

**STRATEGIC PLANNING & ORGANIZATIONAL ANALYSIS (MGMT 250)**  
**MBA Program-Cedar Falls Campus**  
**Syllabus for Fall 2009**

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**INSTRUCTOR**

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**REQUIRED TEXT**

DeWit, B. & Meyer, R. (2004). Strategy Process, Content, Context: An International Perspective (3<sup>rd</sup> edition). London: Thomson Learning (ISBN 0324282710).

**COURSE OBJECTIVES**

**Foundational knowledge.** Students who complete the course should understand the central debates, issues, and paradoxes facing the study and practice of strategic management. Reading assignments will present students with an opportunity to familiarize themselves with the discipline's foundational knowledge and will confront and reinforce that knowledge in the context of classroom discussion and constructive debate.

**Application and integration.** Students will identify strategic issues in examples raised in classroom discussion and in case analyses and will integrate application skills and foundational knowledge to decide plausible solutions to complex business problems.

**Societal impact.** Students will identify and articulate interpenetrating impacts of strategic initiatives and societal stakeholders. Students will recognize inherent paradoxes in balancing key stakeholder demands and contributions in resolving complex business problems and will propose steps to confront those paradoxes in strategic analyses.

**Independent learning.** Students will strengthen their capabilities for asking and answering their own questions regarding disciplinary knowledge of strategic management practices and outcomes. Students will 'interrogate' strategic management literature regarding a specific topic and inform peers of their findings, leveraging students' learning and empowering them to engage in independent study after completion of the course.

## ASSIGNMENTS & GRADING

<i>GRADED ASSIGNMENTS</i>		<i>GRADING SCALE</i>			
<u>Course Component</u>	<u>Weights</u>	<u>Percent</u>		<u>Percent</u>	
Annotated Bibliography	.20	95.0 – 100	A	75.0 – 77.5	C
Seminar Report	.20	90.0 – 94.5	A-	70.0 – 74.5	C-
Case Analysis	.20	88.0 – 89.5	B+	68.0 – 69.5	D+
Article Synthesis	.20	85.0 – 87.5	B	65.0 – 67.5	D
Citizenship	.20	80.0 – 84.5	B-	60.0 – 64.5	D-
		78.0 – 79.5	C+	Below 60.0	F
Total	1.00				

**Annotated Bibliography.** Each student will prepare an annotated bibliography reporting current knowledge regarding a key subtopic of strategic management or organization study, as assigned by the instructor. The purpose of the assignment is two-fold. First, the assignment will strengthen the student's ability to study independently so that the student's education can continue after the end of the course. Second, students will share their reports with the class so that all will have an opportunity to understand the most current state of knowledge for sub-topics widely acknowledged to be most central to the discipline.

The annotated bibliography will include 10 (plus or minus 1) influential scholarly articles on the assigned topic and will include a 1-page (maximum, single-spaced) summary for each article<sup>1</sup>. The citation for each article will be listed at the top of the summary page using the standard citation format of the American Psychological Association (APA). Students will provide a 5-page synthesis (single-spaced) that: 1) explains how the topic is important enough to attract intellectual attention; 2) reports research results to outline the current state of knowledge of the topic; and 3) uses an example from current news, from cases discussed in class, or from the student's own experience to examine an organization's strategic action relevant to the assigned topic.

By the session during which the student is scheduled to present the annotated bibliography, the student will provide the instructor with both a hard and soft copy of the annotated bibliography. The soft copy will be a single adobe (.pdf) file consisting of the 5-page summary report followed by each of the article summaries. The soft copy will be sent to me via e-mail to the address listed on the first page of this syllabus, whereas the

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<sup>1</sup> For all written assignments in this class, use APA (American Psychological Association) style for formatting reports and citations. Additionally, use 1-page margins on all 4 sides of the page and use 12-point Times New Roman font.

hard copy will be handed to the instructor prior to your presentation. Late submissions of hard or soft copies of the assignment will result in substantial penalty.

**Seminar Report.** The seminar component of the course is designed to facilitate deep, ongoing discussion of key theoretical frameworks that have shaped and continue to guide knowledge production in strategic management and organization analysis. Each group will read and present an original contribution that outlines key disciplinary concepts, debates, issues, and paradoxes. Your group will prepare a 5-page (single-spaced) summary and response to the reading and will provide both a hard and soft copy of the report to the instructor by the session during which you are scheduled to present it. Submit the soft copy of the report according to the same instructions outlined for submitting the soft copy of the annotated bibliography. Late submissions of hard or soft copies of the assignment will result in substantial penalty.

The response to the reading should be taken seriously, as this is your opportunity to add value beyond that provided by the author(s) of the readings to your peers' understandings of the material. Your response should use approximately 2 pages of space and should examine the authors' central ideas and/or frameworks in the light of evidence from current practice, from cases discussed in class (or in another class), or from students' own experiences.

**Case Analysis.** Student teams will prepare case reports and present them to the class each time we discuss textbook material. Each of the six cases we will examine offers an opportunity to use the material we are discussing during that session to analyze the strategic issues presented in the case. Student teams will provide a 5-page (single-spaced) report that outlines their problem statement, their analyses, and their recommendations. A suggested format and criteria for assessing the quality of the reports will be provided in class.

**Article Synthesis.** Each student team will read, summarize, and present a synthesis of the supplemental readings in our textbook for an assigned topic. For the assigned session, the student team will prepare a 1-page (single-spaced) written summary of each reading and a 1-page (single-spaced) synthesis of all the readings. Additionally, the student team will present its findings to the class during the assigned session.

By the session during which the student team is scheduled to present the articles and synthesis, the team will provide the instructor with both a hard and soft copy of the report. The soft copy will be a single adobe (.pdf) file consisting of the 1-page synthesis report followed by each of the article summaries. The soft copy will be sent to me via e-mail to the address listed on the first page of this syllabus, whereas the hard copy will be handed to the instructor prior to your presentation. Late submissions of hard or soft copies of the assignment will result in substantial penalty.

**Citizenship.** Citizenship, or participation in the course refers to the extent to which an individual's presence in class and in a group contributes to the intellectual development of the rest of the class. Students' citizenship will be assessed both by the instructor and by the group by means of an assessment of individual contributions to group work that the entire group will complete together at the end of the course. The form to complete this assignment is found on WebCT and should be submitted to the instructor along with the final case project report during the last class session. The citizenship portion of the grade will rarely change a student's grade from what it would

be without that component. I will adjust the citizenship grade to reflect unusually high or low levels of group and classroom contribution, at my discretion.

### **ACADEMIC INTEGRITY**

Any form of academic dishonesty, such as plagiarism, cheating on exams, copying another's work, etc. will be immediately referred to the Assistant Provost for disposition according to University policies. Disciplinary actions can include suspension or expulsion. Please see the University's policies regarding academic honesty in the University of Northern Iowa catalog.

### **ACCOMODATION OF SPECIAL NEEDS**

If you have special needs as addressed by the Americans with Disabilities Act please notify me immediately. Reasonable efforts will be made to accommodate your needs. If you have not done so already, please contact the Office of Disability Services located at 213 Student Services Center (273-2676).

### **PROGRAM OF STUDY**

#### **Aug 27    Orientation to the Course**

Review the syllabus  
Introductions and team rosters  
Exercise: 'Murder One'  
Expectations regarding article syntheses, case analyses, and seminars

Readings:  
DeWit & Meyer, Chapter 1

#### **Sep 3        Organization Purpose & Performance**

Readings:  
DeWit & Meyer, Chapter 11

Article Synthesis (Group 1): Readings 11.1-11.4

Case Analysis (Group 3): Nike and the University of Oregon

Seminar (Group 5): Culture and paradox

#### **Sep 10      Processes of Strategy-Making & Strategic Change**

Readings:  
DeWit & Meyer, Chapters 3 & 4

Article Synthesis (Group 2): Readings 3.2, 3.X, 4.2, 4.3

Case Analysis (Group 4): Caterpillar

Seminar (Group 6): Culture and performance

#### **Sep 17      Organizational Context, Culture & Competence**

Readings:

DeWit & Meyer, Chapter 9

Article summaries (Group 3): Readings 9.1-9.4

Case Analysis (Group 5): Chicago Museum

Seminar (Group 1): The structure of culture

**Sep 24      Technical and Institutional Environments**

Readings:

DeWit & Meyer, Chapter 8

Article Synthesis (Group 4): Readings 8.1-8.4

Case Analysis (Group 6): Ducati

Seminar (Group 2): Diagnosing and changing culture

**Oct 1        Business-Level Strategies**

Readings:

DeWit & Meyer, Chapter 5

Article Synthesis (Group 5): Readings 5.1-5.4

Case Analysis (Group 1): Grupo Elektra

Seminar (Group 3): Culture change and performance

**Oct 3        Mid-term Exam/Workshop for annotated bibliographies**

**Oct 8        Corporate-Level and Cooperative Strategies**

Readings:

DeWit & Meyer, Chapters 6 & 7

Article Synthesis (Group 6): Readings 6.2, 6.X, 7.2, 7.4

Case Analysis (Group 2): Proteome Systems

Seminar (Group 4): Corporate culture survival guide

**Oct 15      Presentations of annotated bibliographies**

**Oct 22      Presentations of annotated bibliographies**

**Oct 29      Presentations of annotated bibliographies**

**Nov 5        Final Exam/Turn-in final papers**