

2017

# MGMT 550-04 Strategy and Organizations

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**College Mission:** At Xavier's Williams College of Business we educate students of business, enabling them to improve organizations & society, consistent with the Jesuit tradition.

**How Course Relates to Mission:** This is a survey course introducing students to the principles of managerial behavior (managing people & leading organizations), strategic management (setting & implementing strategic direction for the company), & strategic human resource management (employee recruitment, selection, & performance evaluation). You will learn about relevant management theories, concepts, & frameworks as well as how to apply them to actual business situations.

**Class/Instructor Information:**

Class Time:	100% on-line (asynchronous)	Modules for each week will open on Canvas the Friday before the week starts
Instructor:	Dawn M. Tolonen, MBA	E-mail: <a href="mailto:tolonend@xavier.edu">tolonend@xavier.edu</a>
Office:	338 Smith Hall	Office Phone: 513-745-3144
Office Hours:	By appt. (virtual or physical)	Cell Phone: 513-667-4288 (call & text)

**Class Materials:**

- HBR case packet (Required)
  - Use the link below to order online. You will need the entire package for class. The course pack is \$58.76.
  - <http://cb.hbsp.harvard.edu/cbmp/access/57469984>
- *Strategy & Organizations ACP MGMT550 Edition*, Cengage Custom Book, Hitt (Optional)
  - ISBN-13: 978 1 305 30792 6
- *Strategy & Organizations MGMT550 Edition*, McGraw Hill Custom Book, Baldwin (Optional)
  - ISBN-13: 978 1 308 23715 2
- *Wall Street Journal* (Recommended)
  - Special \$1 a week student subscription (includes digital & print). Use the link below to order on-line.
  - [https://store.wsj.com/v2/shop/60616004?trackingCode=aaqntppl&cid=WSJ\\_SC\\_NA\\_SALE\\_PROF](https://store.wsj.com/v2/shop/60616004?trackingCode=aaqntppl&cid=WSJ_SC_NA_SALE_PROF)

**Class Format:**

Applying management theory through business case analysis is the primary method for MGMT550. 'Classes' are 8 asynchronous online modules. The modules will open, or become available to you, on the Friday before the week begins. Modules are made available to you sequentially to create a community of learners among all of the students in the course, and support your interaction with each other as well as the course content. Within each module you will find topic information, all of the activities you are responsible for completing, along with due dates, instructions, and links for submitting assignments.

All assignments for this course will be submitted electronically through Canvas unless otherwise instructed. Points you earn for activities will be posted to the Canvas Grade Book. Click on the 'Grades' link in the course menu to view your assignment scores. Please make a habit of checking it regularly to ensure you and I are on the same page in terms of your submissions and posted grades.

In order to get the most benefit from this course you should expect to spend 7 to 12 hours per week working on the subject matter and assignments (keep in mind this includes the time you would normally spend in class each week). Get in the habit of logging in to our course daily or at least every other day. If you fall behind you lose the ability to engage in meaningful discussions with the other members of this course, and it is difficult to get caught up. I strongly encourage you to look at your calendar now and block off those 7 to 12 hours for the next 8 weeks.

The value you receive and the grade you earn are in your hands. My goal is to provide you materials and assignments that challenge your thinking, and help you learn in a safe environment while providing you transferable skills. Our journey together will be educational AND fun as long as you take responsibility for your participation and attitude.

**Course Policies:**

- **Academic Honesty:** Any *dishonesty* will result in a *grade of F* for the assignment &, 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. Remember to always cite your sources.
- **Netiquette:** The discussion boards are created to provide an opportunity for you to actively engage in meaningful conversation on a particular topic or issue. You are encouraged to provide your honest viewpoint while being respectful of the views of your classmates.
  - **Do's**
    1. Do remember there is a human behind the text on the screen; treat others as you would want to be treated.
    2. Do communicate simply, clearly, pleasantly and politely.
    3. Do use correct grammar & spelling.
    4. Do read the prompt, reflect on what you would like to say, and review what you've written before posting.
    5. Do respect the privacy, beliefs & opinions of others; challenge ideas but not each other personally.
    6. Do share knowledge that would be of interest to others.
    7. Do stick to the discussion prompt at hand when posting to a forum.
    8. Do use humor & sarcasm carefully. Others cannot see your facial expressions or hear any voice inflections.
    9. Do check into our Canvas site on a daily basis.
    10. Do post frequently & support others in the learning community.
    11. Do subscribe to the discussion boards so you will receive all updates.
  - **Don'ts**
    1. Don't type in ALL CAPS. This is regarded as shouting.
    2. Don't rant or flame. This is not the place to vent your anger or start a fight.
    3. Don't make inappropriate comments. Objectionable, sexist, or racist language will not be tolerated.
    4. Don't waste others' time with unimportant, undesired or overly large submissions.

Discussion Boards are public forums, so whatever is posted can be seen by everyone in the course, including me. If you want to send a private message, use individual email.

- **The Class Lounge Discussion Forum** is a public space for conversation with your classmates on any topic or question - particularly when the conversation doesn't seem to fit in the other discussions. Express concerns, ask questions, and get to know each other here. Chances are good if you have a question someone else in the class will have the same question and/or the answer to your question.
- **Due Dates:** All assignments must be submitted on or before the due date by 11:59 pm **Eastern Time**. Late submissions will automatically receive a minimum 10% grade point reduction.
- **Communication:**
  - Email is the best way to contact me; I will reply within 24 hours (weekends & holidays may be an exception).
  - I will advise of any changes to the syllabus on Canvas. I will also email any important announcements using your XU email account on Canvas. It's your responsibility to check Canvas & email regularly.
  - I'm happy to meet with any student who needs additional assistance with this course. Please email me or see me to arrange additional time. There are many virtual meeting options if you are not able to come to campus for a meeting in person.
- **Accessibility Policy:** It is my goal that this class be an accessible & welcoming experience for all students. If you are a student with a disability who may have trouble participating or effectively demonstrating learning in this course, contact me to arrange an appointment to share your Accommodation Letters from Disability Services & to discuss your needs. Disability related information is confidential. If you have not contacted Disability Services (located in the Learning Assistance Center) to arrange accommodations, I encourage you to do so by contacting Cassandra Jones, by phone at 513-745-3280, in person on the Fifth Floor of the Conaton Learning Commons, Room 514, or via e-mail at [jonesc20@xavier.edu](mailto:jonesc20@xavier.edu) as soon as possible as accommodations are not retroactive.

- **FERPA:** Understand that your work may be seen by others. Others may see your work when being distributed, during group project work, or if I choose to use it for demonstration purposes. There is also a possibility that your papers may be submitted electronically to another entity to be checked for plagiarism.
- **The Office of Student Success:** Available to assist you to make the most of your Xavier experience. Personal staff consultations, success coaching, referrals to on-campus Solution Centers, & guidance to effectively navigate your college experience are central to their work. Please visit <http://www.xavier.edu/student-success/> to learn more or contact them at 513-745-3036, email: [studentretention@xavier.edu](mailto:studentretention@xavier.edu) or visit 514 Conaton Learning Commons.
- **The Learning Assistance Center (LAC)** provides support services to facilitate learning. The LAC has two main purposes: tutoring and disability services. The tutoring services include subject specific tutoring, drop-in sessions, study skills assistance, and Supplemental Instruction (SI). For students with documented disabilities, services include accommodations such as extended time on exams, reduced distraction testing environment, note-taking assistance, and assistive technology. Services are provided in a positive and encouraging environment, which promotes appreciation for diversity and *cura personalis*. Students in an online course can contact the LAC at (513) 745-3280 to set up an appointment. The LAC is located in the Conaton Learning Commons room 514. <http://www.xavier.edu/learning-assistance-center/index.cfm>.
- **The Writing Center** offers free one-on-one tutoring on writing assignments for all Xavier students. Students in an online course can contact the Center at (513) 745-2875 to set up an appointment. Sessions can be conducted in multiple ways, including discussions by phone and by email at [writingcenter@xavier.edu](mailto:writingcenter@xavier.edu). The Writing Center is located in the Conaton Learning Commons room 400. <http://www.xavier.edu/learning-assistance-center/index.cfm>.
- **Technical Requirements**
  - Internet connection (DSL, LAN, or cable connection desirable)
  - Access Canvas through a supported Web browser (Firefox, Safari, IE). To ensure that you are using a supported browser and have required plug-ins please run the Check Browser Tool from the Technology Services Web site.
  - Check your computer against Xavier’s suggested minimum computer requirements: <http://www.xavier.edu/ts/students/Computer-Recommendations.cfm>.
- **Technical Assistance:** If you need technical assistance at any time during the course or to report a problem with Canvas, contact the HELP Desk at (513) 745-HELP/4357 or visit the <http://www.xavier.edu/ts/helpdesk/> or contact Canvas at 855-778-9967.

• **Grading:**

Assignment	Point Value	Percent	Due Date
XU Student Online Tutorial	10	1%	3/14
Syllabus Quiz	10	1%	3/14
Team Maker Survey (CATME)	NA		3/15
Individual Journal Entries	80	8%	Weekly
Discussion Posts	200	20%	Weekly
Individual Assignments	300	30%	See Schedule
Team Case Written Report	200	20%	5/3
Team Case Narrated Presentation	100	10%	5/3
Team Presentation Peer Reviews	50	5%	5/6
Team Peer Reviews (CATME)	50	5%	5/6
Canvas Course Evaluation	NA		5/6
Total	1,000	100%	

**Letter Grade Calculated as Follows:**

Points	Grade
930 – 1,000	A
900-929	A-
870-899	B+
830-869	B
800-829	B-
770-799	C+
730-769	C
Below 730	F

**Brief Description of Graded Assignments (additional information provided on Canvas):**

- **XU Student Online Tutorial: 10 pts.** Online tutorial & 12 questions quiz
- **Syllabus Quiz: 10 pts.** 10 question quiz about the course syllabus
- **Individual Journal Entries: 80 pts.**  
Reflection, a core Xavier value, invites us to pause and consider the world around us and our place within it. Use your journal to reflect on the principles we have reviewed and how they apply to your career. Your entries should be about a page in length. Feel free to write more if you're feeling inspired. Your journal will only be viewed by me. There are 8 journal entries worth up to 10 points each. You may journal in a document or as a video recording. Please review the Journal grading rubric for more information.
- **Discussions Posts: 200 pts.**  
Your experiences & perspectives are very important to your classmates. Discussion Posts are designed to give you the opportunity to share your thoughts & participate in the class by responding to others' insights. We will use the class discussion board weekly. Everyone is expected to be an active participant, providing both initial posts and response posts based on assignment directions. You will have to post your initial comments before you will be able to read posts from your classmates. A successful online student takes an active role in the learning process; discussion boards are a replacement for in-class conversations.  
Your posts should show that you have read the material, given thought to the topic & applied your knowledge to the discussion questions. Ideally, the frequency of your participation in discussions will go beyond the minimum expectations outlined in each discussion. The only way to earn top points for discussion boards is to post more than the minimum required times & to move the discussion forward with your comments. There are 8 discussions that are worth up to 25 points each. Please review the Discussion Board grading rubric for more information.
- **Individual Assignments: 300 pts.**  
Designed to help you think critically about the subject matter, these assignments will integrate strategy subjects & real business examples.
  - Assignment 1: Case Analysis Coach – online tutorial from Harvard Business Publishing. 50 pts.
  - Assignment 2: Business Ethics – evaluate the ethical considerations of a case. 100 pts.
  - Assignment 3: Resume Review – submit your resume & cover letter & do a critique of 2 classmates' submissions. 50 pts.
  - Assignment 4: Talent Spotting – interview a manager & write a paper about what you learned from the manager in terms of employee development and how it fits into the corporate strategy. 100 pts.
- **Team Case Project: 400 pts.**  
You will prepare a comprehensive case analysis as a team and present your case to the class. Your task is to work as a team to apply our course material to a company of your choosing (company selection must be approved by me). The objective of this assignment is for you to gain experience evaluating what types of changes in strategy may be beneficial for an organization & to assess what the implications are for an organization when it decides to change its strategy. There are 4 components to your team case project grade:
  - Written Report: Determined by how well you analyze the company & the quality of your recommendations. 200 pts.
  - Case Presentation: Determined by how well you summarize your case recommendations & rationale in a presentation to the class. 100 pts.
  - Team Presentation Peer Reviews: Each team will critique the case project of 2 other teams. 50 pts.
  - Team Peer Review: You will evaluate the performance of your teammates & yourself on team projects. Be aware that peer reviews have the potential to affect your final team project grade. Do your part so you don't receive a poor review; don't rely on teammates to carry your load. 50 pts.
- **Note on Assignments:** Throughout the course there are required, non-graded assignments designed to support the topics. Remember, learning involves more than earning a grade.

Week /Date	Module Opens	Topic	Assignments/Readings	(Optional Readings)	Due Dates
Start Here	3/6	Syllabus, Introductions	XU Student Online Orientation Tutorial Syllabus Quiz Team Maker Survey – CATME.org		3/14/17 3/14/17 3/15/17
#1 – 3/13	3/6	Strategic Management – Overview The Internal & External Environment	Discussion 1: Ice Breaker Discussion 1 Replies Assignment 1: Case Analysis Coach Online Tutorial Journal Entry 1 What is Strategy? Your Strategy Needs a Strategy	(Hitt Ch. 1, 2 & 3)	3/15/17 3/18/17 3/19/17 3/19/17
#2 – 3/20	3/17	Ethics	Discussion 2: Ethics Discussion 2 Replies Team Operating Principles Journal Entry 2 Gravity Payments: \$70,000 Minimum Salary Company Who is This Guy?	(Baldwin Ch. 4)	3/22/17 3/25/17 3/25/17 3/26/17
#3 – 3/27	3/24	Unit & Business Strategy Corporate Strategy	Discussion 3: Corporate Strategy Discussion 3 Replies Assignment 2: Business Ethics Journal Entry 3 Walt Disney Co: The Entertainment King	(Hitt Ch. 4 & 6)	3/29/17 4/1/17 4/1/17 4/2/17
#4 – 4/3	3/31	Mergers & Acquisitions International Strategy	Discussion 4: M&A Discussion 4 Replies Journal Entry 4 Walmart Around the World	(Hitt Ch. 7 & 8)	4/5/17 4/8/17 4/9/17
#5 – 4/10	4/7	Organizational Design, Structure, Culture & Diversity	Assignment 3: Resume Review Initial Submission Discussion 5: Diversity Discussion 5 Replies Journal Entry 5 & Assignment 3 Resume Peer Reviews LGBT Issues at Exxon Mobil Corp.	(Hitt Ch. 11 & Baldwin Ch. 13)	4/12/17 4/12/17 4/15/17 4/16/17
#6 – 4/17	4/14	Motivation & Performance Managing Employee Performance	Discussion 6: Talent Spotting Discussion 6 Replies Journal Entry 6 21 <sup>st</sup> -Century Talent Spotting How Do You Motivate Employees?	(Baldwin Ch. 6, 7 & 12)	4/19/17 4/22/17 4/23/17
#7 – 4/24	4/21	Problem Solving Change Management	Discussion 7: Change Assignment 4: Talent Spotting Discussion 7 Replies Journal Entry 7 The Marvel Way: Restoring a Blue Ocean	(Baldwin Ch. 3 & 14)	4/26/17 4/29/17 4/29/17 4/30/17
#8 – 5/1	4/28	Leadership	Discussion 8: Leadership Team Case Project – Written & Presentation Discussion 8 Replies Journal Entry 8 Peer Reviews – Team Members & Projects Canvas Course Evaluation What Makes a Leader? Ricardo Semler: A Revolutionary Model	(Baldwin Ch. 8 & 9)	5/3/17 5/3/17 5/6/17 5/6/17 5/6/17 5/6/17

**Learning Goals – Williams College of Business MBA Program:**

**Strategic Thinking & Leadership**

Learning Goal: WCB MBAs will be able to position organizations in chosen market areas, compete successfully, & satisfy stakeholders with the objective of achieving superior organizational performance.

- (1) MBA students will demonstrate the appropriate knowledge of accounting, finance, management, marketing, & strategic integration.
- (2) MBA students will demonstrate the ability to articulate a vision & set & prioritize strategic objectives.
- (3) MBA students will formulate business strategies utilizing their understanding of the key functional areas of business.
- (4) MBA students will practice & assess their capacity to influence others, collaborate, & encourage cooperation toward organization goals.

**Global Perspective & Cultural Diversity**

Learning Goal: WCB MBAs will be able to work across cultural boundaries (geographical & societal) in that they possess a recognition & appreciation of the global environment of business & an understanding & appreciation of diversity.

- (1) MBA students will evaluate & integrate economic, political, technological, environmental & societal issues into their decision making & show competencies required to compete in the global environment in their analyses.
- (2) MBA students will incorporate the concepts of global diversity & inclusiveness in their analyses & decision making.

**Ethics & Social Responsibility**

Learning Goal: WCB MBAs are able to foster an ethical climate in their roles & responsibilities in business & society.

- (1) MBA students will recognize ethical issues & demonstrate the skills necessary to analyze information & make informed, ethical decisions in complex, conflicting or ambiguous environments or situations.

**Critical Thinking**

Learning Goal: WCB MBAs are able to clarify problems, generate & evaluate alternatives & draw conclusions.

- (1) MBA students will evaluate organizations & recommend optimal strategies & actions demonstrating their ability to understand context, frame problems & use appropriate analytical & quantitative techniques.

**Effective Written & Oral Communication**

Learning Goal: WCB MBAs are proficient in written & oral communication.

- (1) MBA students will demonstrate their ability to clearly summarize issues & support decisions in writing.
- (2) MBA student deliver professional presentations accompanied by the appropriate technology.
- (3) MBA students demonstrate effective interpersonal communications skills in a team setting.

**Student Learning Objectives for MGMT550:** Upon course completion, you will have new skills in these critical areas:

- Strategic Thinking & Leadership:
  - You will be able to construct appropriate goals & tools for human resource management.
  - You will be able to recommend a strategic direction for a company based on your analysis.
- Global Perspective:
  - You will be able to research cultural diversity in an international organization.
  - You will be able to compare domestic & global business perspectives.
- Ethics:
  - You will be able to evaluate corporate leadership styles in the context of ethical decision making.
  - You will be able to choose an ethical course of action when making management decisions.
- Critical Thinking:
  - You will be able to articulate the principles of managerial behavior.
  - You will be able to analyze the internal & external environment affecting a company's performance.
- Communication:
  - Written - You will be able to write a clear, concise analysis of a business situation.
  - Oral - You will be able to deliver a professional business presentation.