

Instructor: Dr. Susana Velez-Castrillon

Phone: 678-439-4847

Email: svelez@westga.edu

Office: Miller Hall (MH) 2208

Class Schedule: MGNT 4660-02D Monday to Friday 5:30 pm - 7:45 pm Miller Hall 2214

Prerequisites: ECON3402, FINC3511, MGNT3600, MKTG3803

COURSE DESCRIPTION:

This course is about how an enterprise achieves and sustains a high level of success and the role the general manager plays in this process. How success has been or will be achieved is the enterprise's strategy. It requires both analysis and action. The cases and concepts of the course take the total enterprise as the unit of analysis and the general manager as the key actor.

Developing the general management perspective is at the core of what we do in this course. A general manager is responsible for a multi-functional group (business, division, profit center, etc.) and is accountable for the strategic performance of that unit. But what we will learn has utility not just to the person at the "top" of the enterprise. Increasingly general management responsibility is shared. All members of the management team and the organization need to appreciate how their actions contribute to the overall success of the enterprise.

LEARNING OUTCOMES AND OBJECTIVES:

The primary objectives of the course are:

- To develop expertise in formulating (analysis) and implementing (action) strategy.
- To get a "big picture" perspective of how all the functions of the company – human resources, finance, accounting, marketing, operations – need to integrate in order to successfully implement the firm's strategy.
- To identify strategic issues, and propose and evaluate potential solutions.

These objectives support the following learning goals (LG) and learning outcomes (LO) of the Department of Management:

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)

COURSE MATERIALS:

Required Textbook: Mastering Strategic Management, v. 1.1. By: David Ketchen and Jeremy Short.

Link <http://catalog.flatworldknowledge.com/bookshelf/adoptions/2553497>

Flatworld offers several alternatives for accessing its textbooks. I encourage you to explore all options before deciding which one works best for you. You may choose whatever option is best for you as long as you read the required material before class.

If you are using Financial Aid to buy the book: To use financial If you buy your textbook from the bookstore, you will receive a code than you need to redeem on Flatworld's website using the link above.

The University of Minnesota Libraries Publishing offers a free versions of the previous edition (version 1.0) of this textbook. Although this is not the exact same version of the book, the concepts have not changed in version 1.1. Only some examples have been updated. As long as you read the content, I have no problem with your using this free version to learn the material covered in this class. Go to this link to find different versions that you can download, from simple pdfs, to mobi and epub files that you can read on your tablet, Android, or Apple devices.

<http://open.lib.umn.edu/strategicmanagement/>

Required Simulation: Every student is required to subscribe to the "GoVenture CEO" simulation, which is available online for \$29.00. Click here to subscribe <http://www.goventure.net/buy>

The simulation numbers will become available before the start of each simulation, but only to those teams that fulfill the conditions (see the **SIMULATION** section on page 3).

The course web site is where you will access the simulation and view its schedule. You will also find resources, such as the simulation manual and any electronic documents that your professor might choose to provide, as well as access to support FAQs and other resources.

Articles and Cases for in-class discussion: Articles are available through the library on-line, or are posted on CourseDen as noted on the syllabus. Additional readings may be announced in class, posted on CourseDen, or distributed in class as the semester progresses.

DETERMINANTS OF THE TERM GRADE:

Assignments	Points	Percentage
Three exams (30 points each)	90	38.30
Simulation (65 points)	65	27.66
<i>Individual Quiz 5 points</i>		
<i>Rubric Grade 40 points</i>		
(Performance + Rubric + Participation)		
<i>Letter to shareholders 20 points</i>		
Case studies (3 x 20 points/case)	60	25.53
Syllabus Quiz 5	5	2.13
RCOB field exam	15	6.38
Total	235	100%

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%

EXAMS: Three exams will be given. The class notes provide a foundation, but *all discussions, cases, in-class exercises, and material used or presented in class or CourseDen may be included in the exam* – even if it is not discussed in class. A missed exam will count as zero. The first two exams are not cumulative. The final exam may cover all the material presented in the course. The lowest exam grade will be dropped. No one should enroll who cannot take the exams as scheduled.

Be on time to take tests. Being late is not a good reason to request a make-up exam. *No one arriving 15 minutes after the start of an exam will be allowed to take it.* Tests will be collected 80 minutes after the start of the class.

If you are doing poorly on exams, please see the instructor as soon as possible; waiting will not increase your chances of improving your grade.

Exams are the property of the instructor and the University of West Georgia and may not be taken or duplicated.

Exam weighting and number are subject to change at the discretion of the instructor.

SIMULATION: Unlike most education and training exercises, a simulation provides an opportunity for the continuous practice of managing an organization. You will have a unique opportunity to make decisions, see how the decisions work out, and then try again.

You are the CEO of a mid-size automotive manufacturing company. *Your goal is to generate as much profit as possible.* The market is established, so your focus will be on winning market share from competitors. You begin by selling your products domestically, while also having the option of international distribution when you choose. The average yearly share of the domestic market for your company is \$1 billion and another \$0.6 billion for international opportunities. At the beginning of each month you and your competitors must make your investment decisions. All decisions will be processed at the same time according to a preset schedule. After your team enters decisions in the simulation interface, the simulation will be advanced, according to the schedule your instructor has set.

Updated reports then become available for each team concerning their firm's sales and profits. This is done for several iterations. Each period advance represents a quarter in time. We will simulate a full year, making decisions for four quarters.

Use the folder "Things I need for the simulation" in CourseDen, to find the materials and links to the simulation assignments.

1. Forming the teams (speed dating)

- a. Complete your Teamwork Profile and bring it to the speed dating. The form is available on CourseDen.
- b. On the day of the speed dating try to find other students to form your teams. Although you are free to choose your group members, there are some conditions that every team must meet:
 - i) Team size should be 3-4 (ideally 4). *Since this is an online class, I will allow students working individually.*
 - ii) Every team must have at least one finance and/or accounting major.
 - iii) All team members cannot have the same major.

2. Signing the team contract

- a. Once you have chosen your team, create a "Group Expectations Document". A template is available on CourseDen.
- b. Choose a team leader and specify this in your contract. If you do not choose a team leader, one will be chosen randomly.
- c. All members of the team must sign this document.
- d. Give one copy of the document to your instructor and keep the original for your team.

3. Starting the simulation

- a. Read the student's manual and familiarize yourself with the simulation. The student manual is available here <http://goventureceo.com/Guides/User.html>
- b. Each student must individually answer the quiz inside the simulation by the date specified in this syllabus. In order to access the quiz, you must first sign up for the simulation. All students must score 70% or above.
- c. Your team cannot start the simulation until all players have passed the quiz with a grade of 70% or above.
- d. On the first day of class, there will be one practice round to help you to become familiar with the simulation.
- e. Once each run of the simulation starts, your team will be responsible for submitting a decision on or before the following dates at or around 7AM - 9AM UTC (11 am to 1 pm EST)
 - Quarter 1: 2017/07/01
 - Quarter 2: 2017/07/06
 - Quarter 3: 2017/07/11
 - Quarter 4: 2017/07/15

Submit by 11 am on the due date at the latest. At 11 the system closes, and if you did not make decisions the simulation will use your decisions for the previous period.

- f. Every decision must be documented in the “Strategy Journal” which is available in the simulation. Because you need to provide analysis for each decision a team cannot just get lucky and guess the right decision. On the other hand, if you are unlucky and your decision just does not work out as planned, you can show in your strategy journal that you actually gave some thought to the decision - it just did not work as expected.

Your grade on the simulation is calculated as follows:

$$50 \% \text{ Rubric Score} + 40 \% \text{ Performance Score} + 10 \% \text{ Participation} = 100\%$$

- **Rubric (50%):** The rubric grade is the sum of the following items:
 - Rank: Rank Score compared to other businesses
 - Achievements Total number of achievements earned compared to other businesses
 - Trends: Percentage of periods Performance Score stayed the same or increased
 - Profit: Total Profit earned compared to other businesses
 - Revenue: Total Revenue earned compared to other businesses
 - Product Competitiveness: Score is based on average combination of price, brand, and R&D scores.
 - Inventory Management: Percentage of missed unit sales plus expired inventory compared to total units manufactured and sold. Lower percentage scores higher.
 - Marketing: Overall Brand Equity Score / 10
 - Advertising: Advertising Effectiveness Score / 10
 - HR Management: HR Score / 10
- **Performance Score (40%):** Based on your team’s profitability compared to the winning team.
- **Participation score (10%):** Number of saves.

The total maximum score based on the rubric is 100. The team with the highest score at the end of the simulation gets 40 points in the rubric. The other teams’ scores will be calculated as a proportion of the winning team’s score. There is no floor grade.

At the end of the simulation you need to hand-in the following deliverables:

- **A letter to shareholders (20 points):** The rubric and instructions are available in CourseDen > Things I need for the simulation.

At a minimum, this letter should address the following:

- (1) Explain your simulation company’s financial performance over the entire period (8 decisions). Make references to the table that shows the financial results.
- (2) What strategy did your firm pursue? What about that strategy was effective and what was ineffective?
- (4) If you participated in the simulation again, what would you do differently and why?

(5) How has the simulation helped you improve your understanding of and ability to interpret and analyze the strategy and performance of actual businesses? This will be a brief paragraph.

(6) Exhibits:

- a. A table of your simulation company's financial results. Prepare (i.e., type) this table yourself from data available within the "GoVenture CEO" system. Do NOT merely print the graphs or tables prepared for you by the simulation. This table *must* include:
 - items typically important in financial statements (e.g., revenues, total expenses, specific expenses relevant to your strategy, debt level, etc.)
 - year-to-year percentage changes in these items. Present this as an exhibit.
- b. Graphics presenting the week-to-week changes in revenues, profits, innovation, and HR scores.

You can find examples of letters to shareholders from almost any public company. They are usually in the "investors" section of the company's website.

Format: Minimum length 5 pages (excluding exhibits); maximum length: 8 pages (excluding exhibits), 12-point Times New Roman, 1.5 spacing, 1-inch margins all around.

Further details about the simulation will be provided in class.

Your grade on the simulation is a combination of my assessment and a review by your peers of your participation, punctuality, contribution, and team work. The peer-review rubric is available in CourseDen.

CASE STUDIES (20 points x 3 cases): You will analyze three (3) case studies as homework. The case study readings and questionnaires are available in CourseDen.

RCOB ASSESSMENT EXERCISE - FIELD EXAM (15 points): On the same date as the last exam, you need to take the RCOB field exam. This exam consists of multiple choice questions in each of the business subjects or functions (e.g., accounting, economics, management, etc.) Assessment exercises are conducted each semester in order 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. 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 this assignment by completing it, provided that their effort demonstrates that they took the assignment seriously.

EXTRA CREDIT: From time to time extra credit opportunities may arise. If an extra credit opportunity arises it will be made available to the entire class.

DEADLINES, MAKE-UP ASSIGNMENTS AND EXAMS, AND LENGTH LIMITS:

Make-up exams, assignments, case studies, in-class exercises will be given only in the event of extraordinary circumstances and university-accepted documented situations:

Please let me know if under *rare and extreme circumstances* you will be late in submitting an assignment. A minor delay (less than a week) will result in a penalty of 10% of the grade. A major delay (over a week) will result in 0 points for the assignment.

A similar policy is in place for projects that exceed length limits. Minor excesses (10% or less) will normally result in penalties of 5% of the grade, and significant excesses (more than 10%) in a penalty of 10% of the grade.

1. You need to contact the instructor and provide all relevant documentation, 72 hours before the exam for pre-scheduled events (such as university-endorsed functions), and up to 72 hours after the exam for fortuitous events (such as illness).
2. Absences that meet the requirements specified above, will be permitted to make up in-class exercises by providing written essay answers (3 pages minimum, double spaced, 12 point New Times Roman font) related to topics assigned by the instructor. A maximum of one make-up assignment will be allowed for absences.
3. This policy is not a blanket policy where everyone gets a make-up assignment.
4. Scheduling of all make-up assignments and exams is at the discretion of the instructor.

COMMUNICATION EXPECTATION FOR MANAGEMENT DEPARTMENT:

The Management Department believes in work-life balance for both faculty and students. Faculty will typically respond to student emails within 24 hours. Students should not expect a response during non-business hours, which includes nights, weekends, holidays, and school breaks.

Based on these expectations, I am available during office hours Tuesdays and Thursdays from 12:30 pm to 1:30 pm and from 3:30 pm to 5:30 pm or by appointment.

During office hours I am available in my office and also online using CourseDen's Blackboard tool.

The preferred method of communication is through CourseDen's e-mail tool. I will try to respond to your e-mail within 24 hours, but you should not expect a response during non-business hours.

USE OF CourseDen (CD): CourseDen is an absolutely necessary resource for this class. All information, instructions, and updates will be posted on CourseDen. Also, CourseDen is the preferred method of communication with your instructor and classmates. You must get in the habit of checking CourseDen frequently.

FEEDBACK ON ASSIGNMENTS: You can expect to get feedback on written assignments within one week of their due date.

TECHNOLOGY SUPPORT:

CourseDen (D2L) Training and Support:

Information about all information technology support of UWG students is available in this website:

<http://uwgonline.westga.edu/students.php>

You can also use ITS to obtain Free Microsoft Software and Free Antivirus.

Contact UWG | Online Helpdesk - M-F 8am-5pm - 678-839-6248 - online@westga.edu

CourseDen 24-hour Help - 1-855-772-0423 - <http://D2Lhelp.view.usg.edu>

ITS Service Desk

678-839-6587

servicedesk@westga.edu

ITS Hours of Operation: Monday-Friday: 8am-5pm

Emergency Support: Monday-Thursday: 5pm-8pm

Walk-in SITS Helpdesk in Cobb Hall, Room 122

OTHER SUPPORT

<p>Academic Support</p> <ul style="list-style-type: none"> ○ Online Student Guide ○ Center for Academic Success 	<p>Technical Support</p> <ul style="list-style-type: none"> ○ UWG Online Helpdesk Services
<p>Counseling & Career Development</p> <ul style="list-style-type: none"> ○ UWG Accessibility Services ○ UWGCares: Helping the Campus Community Respond to Stress and Distress 	<p>University Policies</p> <ul style="list-style-type: none"> ○ Academic Honor Code Pledge Statement ○ University of West Georgia Honor Code
<p>Additional Resources</p> <ul style="list-style-type: none"> ○ Atomic Learning 	

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES: Students with a documented disability may work with UWG Accessibility Services to receive essential services specific to their disability. All entitlements to accommodations are based on documentation and USG Board of Regents standards. If a student needs course adaptations or accommodations because of a disability or chronic illness, or if he/she needs to make special arrangements in case the building must be evacuated, the student should notify his/her instructor in writing and

provide a copy of his/her Student Accommodations Report (SAR), which is available only from Accessibility Services. Faculty cannot offer accommodations without timely receipt of the SAR; further, no retroactive accommodations will be given.

OTHER POLICIES: Students should review the following information each semester, because these statements are updated as federal, state, university, and accreditation standards change.

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

TECHNOLOGY ACCESSIBILITY STATEMENTS

Google accessibility website <http://www.google.com/accessibility/initiatives-research.html>

D2L Accessibility website <https://www.d2l.com/accessibility/>

Blackboard Accessibility website <http://www.blackboard.com/Platforms/Learn/Resources/Accessibility.aspx>

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:

- Cheating - "using or attempting to use unauthorized materials, information or study aids".
- Fabrication - "falsification or unauthorized invention of any information or citation"
- 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"

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

WOLF PACT

By enrolling and continuing in this course you agree to the following.

Having read the Honor Code for the University of West Georgia, I understand and accept my responsibility to uphold the values and beliefs described therein and to conduct myself in a manner that will reflect the values of the Institution and the Richards College of Business so as to respect the rights of all UWG community members. As a UWG student, I will represent myself truthfully and complete all academic assignments honestly and within the parameters set by my instructor. I understand and accept that if I am found guilty of violations (through

processes due me as a UWG student and outlined in the UWG Student Handbook), penalties will be imposed. I also recognize that my responsibility includes willingness to confront members of the UWG community if I feel there has been a violation of the Honor Code. Ultimately, I will conduct myself in a manner that promotes UWG as the best place to work, learn, and succeed for my generation, and those to come!

ACADEMIC HONESTY GUIDELINES

- Unless specified otherwise,. Assignments must be submitted individually.
- In some instances, you may be able to work in groups but students must submit their own work, using their own wording and answers that can be based on the group’s discussion.
- The following instances are some non-exhaustive examples of academic dishonesty:
 - Using material submitted by other students – in the past or in the present, at UWG or at any other school.
 - Submitting material created by a classmate
 - Presenting anyone else’s work as yours (including but not limited to: work you find online, hiring someone to write any assignment for you, etc.)
 - Presenting a paper, homework, or any type of assignment consisting mostly of direct quotes – ***even if they are properly cited.*** You need to present original and creative work.
 - Helping other students to cheat, by showing them your answers, reports, calculations, processes, etc.

Any violation of the honor code will result in a grade of F and an official notification to UWG’s Academic Dishonesty Tracking System.

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, simulations, assignments, projects, group work, research, and test preparation.

OTHER IMPORTANT INFORMATION:

Students, please carefully review the information available at this link:
http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf

It is your responsibility to read the information available in this website, as 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 the information at least once each semester.

The instructor reserves the right to make changes to this syllabus.

Course Schedule

The schedule is tentative and may change due to situational factors.

Suggested Dates	Topic	Required readings	Tasks	Attendance
Tu - June 27 th	Course Introduction Speed Dating	Syllabus	<ol style="list-style-type: none"> 1. Review the Distance Student Guide at http://distance.westga.edu/~distance/distancestudents/ 2. Make sure you have Adobe Acrobat Reader, Microsoft Word and PowerPoint (or PowerPoint Viewer) installed 3. Read and print syllabus 4. Complete the syllabus quiz available in CourseDen. The rest of the course will become available when you score 85% of higher on this quiz. You have three attempts. 5. Note due dates 6. Complete the first assignment by uploading your picture to CourseDen. Instructions are here: How to add a picture to your CourseDen profile 7. Navigate throughout the CourseDen course to make sure you understand how to use CourseDen 8. E-mail me with any questions you have 	Required
June 27 (Tu)	<p style="text-align: center;">Open Drop/Add ends at 4:00 pm</p> <p>Withdrawal "W" period begins for Session IV (non-eCore courses). Students who withdraw from a Session IV (non-eCore) class between 4:01 pm, June 27nd and 4:00 pm, July 7th will receive a grade of W.</p> <p>Reminder there is no refund associated with withdrawing from a course.</p>			

Suggested Dates	Topic	Tasks
MODULE 1: STRATEGIC ANALYSIS		
June 28 (W) to July 4 th (Tu)	Mastering Strategy: Art and Science	Read Chapter 1 Watch the video: What is Strategy?
	Leading Strategically	Read Chapter 2 Watch the video: Starbucks' CEO: 6 Habits of True Strategic Thinkers
	Evaluating the External Environment	Read Chapter 3, pages 53 to 70 Watch the video PEST analysis:
	Industry Analysis and Strategic Groups	Read Chapter 3, pages 71 to 85 Video Lecture: Industry analysis Video: An Introduction to Michael Porter's Competitive Strategy
July 5 th (W)	Face-to-Face Exam I: Chapters 1, 2, 3	
July 7 th (F)	Last day to withdraw with a grade of W from Session IV (non eCore) courses. Students who withdraw from a Session IV (non-eCore) class between 4:01 pm, June 27th and 4:00 pm, July 7th will receive a grade of W.	
SIMULATION		
<ul style="list-style-type: none"> Decision 1 due on July 1st at 11 am at the latest. Decision 2 due on July 6th at 11 am at the latest. 		
July 9 th (Su)	<p>ASSIGNMENTS DUE (This is the latest due date, but you can turn these in earlier)</p> <p>Case study: Preserve The Luxury Or Extend The Brand</p> <p>Group Assignment: Group Expectations Document. Template available in CD.</p> <p>Other: Plagiarism statement. E-mail pre- and post-test to mailto:svelez@westga.edu Turn in signed document in CourseDen>Dropbox Assignments>.</p>	

Suggested Dates	Topic	<u>Tasks</u>
MODULE 1: STRATEGIC ANALYSIS (continued)		
July 10 th to July 14	Managing Firm Resources	Read Chapter 4, pages 101-120 Watch: Video Lecture: Capabilities and the Resource-Based View of the Firm
	The Value Chain	Read Chapter 4, pages 121-134 Watch: Video Lecture: Value Chain Explained Watch Video: Application of Porter's Value Chain Analysis to IKEA

Suggested Dates	Topic	Tasks
MODULE 2: STRATEGIC FORMULATION		
July 10 th to July 14	Selecting Business Level Strategies	Read Chapter 5 Watch: Video Lecture: Business-Level Strategies
	Supporting Business-Level strategy	Read Chapter 6 Watch Video Lecture: Radical Innovation Watch: Explainer: Blue Ocean Strategy
	Selecting Corporate-Level Strategies	Read Chapter 8 Watch: Video Lecture: Corporate Strategy Watch: Application of the BCG Matrix
	Competing in International Markets	Read Chapter 7 Watch: Video Lecture: International Strategy Watch: Video Lecture: Global Marketing Mix
July 14 (F)	Online Exam 2 – Chapters 4, 5, 6, 8	
SIMULATION		
<ul style="list-style-type: none"> • Decision 3 due on July 11th at 11 am at the latest. • Decision 2 due on July 15th at 11 am at the latest. 		
July 16 th (S)	ASSIGNMENTS DUE (This is the latest due date, but you can turn these in earlier) Case study: Case study: Sony's Turnaround	

Suggested Dates	Topic	Tasks
MODULE 3: STRATEGIC IMPLEMENTATION		
July 17 th to July 20 th	Executing Strategy Through Organizational Design	Read Chapter 9 Watch: Video Lecture: What is Organizational Design Watch: Video Lecture: Introduction to Organizational Structure
	Leading an Ethical Organization	Read Chapter 10 Watch: Video Lecture: What is CSR?
July 19 th (W)	Exam 3 RCOB Field Exam	
July 20 th (Th)	Last Day to submit the Simulation Letter to shareholders.	
July 21 st (F)	Reading Day	
July 22 nd (Sat)	ASSIGNMENTS DUE (This is the latest due date, but you can turn these in earlier) Case Study: The Volkswagen Scandal	

The schedule is tentative and may change due to situational factors and at the discretion of your instructor