

MGNT 4660: Strategic Management

Instructor: John Upson, Ph.D.
 Room 2218, Richards College of Business
 Phone: 678-839-4835
jupson@westga.edu (preferred communication)

Office Hrs: T R 7:30-11:00am, 1:30-2:00pm, 3:30-4:30pm

Textbook: Mastering Strategic Management, v. 1.0.1 by Dave Ketchen and Jeremy Short.
 Electronic book from FlatWorld Knowledge available at:
<https://students.flatworldknowledge.com/course/2309413>
 eISBN: 978-1-4533-4562-7

Casebook: Strategic Management
 Author: Upson (selected cases from Rothaermel, F. Strategic Management 2e)
 ISBN: 9781308309682
 Go to: create.mheducation.com/shop and search on 9781308309682

COURSE SCHEDULE

The following schedule is subject to revisions.

Date	Day	Chapter	Topic	Assignments due
1/6	TU		Introduction	
1/8	TH	1	Mastering Strategy	
1/13	TU	2	Leading Strategically	
1/15	TH		Leading Strategically	Case 1: Facebook
1/20	TU	3	External Environment 1	
1/22	TH	3	External Environment 2	Case 5: Ikea
1/27	TU	4	Resources 1	Case 6: Starbucks
1/29	TH	4	Resources 2	Case 4: Strategy and Serendipity
2/3	TU		RCOB Field Exam	
2/5	TH		Catch-up	
2/10	TU		Exam 1	
2/12	TH	5	Business Strategy 1	Case 10: Circuit City
2/17	TU	5	Business Strategy 2	Case 12: Automotive technology
2/19	TH	6	Competitive Moves 1	Case 11: Li Ning
2/24	TU	6	Competitive Moves 2	Case 15: Yum! Case 14: Samsung
2/26	TH	7	Global	Case 16: Byd
3/3	TU	7	Global	Case 17: Alibaba
3/5	TH		Catch-up	
3/10	TU		Exam 2	
3/12	TH	8	Corporate Strategy 1: Related diversification	Case 13: Porsche
3/17	TU		Spring Break - no class	
3/19	TH		Spring Break - no class	
3/24	TU	8	Corporate Strategy 2: Unrelated diversification	Case 18: Microsoft
3/26	TH		Corporate Strategy 3: M&A	
3/31	TU	8	Corporate Strategy 4: Renewal	Case 21: Qantas Airlines
4/2	TH	9	Org design	Case 19: Sony
4/7	TU	10	Governance and Ethics	
4/9	TH	10	Governance and Ethics	
4/14	TU		In-class exercise	
4/16	TH		Projects due	Competitive business plan
4/21	TU		Final Exam	

--- Dates in shade are mandatory attendance ---

OVERVIEW

Prerequisites: ECON3402, FINC3511, MGNT3600, MKTG3803

Based on the Prerequisites you should have a basic understanding of....

1. Clear and Concise Writing (ENGL 1101)
2. Financial Accounting (ACCT 2101)
3. Basic Economic Analysis (ECON 2105)
4. Basic Management Principles (MGNT 3600)
5. Corporate Finance (FINC 3511)
6. Marketing policies and practices (MKTG 3803)
7. Flow of goods and services to customers (MKTG 3803)
8. Statistics applied to business research (ECON 3402)

Course Description and Objectives

Strategic Management explores the challenges involved in leading business enterprises from a top management perspective. Rather than focusing on a particular functional area (production, marketing, finance, accounting, information systems, human resources, etc.) this course considers the business organization as a whole. Much of the course is devoted to the examination of current strategies and the competitive, economic, political, and social conditions that managers face in their industries.

The class stresses the use of appropriate concepts, processes, and frameworks to attack business problems and issues. A major emphasis of the course is to encourage strategic thinking based on an integrated and comprehensive analysis. To a great extent, the process of problem analysis and solution will be emphasized. In other words, emphasis is on how well you can *critically analyze* comprehensive business issues. Creativity, teamwork, and courage will be highly valued. Your preparation for and participation during class are extremely important to achieving the objectives of this course.

Learning Objective

The objective of this course is to help you think about business problems and solutions in a comprehensive manner. We examine various frameworks that show how all of the pieces connect and what this means for a firm's strategy. This course is intended to enhance your education in the following ways:

1. To develop your capacity to think strategically about a company, its business position, how it can gain sustainable competitive advantage and formulate plans to ensure organizational viability. (BBA 4, BBA 6)
2. To develop skills using strategic and functional level analytical tools in a variety of companies and industries to facilitate the development and implementation of effective business strategy. (BBA 2, BBA 4)
3. To integrate and synthesize knowledge gained in business core courses into a comprehensive approach to managing a multifunctional business organization. (BBA 4, BBA 6)
4. To organize and present strategic and operational information appropriate to professional standards and practices. (BBA 1, BBA 3)

Classroom Environment

It is expected, but not mandated, that you regularly attend class. All material discussed in class and contained in the text/handouts/videos is subject to inclusion on quizzes/tests. Attendance is required for exams, quizzes, team or individual presentations, case studies, and guest speakers. When attending class, students are expected to:

- Arrive on time (I reserve the right to reduce your grade for habitual tardiness)
- Be prepared
- Ask questions and make comments on the material
- Be considerate of others
- Refrain from sleeping or chattering excessively
- Silence cell phones

Other Course Policies

- Indicate your section and full name on all written assignments and presentations, even those submitted through email and CourseDen.
- Email has become a popular communication mode, yet many emails are far too informal for business communication (i.e., unpunctuated, sloppily written, and using greetings such as 'Hey'). Because of this, all email correspondence must be of professional quality (see document posted in the START HERE folder of CourseDen).
- It is the student's responsibility to access all content posted on CourseDen and emailed to the student.
- Unforeseen changes in the syllabus and assignments will be announced in CourseDen email.
- It is the student's responsibility to regularly check their CourseDen email.
- Missing the first graded assignments is grounds for being dropped from the course.

GRADES

Grade Composition	
RCOB field assessment	3%
Case study quizzes	12%
Case study participation	10%
Competitive business plan	20%
Exams (Exam 1 15%; Exams 2&3 20% each)	55%

Grade Scale	
A	90.0 – 100%
B	80.0 – 89.9%
C	70.0 – 79.9%
D	60.0 – 69.9%
F	0 – 59.9%

Assignment	Detail
RCOB field assessment	This assessment is administered by the RCOB administration and covers your entire experience in the college of business. Exam will be given in class February 3 .
Case studies quizzes	There will be 15 mini-case study analyses this semester. They are all in the case book listed above. You are responsible for reading the cases prior to class and being prepared to discuss the contents in class. Grading will be assessed as follows: <ul style="list-style-type: none"> • Prior to discussing each case, students will be quizzed on the content. I will average the highest 12 scores on the cases.
Case studies participation	During case study discussions, I will call on students by name to discuss particular points of the case. Success/failure to discuss adequately will be recorded.
Competitive business plan	Students will analyze an industry and identify two firms: a lead firm and an inferior firm. The lead firm should have a strategic resource and competitive advantage. Students will then build a business plan for the inferior firm that will hopefully negate the lead firm's competitive advantage. The plan must include at least three competitive moves by the inferior firm and description of how the lead firm will react to them.
Exams	Exams may have short essay, true/false, and multiple-choice questions. Exams draw on everything we cover in the course, including readings, class discussions, exercises, cases, and guest speaker presentations. Exam Make-Up Policy: There will be no make-up for exams except for the reasons listed below. Unexcused absences from an exam will result in a zero score. An excused exam absence is defined by one of the following: <ol style="list-style-type: none"> 1. University-sanctioned activity. Written, verifiable notification of the activity must be provided and validated by the instructor at least 72 hours prior to the scheduled exam. 2. Verified medical absence. A written and verifiable note, stating that you were physically unable to take the exam as scheduled due to your illness, must be presented to me no more than 72 hours after the exam. 3. Other hardship cases provided that you have obtained the required approval of the university.

The instructor reserves the right to modify the grade scale, graded items, and content of class as necessary.

QUALITY OF SUBMISSIONS

Any assignment submitted for a grade must be accurate in terms of format, grammar, punctuation, and spelling. I use the “rule of three” when grading all assignments: if I find three or more errors, the assignment will receive a 0 grade and the student will **not** have the opportunity to correct and resubmit the assignment. Please carefully proofread all content prior to submitting it to me.

Also, be aware of the following:

- Written assignments should be typed. Use 12 point Times New Roman font, 1-inch margins, and single space.
- Written assignments should be professionally formatted.
- Submit all assignments in Dropbox on CourseDen.
- Late assignments will receive a grade of “0” unless appealed directly in advance. Do not expect positive appeals. Timeliness is one of the most important aspects of business.

HONOR CODE and DISABILITIES

The Honor Code

At the University of West Georgia we believe that academic and personal integrity are based upon honesty, trust, fairness, respect and responsibility.

Students at West Georgia assume responsibility for upholding the honor code. West Georgia students pledge to refrain from engaging in acts that do not maintain academic and personal integrity. These include, but are not limited to, plagiarism, cheating, fabrication, aid of academic dishonesty, lying, bribery or threats, and stealing.

Definitions:

- Plagiarism - “representing the words or ideas of another as one’s own. Direct quotations must be indicated and ideas of another must be appropriately acknowledged”
- Cheating - “using or attempting to use unauthorized materials, information or study aids”
- Fabrication - “falsification or unauthorized invention of any information or citation”

Penalties for Breach of Academic Integrity

Each incidence of academic dishonesty is subject to review and consideration by the instructor, and is subject to a range of penalties including but not limited to failing the assignment, failing the course, and referral to Office of the Vice President for Academic Affairs.

NOTE: Violations of the academic honesty policy may result in expulsion from the University.

Further details regarding Student Conduct can be found in Appendix A of the UWG Connection and Student Handbook.

Americans with Disabilities Act

If you are a student who is disabled as defined under the Americans with Disabilities Act and requires assistance or support services, please seek assistance through the Center for Disability Services. A CDS Counselor will coordinate those services. See <http://www.westga.edu/~dserve/>.

Students with disabilities needing academic accommodation should:

1. Register with and provide documentation to the Coordinators of Disability Services in the Student Development Center
2. Bring a letter to the instructor indicating the need for accommodation and what type. This should be done during the first week of class.

This syllabus and other class materials are available in alternative format upon request. Further details regarding student disabilities can be found in the Student Handbook.

OTHER

Student Rights and Responsibilities: Please carefully review the information at the following link:

http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf

The document at this link contains important information pertaining to your rights and responsibilities in this class. Because these statements are updated as federal, state, university, and accreditation standards change, you should review the information each semester.

Credit Hour Policy (3 credit hours): For approximately fifteen weeks, students in this class will generally spend 150 minutes with direct faculty instruction (either face-to-face or online) and work about 360 minutes outside of the classroom each week. This out-of-class work may include, but is not limited to, readings, assignments, projects, group work, research, and test preparation.

TEXTBOOK DETAILS

Book Title: Mastering Strategic Management, v1.0.1

Author(s): Dave Ketchen and Jeremy Short

ISBN: 978-1-4533-4562-7

Institution: University of West Georgia

Course Title: Strategic Management

Course Number: MGNT 4660

Accessing the book

Simply go to the course URL:

<https://students.flatworldknowledge.com/course/2309413>

If you lose this URL, simply go to www.flatworldstudents.com and find your class using my name, the course name, or institution.

Products and costs

There are a variety of products to support the learning experience: Black and White or Color printed books, Print it Yourself PDFs, Audio and eReader book formats as well as study aids and homework and quiz services. Prices range from \$0 to \$34.95. There is no cost to read the book online and the all-inclusive option (All Access Pass) costs \$34.95. For a detailed list of products and services related to your adopted textbook, all you need to do is click on your course link to view the options.

Customer Support

The answer to many common questions can be found under the Educator FAQ link:

<http://www.flatworldknowledge.com/educator-faqs>

If you still can't find the answer to your question, customer support is available Mon - Fri from 9AM to 5PM (EST).

Contact:

Chat: <http://www.flatworldknowledge.com/contact-us>

Phone: [877-257-9243](tel:877-257-9243)