, worth 30 points each, are designed to get you thinking about the week’s topic in an integrative fashion, applying the assigned reading(s) to a focal organization listed for that week in the syllabus. This course requires students to be prepared to discuss the assigned material when they come to class. Each integrative paper should be about 1 to 2 pages in length. Further details regarding this assignment are provided in the IA Guidelines. This assignment serves as the primary mechanism for insuring full class participation. Late papers will not be accepted, though if you must
miss class, you may email your paper to me no later than 4 p.m. the day it is due, so that I can take it to class with me to have your team incorporate your ideas into our class discussion. This should be a very rare occurrence!

**Individual Papers**

You will work individually on three papers to gain experience using 3 fundamental analysis processes for strategic planning. Paper 1 is an analysis of the general external environment. Paper 2 is a SWOT analysis for a company of your choosing, preferably one where you are currently or were formerly employed—but NOT one that is already assigned for this class (see listings in the syllabus and our team case list). Paper 3 is a PFF for the same organization. Further information regarding the details of these papers will be provided in separate instructions, which I will provide later.

**Honesty**

*Any dishonesty* will result in a grade of *F* for the assignment and, depending on the severity of the dishonesty, potentially for the entire course. Primarily, (although not exclusively), dishonesty involves the representation of another’s work as your own. This includes plagiarism of any material you turn in as an assignment.

**What is plagiarism?**

- Plagiarism is using the work of another as if it were your own, without enclosing the words of others in quotations.
- Plagiarism is copying from the Internet, from a web page, or from another person without giving credit. This includes copying and pasting content from a source into the text of your paper.
- Plagiarism is using ideas which are not your own without giving credit to the source of those ideas. Citing the source of an idea is required even if you have paraphrased the author’s words.
- Plagiarism can be applied to ideas, research, art, music, graphs, diagrams, websites, data, books, newspapers, magazines, plays, movies, photos, and speeches.

**Attendance**

I do not officially take attendance, but the papers you must complete for most classes serve that purpose. Your performance in this course is in your hands. My goal is to have an interesting and valuable class period each time we meet. If you elect not to come to class, however, it is your responsibility to obtain notes from another student to catch up on any material you have missed. Be aware, though, that for most nights, missing class will result in loss of points, unless your work is turned in to me by 4 p.m..

**Final Grade Calculation**

When I calculate grades at the end of the semester, I will use the following scale:

<table>
<thead>
<tr>
<th>Points</th>
<th>Grade</th>
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<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>930-1000</td>
<td>A</td>
<td>800-829</td>
<td>B-</td>
</tr>
<tr>
<td>900-929</td>
<td>A-</td>
<td>770-799</td>
<td>C+</td>
</tr>
<tr>
<td>870-899</td>
<td>B+</td>
<td>700-769</td>
<td>C</td>
</tr>
<tr>
<td>830-869</td>
<td>B</td>
<td>below 700</td>
<td>F</td>
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SCHEDULE AND AGENDA

Integrative Assignments (IAs) are due every class marked with an *.

Class #1 Jan. 9, 2017: Orientation and Review of Assignments & Course Requirements, Team Assignments Managerial Decision Making

Jan. 16 Martin Luther King, Jr., Holiday – Xavier closed.

Class #2 Jan. 23, 2017: Team Case Work – class does not meet

Class #3* Jan. 30, 2017: Decision Making and Strategic Planning

Articles: 01 Developing Consensus on Firm Competencies 02 Hitt Chapters 3 (on Canvas)

IA on: Porter Airlines

Optional: Hitt Text Chapters 1 and 4; Baldwin Text Chapter 1, Cost Leaders vs. Differentiators (in Canvas Readings)

Individual Paper 1 due.

Class #4* Feb. 6, 2017: Business Strategy

Articles: 03 Zoom In, Zoom Out 04 Escalation of Commitment: When to Stay the Course 05 How the Mighty Fall

IA on: Procter & Gamble or J. C. Penney

Optional: Hitt Text Chapter 4, 6

Class #5* Feb. 13, 2017: Corporate Strategy, including Mergers & Acquisitions and Cooperative Strategies

Articles: 06 Motivated to Acquire

IA: General Electric Aviation

Optional: Hitt Text Chapters 6, 7

Individual Paper 2 due.
Class #6*  Feb. 20, 2017: Corporate Strategy, continued: International

Articles:  07 Taking A Chance: A Formal Model of How Firms Use Risk in Strategic Interactions with Other Firms

IA on:  McDonald’s

Optional:  Hitt Text Chapter 8

Class #7*  Feb. 27, 2017: Organization Design & Structure

Articles:  08 Walking the Tightrope: An Assessment of the Relationship Between High-Performance Work Systems and Organization Ambidexterity

NO IA due!  Kilbourne will discuss Westinghouse Corporation (compare Round Rock, TX, to Irmo, SC)

Optional:  Hitt Text Chapter 8

Individual Paper 3 due.

March 6-10  Spring Break

Class #8  Mar. 13, 2017: Team Case Presentations

***Team Case Papers due by 4 p.m. electronically***

Class #9*  Mar. 20, 2017: Integrative lecture on organization structure design to achieve a strategic plan.

IA on:  Xavier University

Optional:

Class #10*  Mar. 27, 2017: Performance and Control

Articles:  09 The Relationship Between Organizational Structure and Organizational Control

IA on:  Walmart

Optional:  Hitt, Chapter 11
Class #11* Apr. 3, 2017: Managing Employee Performance

Articles: 10 Organizational Citizenship Behavior, Version 2.0
11 Is This How I’ll Be Treated?

IA on: CocaCola

Optional: Baldwin Text Chapter 5

Class #12* Apr. 10, 2017: Motivation & Performance Management

Articles: 12 Directive vs. Empowering Leadership
13 Finding Meaning Through Volunteering
14 Global Volunteerism is Good for Business

IA on: IBM

Optional: Baldwin Text Chapter 4

Class #13* Apr. 17, 2017: Organizational Culture

Articles: 15 Cultural Change that Sticks
16 Creating an Ethical Culture

IA on: Lego

Optional: Baldwin Text Chapter 6, Kilbourne’s PowerPoints on Culture

Class #14 Apr. 24, 2017: Change Management

Articles: 17 Change Management (from A Virtuous Cycle)
18 Revolution vs. Evolution

No IA due: Dr. Kilbourne will discuss Xavier University & others

Optional: Baldwin Text Chapter 6

Class #15 May 1, 2017

Team Case Paper Preparation—consultation with Dr. Kilbourne