UNIVERSITY OF NORTH TEXAS
DALLAS CAMPUS

ADMINISTRATIVE STRATEGY

Course Information

Course Number/Section  BUSI 5190/090
Term              Fall 2012
Days & Times      TU 7:00PM - 9:50PM
Classroom        DAL2 213

Professor Contact Information

Professor      Dr. Banu Goktan
Email Address  banu.goktan@unt.edu
Office Location  DAL2 317
Office Hours  Mon. 9:30am – 11:30am; 1:00pm – 2:00pm  
               Wed. 8:30am - 11:30am; 1:00pm - 2:00pm  
               Tue. 5:00pm – 7:00pm

Course Description

A capstone course providing the integration of functional areas, requiring students to determine policy at the general- or top-management level. Students address strategic organizational problems and optimization of the total enterprise. Lectures, case analysis and special topics.

Student Learning Objectives:

The specific objectives of BUSI 5190, Administrative Strategy, are:

1. to develop your capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its present strategy, and its opportunities for gaining sustainable competitive advantage;

2. to build your skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide them with a stronger understanding of the competitive challenges of a global market environment;

3. to give you hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions;

4. to acquaint you with the managerial tasks associated with implementing and executing company strategies, drill them in the range of actions managers can take to promote competent strategy execution, and to develop your confidence in being able to function effectively as part of a company’s strategy-implementing team;
5. to integrate the knowledge you gained in earlier core courses in the business school curriculum; to illustrate how the various pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be managed in strategic harmony for a company to operate in winning fashion;

6. to develop your powers of managerial judgment, to build your skills in assessing business risk, and improve your ability to create results-oriented action plans; and to make more conscious about the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

**Required Textbooks and Materials**

There is no required textbook.

**Reading Book:**

**Harvard Business Publishing cases that you need to purchase:**

Course link:
http://cb.hbsp.harvard.edu/cb/access/14718478
You will have access to the course materials for 6 months.
After you register, you can get to the coursepack at any time by doing the following:
1. Visit hbsp.harvard.edu and log in.
2. Click My Coursepacks, and then click Strategy - MBA

**Simulation:**

<table>
<thead>
<tr>
<th>Company</th>
<th>Registration Code</th>
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<tbody>
<tr>
<td>Company A</td>
<td>30885-BGN-A</td>
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<tr>
<td>Company B</td>
<td>30885-BGN-B</td>
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<td>Company C</td>
<td>30885-BGN-C</td>
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<tr>
<td>Company D</td>
<td>30885-BGN-D</td>
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<tr>
<td>Company E</td>
<td>30885-BGN-E</td>
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**Blackboard**
You will need a Blackboard account for this class. This will be the method of communication. I will post information about the course and grades on blackboard.

**Grading Scale**
A= 90-100%
B= 80-89
C= 70-79
D= 60-69
F= 59 and below

**Tentative Point Distribution**

13 Articles * 10 points  130

Article Presentation  40

10 Cases * 10 points each  100

Participation  40

The Strategist Book Report  100

Simulation Quiz 1  20

Simulation Quiz 2  20

Individul Simulation Performance  50

**TOTAL**  500 Points

**Course Policies**

*Class Attendance*
For the class to work well and for you to benefit from it, attendance and preparation for each class meeting is essential.

*Articles*
Each student is expected to read the articles and submit a one to two page (single spaced) review of each article by 7pm on the day that the article will be discussed. Students will be graded based on their understanding of the material.

Each student will summarize and discuss the assigned articles in class. Each article presentation and discussion should be at least 30 minutes long. Students are expected to relate their articles to the cases that are assigned for the day of their presentation. Students should also explain and include the keywords that correspond with their presentaitons.

*Cases*
Each student is expected to read the case and submit a one to two page (single spaced) review of each case by 7pm on the day that the case will be discussed. Students will be graded based on their understanding of the material. Each student is expected to come to class prepared to discuss the case.
Participation
Starting on the second day a student misses class without a college approved excuse, 10 points will be deducted from the participation grade. A maximum of 10 points each day will be deducted for not being prepared to discuss the case or for not participating.

Book Report
Each student is expected to read the book titled “The Strategist: Be the Leader Your Business Needs” and write a 5 page (double spaced) report on the book. Students will be graded based on their understanding of the book and their ability to critically evaluate the material covered in the book. Book report is due during the finals week.

Simulation
Each group will run their own company and compete with each other in this strategy game applying strategy concepts discussed in class.

Extra Credit
None

Students with Disabilities (ADA Compliance)
The University of North Texas Dallas faculty is committed to complying with the Americans with Disabilities Act (ADA). Students' with documented disabilities are responsible for informing faculty of their needs for reasonable accommodations and providing written authorized documentation. For more information, you may visit the Office of Disability Accommodation/Student Development Office, Suite 115 or call Laura Smith at 972-780-3632.

Academic Integrity
Academic integrity is a hallmark of higher education. You are expected to abide by the University’s code of conduct and Academic Dishonesty policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University’s policies and procedures. Refer to the Student Code of Conduct at http://www.unt.edu/csrr/student_conduct/index.html for complete provisions of this code.

Student Evaluation of Teaching Effectiveness
The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught.

Bad Weather Policy
On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas Campuses main voicemail number (972) 780-3600 or search postings on the campus website www.unt.edu/dallas. Students are encouraged to update their Eagle Alert contact information, so they will receive this information automatically.
**Course Outline**
This schedule is subject to change by the instructor. Any changes to this schedule will be communicated by Blackboard e-mail.

<table>
<thead>
<tr>
<th>DATE</th>
<th>LECTURE TOPIC</th>
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| Sept. 4 | Introduction  
             Team Assignments |
| Sept. 11 | Article: What is Strategy by M. Porter (Johnathan Sanders)  
                  Article: From Competitive Advantage to Corporate Strategy by M. Porter (Ricky Ross)   
                  Case: Apple Inc.   
                  Keywords: Sustainable competitive advantage, market positioning |
| Sept. 18 | Article: How Competitive Forces Shape Strategy by M. Porter (Autumn Dillon)  
                     Article: The Five Forces that Shape Strategy by M. Porter (Ervin Powers)   
                     Case: E-bay Inc. and Amazon.com   
                     Keywords: 5 forces in the industry, switching costs, first mover advantage |
| Sept. 25 | Article: Industry Structure and Competitive Strategy by M. Porter (Tara Abrams)   
                     Case: Colgate-Palmolive   
                     Case: Wal-Mart   
                     Keywords: Generic strategy, globalization, competition, core competency, strategic positioning, growth strategy, innovation |
| Oct. 2  | Article: Choosing the United States by M. Porter (Angela Murthil)  
                     Article: Clusters and the New Economics of Competition by M. Porter (Lola Fajemirokun)  
                     Article: Competitive Advantage of Nations by M. Porter (Donielle Johnson)  
                     Article: The Looming Challenge to US Competitiveness by M. Porter (Yan Feng)   
                     Case: Language and Globalization: "Englishnization" at Rakuten   
                     Keywords: culture, global employees, globalization |
| Oct. 9  | Article: Creating Shared Value by M. Porter (Alejandro Huerta)  
                     Article: Strategy and Society by M. Porter (Jesus Antivo) |
<table>
<thead>
<tr>
<th>Date</th>
<th>Case Studies</th>
<th>Articles</th>
<th>Keywords</th>
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</thead>
<tbody>
<tr>
<td>Oct. 16</td>
<td>Case: Sustainable Tea at Unilever</td>
<td>Article: Dynamic Capabilities: What are They? by Eisenhardt and Martin (Danielle Holt) Article: Towards a Dynamic Theory of Strategy by M. Porter (Pilar Antivo)</td>
<td>sustainability, value chain, supply chain, social responsibility, core competency</td>
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<td></td>
<td>Case: The Clorox Company: Leveraging Green for Growth</td>
<td>Case: The NY Times Pay Wall Case: Trip Advisor</td>
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<td>Oct. 23</td>
<td>Case: Coca-Cola in 2011: In Search of a New Model</td>
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<td>vertical integration, centralization/decentralization, merger and acquisition, franchising</td>
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<tr>
<td>Oct. 30</td>
<td>Simulation Practice Round 1</td>
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<td>Nov. 6</td>
<td>Simulation Round 1</td>
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<td>Nov. 13</td>
<td>Simulation Round 2</td>
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<td>Nov. 20</td>
<td>Simulation Round 3 and 4</td>
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<td>Nov. 27</td>
<td>Simulation Round 5 and 6</td>
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<td>Dec. 4</td>
<td>Simulation Round 7 and 8</td>
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<td>Dec. 11</td>
<td>Finals week</td>
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<td>Strategist Book Report Due</td>
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