

# Richards College of Business, University of West Georgia

## MGNT 4660: Strategic Management Spring Semester 2016

**Sec. # 02 – TuTh 11:00 am - 12:20 pm, Classroom 115 Adamson Hall**

**Instructor:** Kim Green, Ph.D., CFA

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**E-mail address:** Through CourseDen  
or kgreen@westga.edu

**Office hours:** Tue & Thur: 8:00a – 11:00a,  
1:00p – 2:00p, 3:30p – 4:30p,  
or other by appointment or email

**PREREQUISITES:** FINC 3511 and MGNT 3600 and MKTG 3803 and (ECON 3402 or MATH 2063) and ACCT 2101 and ACCT 2102 and BUSA 2106 and CISM 2201 and ECON 2105 and ECON 2106

**CREDIT HOUR POLICY (3 credit hours):** Each week 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. This out-of-class work may include, but is not limited to, readings, assignments, projects, group work, research, and test preparation.

**COURSE DESCRIPTION:** This course offers an integrative approach to the study of the total enterprise from the executive management's point of view--the environment in which it operates, the direction management intends to head, management's strategic plan and the task of implementing and executing the chosen strategy. The course is designed to equip the student to analyze and respond effectively to complex, real-world challenges that managers face as they make decisions about a business' strategy. The course covers the analysis of external environmental changes, internal organizational governance and resource allocation mechanisms, and competitive positioning in the formulation of a strategy to create a position of sustainable competitive advantage. The course focuses on the job, perspective, and critical skills of the general manager.

**COURSE OBJECTIVES:** The major objective of this course is to give students the opportunity to analyze complex business situations and require them to integrate their knowledge of all areas of business. The course helps students to learn the concepts and issues associated with the strategic management of an organization and to hone analytical skills in integrating knowledge of the functional areas of business in order to more fully understand the role of an upper-level manager. While the course is practically oriented, theory is used as the basis for good practice. Specific learning objectives for the course include:

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)

The course will use a combination of lectures, exercises, case studies of actual corporations, class discussion, team project, and examinations to accomplish these objectives.

### **COURSE MATERIALS (Textbook, Online Simulation, Articles/Cases):**

**Required Textbook:** *Mastering Strategic Management*. 2011. Version 1.0. Dave Ketchen and Jeremy Short. Flat World Knowledge ([www.flatworldknowledge.com](http://www.flatworldknowledge.com)). eISBN: 978-1-4533-3238-2.

Access to an electronic version of the textbook is available for purchase using this course URL which is unique for our class: <https://students.flatworldknowledge.com/course/2473547>

(If the URL doesn't work for any reason, simply go to [students.flatworldknowledge.com](http://students.flatworldknowledge.com) and find the class using the instructor's name, the course name, or the university name to find the book.)

\*\*\*\* A free pdf of the textbook is posted on CourseDen. You are not required buy access to the book.

**Required Simulation:** GLO-BUS Strategy Simulation. Registration fee of \$44.95 through [www.glo-bus.com](http://www.glo-bus.com). You will need a team-specific registration code provided by the instructor in order to register. Instructions for accessing the simulation will be provided in class.

**Articles and Cases for in-class discussion:** Articles and cases will be available through the library online or posted on CourseDen as noted below. Additional readings may be announced in class, posted on CourseDen, or distributed in class as the semester progresses. To access an article through the library, go to the library main webpage. On the right hand side of the page choose “Articles”. Then, choose “Find a Journal.” In the search box, type the name of the journal (i.e., the periodical) that contains the article you need – for instance, *Harvard Business Review*. [Don’t type the article name here.] The search results should return a list of databases through which you can electronically access the journal you need. Choose an option that includes the date you are looking for. If you are accessing the databases from off-campus, you may need either your UWG password or the Galileo password. The CourseDen welcome page includes the Galileo password if that is what you need. Once you click on a database and enter the required password, you should see a list of the available issues for that journal. Choose the date of the issue you need (the issues are in date order).

- (1) The “Method” case (“Entrepreneurship and Innovation at Method”) will be posted on CourseDen.
- (2) The Pixar article (an excerpt from Ed Catmull’s book *Creativity Inc.*) will be posted on CourseDen.
- (3) The “Restoration Affiliates” case will be posted on CourseDen.
- (4) Article: “Blockbuster’s Former CEO on Sparring with an Activist Shareholder,” by John Antioco, *Harvard Business Review*, April 2011, pp. 39 – 44.

**CourseDen:** Throughout the semester, announcements and assignments may be posted on CourseDen. Students should check CourseDen frequently.

## COURSE EVALUATION

### COURSE EVALUATION CRITERIA

<b>Exam 1</b>	<b>200 points</b>	<b>20%</b>
<b>Exam 2</b>	<b>200 points</b>	<b>20%</b>
<b>Exam 3</b>	<b>200 points</b>	<b>20%</b>
<b>Simulation Team Project:</b>		
I. The team simulation score*	175 points	
II. Individual Written Report	<u>131 points</u>	
<b>Total Simulation Points</b>	<b>306 points</b>	<b>30.6%</b>
[* The team grade will be adjusted for each individual based on the peer evaluation completed by each team member.]		
<b>Participation (4 points per assignment)</b>	<b>24 points</b>	<b>2.0%</b>
<b>RCOB Field Exam</b>	<b>35 points</b>	<b>3.5%</b>
<b>RCOB Case Assessment</b>	<b>35 points</b>	<b>3.5%</b>
<b>Total Course Points</b>	<b>1000 points</b>	<b>100%</b>

### DETAILS ABOUT ASSIGNMENTS

**EXAMS:** There will be three exams given during the semester and a final exam given during the scheduled final exam period. Only the three highest scores will be counted. The first three exams are not cumulative; each will cover only the material introduced since the previous exam. The final exam will be comprehensive, drawing from all material covered during the semester. The exam format will typically

consist of some combination of multiple choice, problems, short answer and/or essay questions. The exam questions will cover material from the textbook, cases, articles, class lectures and in-class discussions and exercises.

Make-up exams will be given only in the event of a university-accepted documented circumstance (including, for example, illness, required participation in University-sanctioned function, religious holiday, death in the family). In the event of a university-sanctioned activity, written and verifiable notification of the activity must be provided and validated by the instructor at least 72 hours prior to the scheduled exam. In the event of a medical absence, a written and verifiable note stating that you were physically unable to take the exam as scheduled must be presented to the instructor no later than 72 hours after the exam. Other hardship cases will be considered with acceptable notification.

**SIMULATION TEAM PROJECT:** During the semester, each student will participate in a simulation project (either working alone or in groups of 2 – 4 members) managing a company in the Glo-Bus Strategy Simulation. Companies in the simulation are competitors in the digital camera industry. Students can choose teams, or the instructor will assist in forming teams based on provided by each student on the Student Data Form distributed on the first day of class. Once the teams have been formed, each student will be given a registration code to sign-up to participate in the simulation (register at [www.glo-bus.com](http://www.glo-bus.com)).

The simulation will begin with two practice rounds which are not graded. There will then be eight rounds of decisions that are used in computing the grade for the simulation. Each decision period covers a year for the company you are managing. Because you are given five years of historical performance information, the eight decision rounds are designated as Year 6 through Year 13. During the specified weeks of the course, one simulation decision will be due each week by Friday at 8 pm.

Grades will be assigned for the performance in the on-line simulation and the individual's final report. Adjustments to the simulation grade will be made for participation. These adjustments can be severe.

**Simulation participation assessment for student working in groups:** Each team member will evaluate the other team members at the end of the project. These peer evaluations should reflect the contributions of each team member. Based on the peer evaluations, appropriate adjustments to individual grades for the on-line simulation will be made where necessary. I urge the teams to decide, at the beginning of the project, what will be an acceptable level of contribution, and I encourage each individual to contribute your share to the team project. Your participation in the simulation project is your responsibility, not your team's responsibility. Entire teams that do not log-in to the system for two or more graded decision rounds can expect a 5% (i.e., one-half a letter grade or 9 points) reduction in the simulation grade for each round they have failed to log-in.

**Simulation participation assessment for student working alone:** For individuals working on the simulation alone (a group of one), simulation grades may also be adjusted based on an assessment of participation. The Glo-Bus system indicates when a student logged in to the system. Students who fail to log-in for two or more graded decision rounds can expect a 5% (i.e., one-half a letter grade or 9 points) reduction in the simulation grade for each round they have failed to log in.

Details of the simulation project assignments are provided below:

**On-Line Simulation Grade (175 points):** The simulation grade will be based on the team's performance in its Glo-Bus industry. Each industry will consist of either eight or twelve companies/teams (depending on the number of teams in the class). The Glo-Bus system calculates a score for each team based on performance factors such as the company's profitability and return on equity. To encourage active participation in and attention to the simulation throughout the semester, the simulation grade will be computed as an average of the scores for Years 7, 9, 11, and 13. This Glo-Bus score will be the team's grade for each year unless the score falls below a pre-set floor grade. The floor grade will be based on the team's rank in the industry at specified times (i.e., decision years) during the simulation. The team will receive the higher of the two scores: the score calculated by Glo-Bus or the floor score. For example, the floor grade for the lowest ranked team in the industry will be 72% (a "C") or 126 points out of 175 points. If, however, the lowest ranked team earns a Glo-Bus performance score of 85%, then that team's grade would be 85% or 149 points out of 175 points. The floor grade for the highest-ranked team in the industry is 100% or 175 points. If, however, the highest-ranked team earns a Glo-Bus performance score of 105%, then that team's grade would be 105% or 184 points. Additional details regarding the grading plan will be provided in class.

**Individual Report (131 points):** Each student will prepare an Executive Summary package. This assignment will be written *individually*, and the grade will be assigned *individually*. The Executive Summary will include (i) a report of your simulation company's strategy and performance and (ii) a report of a real-world digital camera company's strategy and performance.

Part ii gives students a chance to see how their simulation experience is relevant to actual business practice. Each student will choose a real-world digital camera company for analysis. An environmental assessment and performance analysis for this company will be included in the report due at the end of the semester. Choose one of the following companies: Canon ([www.canon.com](http://www.canon.com)), Casio ([www.casio.com](http://www.casio.com)), Fujifilm ([www.fujifilm.com](http://www.fujifilm.com)), Kyocera ([global.kyocera.com/company/](http://global.kyocera.com/company/)), Nikon ([www.nikon.com](http://www.nikon.com)), Olympus ([www.olympus-global.com](http://www.olympus-global.com)), Panasonic ([www.panasonic.com](http://www.panasonic.com)), Ricoh ([www.ricoh.com](http://www.ricoh.com), makes Pentax cameras), Samsung ([www.samsung.com](http://www.samsung.com)), Sony ([www.sony.com](http://www.sony.com)). Do **not** compare your simulation company to the real-world company – such a comparison would be too contrived. The purpose of investigating a real-world company is to apply some of the knowledge you have gained about assessing strategy and performance outcomes.

This text of the report should not exceed 2 to 2 ½ single-spaced pages (approximately 1,500 words as an estimate if using Times New Roman, 12-point font). Note that this page limit includes only the text part of the report; the tables that will be attached to the report are additional pages.

Part (i) will cover the Glo-Bus company and should be the longer part of the paper. Part (i) should address the following questions, with the bulk of the discussion devoted to the performance and strategy:

- (1) What strategy did your firm pursue? What decisions did you make in the implementation of that strategy? What about that strategy was effective and what was ineffective?
- (2) Explain your simulation company's financial performance over the 8-year period. (Make references to the table that shows the financial results.) Explain why you made the decisions you made --- what effect did these decisions have on the performance results and why did these decisions have these results? You made dozens of decisions over eight graded rounds of this simulation – give an overview of those key decisions (such as pricing, quality, distribution, pay for employees, social responsibility expenditures, dividends, and so on).
- (3) How has the simulation helped you improve your understanding of and ability to interpret and analyze the strategy and performance of actual businesses? If you participated in the simulation again, what would you do differently and why? This will be a brief paragraph.

Part (ii) should address the following elements for the real-world camera firm:

- (1) Overview of the firm and its position in the industry (size of the firm, age of the firm, location, subsidiaries, products, markets served, etc.). Description of key resources and capabilities.
  - (2) Identification of key trends in the external environment.
  - (3) Major strategic issues the company is facing and actions they are taking.
- (b) A **table** of your simulation company's financial results. Prepare (i.e., type) this table yourself from data available within the Glo-Bus system. Do NOT merely print the graphs or tables prepared for you by the Glo-Bus system. Include not only the five metrics that Glo-Bus used to rank the teams each week, but also items that are typically important in financial statements (e.g., revenues, total expenses, specific expenses relevant to your strategy, debt level, etc.) and year-to-year percentage changes in these items.
- (c) A **table** summarizing the real-world camera company's financial performance for the preceding four years. Include key performance indicators such as revenues, net income, debt, and stock price and others that you think are important. Prepare this table yourself from data available in the company's publicly available financial reports. If your company's financial reports are denominated in currency other than U.S. dollars, do not convert to dollars. Simply report the results in the currency as given, making sure that your table indicates what currency is being used.
- (d) For your real-world company, include a copy of the most recent CEO's letter from the annual report or Strategy summary from an annual regulatory filing (such as the SEC 10-K). Underline (or highlight) ten statements or points in this letter that relate to topics discussed in this course this semester. Indicate in the margin the specific topic from class that the point illustrates (e.g., "power of suppliers in the industry", "economic sector of the external environment", "core competency as an internal strength").

A checklist and reminders for the report are posted on CourseDen.

*Reports submitted after the due date will be subject to a grade penalty of one letter grade per day.*

**PARTICIPATION EXERCISES:** There will be at least seven (7) opportunities to earn participation points in class during the semester. Each activity will be worth up to 4 points. The total semester points for the course grade includes 24 points for participation, or full credit for six (6) of the 4-point exercises. Extra credit will be allowed above the 24 points. For classes during which articles or cases will be discussed, the article or case must be read prior to class in order to fully participate in the discussion or activity related to that reading. Some activities will be contained entirely within a class meeting and will not require advance preparation. A student must be present in class in order to earn the points for the participation activities.

The four (4) points for the participation activities will be assigned based on the following standards:  
4 points – Strong, thoughtful answers indicating a clear understanding and focused participation.  
3 points – Answers demonstrating acceptable content, comprehension, and strong participation effort.  
1-2 points – Answers demonstrating a weak understanding of or participation in the case or activity.  
0 points – No questions answered or superficial answers indicating an unacceptably poor effort.

**RCOB ASSESSMENT EXERCISES:** During the semester, you are required to participate in two exercises that serve to assess if the college is teaching the concepts that are considered fundamental to business education and if this teaching is effective in helping students master the concepts. These assessments are part of the MGNT 4660 course because all of the prerequisite courses leading up to MGNT 4660 will have covered those business fundamentals for the various business disciplines. Students will receive full credit for these assignments merely by completing them, provided that their effort demonstrates that they took each assignment seriously.

**Field Exam:** One class period will be devoted to the college field exam. This exam consists of approximately 70 multiple choice questions covering each of the business subjects or functions (e.g., accounting, economics, management, marketing, business law, finance, management information systems).

**Case Assessment:** This assessment activity will be completed in class. Students will be given a short case to read in class, followed by a set of essay questions to answer about the case.

## **FINAL GRADE FOR THE COURSE**

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The final grade for this course will be assigned on the basis of total points earned. There is no adjustment for trends over time (either positively or negatively). Final Grades will be assigned based on the following distribution:

A	895 to 1000 points
B	795 to 894 points
C	695 to 794 points
D	595 to 694 points
F	594 points and below

## **COURSE POLICIES**

**STUDENT RIGHTS AND RESPONSIBILITIES:** Carefully review the information at this link:

[http://www.westga.edu/assets/Dept/vpaa/Common\\_Language\\_for\\_Course\\_Syllabi.pdf](http://www.westga.edu/assets/Dept/vpaa/Common_Language_for_Course_Syllabi.pdf)

It contains important material 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 this information each semester. Information available through this link includes policies regarding the Americans with Disabilities Act, UWG e-mail, credit hours, and the honor code.

**ATTENDANCE POLICY:** Classroom attendance is strongly recommended. However, roll will not be taken. Note that while there is no formal attendance requirement, you are expected to attend every class session unless classes have been officially canceled by the University or you have a University-sanctioned excuse. If you miss a class, you are responsible for the material covered and announcements made during that class. **If the professor is more than 15 minutes late for class, the class is considered canceled and the students may leave.**

**DEADLINES:** No late assignment will be accepted unless the student notifies the professor in advance or, in the event of an unforeseen emergency, immediately after the assignment was due and provides a legitimate reason (as determined by the instructor).

**ACADEMIC INTEGRITY:** The basic principle of academic integrity is that students take credit only for ideas and efforts that are their own. Behavior outside that guideline is prohibited. Without truthfulness, honor, and responsibility we cannot earn the trust and respect of others. Furthermore, we recognize that academic dishonesty detracts from the value of the college degree. Therefore, we shall not tolerate academic dishonesty.

**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.*

**DISPUTES:** If you feel your grade on an assignment is inaccurate, you may return the assignment or exam for re-grading. Please employ the following process: Type all comments on another sheet and turn it in to me within three days of the assignment's return to you. Your request for re-grading must clearly indicate why you believe you deserve a higher grade. I will not discuss the problem with you until it is put into a written request. Reviews can lead to either an increase or decrease in total points.

**PERSONS WITH DISABILITIES:** The University and the instructor are committed to providing equal educational opportunities for all students. The University provides, on a flexible and individualized basis, reasonable accommodations to students who have disabilities. Students with disabilities needing academic accommodation are encouraged to:

1. Register with and provide documentation to the coordinators of UWG Accessibility Services in the Counseling Center
2. Submit a letter to the instructor indicating the need for accommodation and what type. During the first or second week of class, students must present a letter to the professor stating that the disability has been documented and requesting specific accommodations. Additionally, it is the responsibility of the student to give the professor one week's notice prior to each instance where an accommodation will be needed.

It is expected that students will follow the policies and procedures of Student Accessibility Services. Further details regarding student disabilities can be found in the Student Handbook.

**ONLINE PRIVACY:** This course may require you to work with other sites and entities beyond UWG and CourseDen (D2L) where some personal information (e.g. your name, affiliation with UWG, or current employment) may be displayed. You have the right to regulate the displaying of information pertaining to yourself on the Internet. If you are uncomfortable displaying information that you deem overly personal, you may take steps to post in a more anonymous manner (such as posting online your first name and last initial only or other pseudonym). You also agree to respect other people's wishes to remain anonymous.

**LINKS TO AND FROM THIRD-PARTY SITES:** There may be links established between this course and other entities and sites on the World Wide Web, Internet or other areas that are not under the control of, nor maintained by your professor or the University of West Georgia (UWG). These links do not necessarily constitute an endorsement by your professor or UWG, and UWG has no obligation to monitor such sites, and the user agrees that neither your professor nor UWG is responsible for the content of such sites or for any technical or other problems associated with any such third-party site, links, or usage.

**COURSE COMMUNICATION & GRADING:** Instructor response time to email is 24 – 48 hours M – F. There may be a delay on weekends. Grades for activities and assignments will be posted within 7 – 10 days in CourseDen. However, some grading may take longer than 7 – 10 days depending upon the assignment. Students will be notified in CourseDen if an assignment's grade will not be posted within the 7 – 10 day window.

**SYLLABUS CHANGES:** This syllabus provides a general plan for the course. The instructor reserves the right to make changes to the syllabus plan as necessary. Changes will be announced in class.

## CLASS SCHEDULE: MGNT 4660 STRATEGY

[NOTE: Schedule is subject to change at discretion of instructor.]

Week	Simulation Decisions	Date	Topic	Notes
1		Tu, Jan 12	Intro to Course & Glo-Bus Simulation	
		Th, Jan 14	Mastering Strategy, Ch. 1	
2		Tu, Jan 19	Business-Level Strategy, Ch. 5	
		Th, Jan 21	Business-Level Strategy cont., Ch. 5	
3	Practice round #1 due Friday, 8 pm	Tu, Jan 26	Case: Innovation at Method	<b>Case</b>
		Th, Jan 28	Leading Strategically, Ch. 2	
4	Practice round #2 due Friday, 8 pm	Tu, Feb 2	<b>Exam 1</b>	Chs. 1, 2, 5 & articles/cases
		Th, Feb 4	External Environment, Ch. 3	
5	Decision 1 (Yr 6), by Fri 8 pm	Tu, Feb 9	External Environment cont., Ch. 3; Internal Environment, Ch. 4;	
		Th, Feb 11	<b>RCOB Field Exam</b>	
6	Decision 2 (Yr 7), by Fri 8 pm	Tu, Feb 16	Internal Env cont., Ch. 4; <i>Article: Pixar</i>	<b>Article</b>
		Th, Feb 18	Industry Analysis: Airlines	
7	Decision 3 (Yr 8) due Fri 8 pm	Tu, Feb 23	Competitive & Cooperative Moves Ch. 6	
		Th, Feb 25	Comp & Coop Moves cont., Ch. 6; International Strategy, Ch. 7	
8	Decision 4 (Yr 9), by Fri 8 pm	Tu, Mar 1	Case: Restoration Affiliates	<b>Case</b>
		Th, Mar 3	<b>Exam 2</b>	Chs. 3, 4, 6, 7 & articles/cases
9	Decision 5 (Yr 10), by Fri 8 pm	Tu, Mar 8	Corporate-Level Strategy, Ch. 8	
		Th, Mar 10	Corporate-Level Strategy cont., Ch. 8 (Restructuring, Divesting)	
10		Tu, Mar 15	<i>No class</i>	SPRING BREAK
		Th, Mar 17	<i>No class</i>	SPRING BREAK
11	Decision 6 (yr 11) by Fri 8 pm	Tu, Mar 22	Org. Design and Controls, Ch. 9	
		Th, Mar 24	Case Analysis, Analogical Thinking, and Evidence-Based Management	
12	Decision 7 (Yr 12), by Fri 8 pm	Tu, Mar 29	<b>RCOB Case Assessment</b>	
		Th, Mar 31	Governance, Ch. 10 (boards)	
13	Decision 8 (Yr 13), by Fri 8 pm	Tu, Apr 5	Governance (compensation), Ch. 10	
		Th, Apr 7	Governance, cont. (biases), Ch. 10; <i>Article: Blockbuster</i>	<b>Article</b>
14		Tu, Apr 12	<b>Exam 3</b>	Chs. 8, 9, 10 & cases/articles
		Th, Apr 14	Ethical Decision-Making	
15		Tu, Apr 19	Glo-bus Wrap-up; Sustainable Advantage and Sustainable Business	
		Th, Apr 21	Course Review	<b>Individual Project Report Due</b>
Finals		Apr 25 – 29	<b>Final Exam</b> (cumulative) at scheduled exam time Tuesday, Apr 26, 11 am – 1:30 pm	

## SUMMARY OF COURSE TOPICS AND LEARNING OBJECTIVES

