

MGNT 4660: Strategic Management
University of West Georgia, Richards College of Business
Spring Semester 2020, Sec. 01 – M/W 12:30 pm - 1:45 pm, Classroom 2202 Miller Hall

INSTRUCTOR CONTACT INFORMATION

Instructor: Kim Green, Ph.D., CFA

Email: Through CourseDen (preferred) or kgreen@westga.edu

Office and office phone: Miller Hall RCOB 2319; 678-839-4831

Office hours: Mon & Wed, 11 am – 12 noon, 2 pm – 3 pm, or other by appointment or email (email to arrange an appointment if needed)

COURSE SET-UP AND FORMAT

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 15 – 16 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 AND OBJECTIVES

COURSE DESCRIPTION:

This course offers a study of the total enterprise from the executive manager'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

REQUIRED TEXTBOOK:

Mastering Strategic Management. 2018. Version 2.0. Dave Ketchen and Jeremy Short. Flat World Knowledge (www.flatworldknowledge.com). eISBN: 978-1-4533-8681-1. [Versions 1.0 and 1.1 of this textbook are also acceptable.]

Students have several options and price points (ranging from free to \$75) for accessing the textbook.

- A version of the textbook is posted as a pdf file in CourseDen that you can access for free (download or read in CourseDen). This version is available on a Creative Commons license.
- The textbook can be read online at the Open Textbook Library available through the link here: [Link to Open Textbook Library for Mastering Strategic Management textbook](#)
- Through the publisher's website, the textbook can be purchased in several digital formats or in print. These options range in price from \$35 to \$75 and include access to study aids like flash cards, quizzes, and online highlighting. The textbook is accessible using the course URL linked here which is unique for our class:
[Link to Flat World Knowledge site for our course textbook 2591372](#)
(If the URL doesn't work, go to the website students.flatworldknowledge.com and find the class using the instructor's name, the course name, or the university name to find the book.)
- The textbook can often be purchased used in hard copy from various online sites such as Amazon. Some prices can be relatively low, depending on the time of the year/semester.

REQUIRED SIMULATION EXERCISES:

The project for this course requires the student to operate two online simulations. They are both available for free through the MIT Sloan Learning Edge website which can be accessed through the following link:

[Link to MIT Learning Edge Simulations](#)

Detailed instructions for accessing and operating the simulations are provided by the instructor in CourseDen. Individual access to the simulation is required. The simulations run online, therefore the student will need access to a computer connected to the Internet with a Web browser.

ARTICLES AND CASES FOR IN-CLASS DISCUSSION

Articles and cases will be posted on CourseDen or distributed in class. Additional readings may be announced in class, posted on CourseDen, or distributed in class as the semester progresses.

COURSE DEN

Students should check CourseDen frequently for announcements and assignments.

COURSE STRUCTURE

TABLE OF COURSE EVALUATION CRITERIA: ASSIGNMENTS AND POINTS

ASSIGNMENT	POINTS	PERCENTAGE OF SEMESTER POINTS
Exam 1 (Chapters 3, 4, 5)	200	20%
Exam 2 (Chapters 2, 7, 8)	200	20%
Exam 3 (Chapters 9, 10)	200	20%
RCOB Field Exam	50	5%
RCOB Case Exam	50	5%
Project starting quiz	10	1%
Project Quiz 1	30	3%
Project Quiz 2	30	3%
Project Quiz 3	30	3%
Individual Report covering simulation project: Excel spreadsheet	75	7.5%
Individual Report covering simulation project: Written report	125	12.5%
TOTAL POINTS	1,000	100%
Optional Extra Credit Opportunities (See note below*)	30	

*** Optional Extra Credit Opportunities (details provided in this syllabus and see files in CourseDen folders) for a total of up to 30 points, described below:**

- (a) Read the review files for the field exam and complete short quizzes indicating that you have used the files. A total of 10 points is available, depending on how many of the four quizzes you complete. 1 quiz = 2 points; 2 quizzes = 4 points; 3 quizzes = 6 points; all 4 quizzes = 8 points total.
- (b) Prepare a short analysis from the perspective of a stockholder. Instructions will be posted in CourseDen. 13 points total
- (c) Attend specified events including the BB&T Lecture (3 points) and in-class exercises at the end of the semester (2 classes, 3 points each). 9 points total

FINAL GRADE FOR THE COURSE

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

- A: 895 (89.5%) to 1000 points
- B: 795 (79.5%) to 894 points
- C: 695 (69.5%) to 794 points
- D: 595 (59.5%) to 694 points
- F: 594 points and below

DETAILS ABOUT ASSIGNMENTS

EXAMS

There will be three exams given during the semester. During the final exam period, students may re-take one or more exams to try for improved scores. The highest score for each of the three exams will be counted. The three exams are not cumulative; each will cover only the material introduced since the previous exam. 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 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 EXERCISES PROJECT

The project for this course involves application of strategic management concepts to the energy industry. The project includes two simulation exercises, two cases, and an exercise in retrieving industry analysis information from a library database. The graded components are three quizzes, the completion of the Excel spreadsheet analysis template, and the individual's written report. Explanations of the simulation project assignments are provided below. Complete details and instructions are posted in CourseDen.

Simulation Quizzes (one starting quiz, 10 points; three project quizzes, 30 points each):

There are four quizzes in CourseDen that are associated with the simulation project. One is a starting quiz for which you do not need to prepare. It is designed to illustrate some points about scale of numbers in an analysis, and you receive all 10 points if you complete the quiz. The three project quizzes (Project Quiz 1, Project Quiz 2, and Project Quiz 3) align directly with the content of each of the project components. Quiz 1 covers the energy industry video and the introductory company and association information. Quiz 2 covers the Solar PV Industry simulation, the SunPower case (which is related to the simulation), and the IBIS World database report of the solar manufacturing industry. Quiz 3 covers the First Solar case, the First Solar annual report, and the Clean Start Clean Energy Startup simulation. In general, these quizzes cover the mechanics of the industry, just as you would need to understand the industry environment of a real-world company you were managing, and the mechanics of financial

performance reporting and the use of financial reports as feedback for strategic decisions. Each student should complete these quizzes individually – you cannot get help from other people. The three project component quizzes are open-note quizzes, meaning that you can use the simulations, cases, your notes, the Internet, etc. while completing the quizzes. Each quiz consists of about 25 – 30 multiple choice questions. There is a system-imposed time limit of 90 minutes for each quiz. You will be given two attempts on each of these three quizzes. The final deadlines for completing each quiz are shown on the Course Schedule at the end of this syllabus.

Excel Spreadsheet with Simulation Results and Real-World Financials:

The simulation results and a short financial analysis of a real-world energy company will be reported in an Excel spreadsheet. The template for this analysis is provided for you in CourseDen. The template includes specific instructions for reporting and analyzing data from the online simulations and from the financial reports of the real-world company. The completed spreadsheet assignment will be supporting documentation for the written report about the full project. Students submit this assignment individually.

Written Report:

Each student will prepare a written report about the simulation project. This assignment will be written individually. The written report will include (i) a strategic analysis and performance review of a company you managed in the simulation, (ii) a report of a real-world energy camera company's strategy and performance, and (iii) a brief analysis of the CEO's letter from the most recent annual report for the real-world company. Complete instructions for the paper and a checklist of the required components, are posted on CourseDen.

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

RCOB ASSESSMENT EXERCISES

Assessment exercises are conducted each semester to evaluate how effectively the college is teaching the concepts that are fundamental to business education and helping students master the concepts. Assessments are part of the MGNT 4660 course because all of the prerequisite courses leading up to MGNT 4660 have covered those fundamentals for the various business disciplines. During this semester, students will complete both the field exam and the case exam which are described below.

RCOB Assessment Exercise: Field Exam

One class period during the semester will be devoted to the college field exam. This exam consists of approximately 70 multiple choice questions and will be administered in one of the college computer labs. The exam questions cover each of the business subjects or functions (e.g., accounting, economics, management, marketing, business law, finance, management information systems). Students will receive points for this assignment based on the percentage of the exam questions they answer correctly, according to the scale presented in the following table:

Scale of Points Earned for the Field Exam:

- For Percent Correct < 40% = 26 points
- For Percent Correct 40% - 59% = 38 points
- For Percent Correct 60% - 79% = 50 points
- For Percent Correct 80% and above = 55 points which includes extra credit

RCOB Assessment Exercise: Case Exam

One class period during the semester will be devoted to the college case assessment. The case assessment consists of reading a short (approx. two pages) case and responding in writing to a set of open-ended questions in which you analyze the case and formulate a recommendation for the case solution. Students receive points for this assignment based on the number of exam questions they answer correctly, according to the scale presented in the following table:

Scale of Points Earned for the Case Exam:

- Incomplete exam = 0 points
- 1 answer acceptable (but exam is complete; all questions answered) = 15 points
- 2 questions answered acceptably (exam is completed) = 25 points
- 3 questions answered acceptably (exam is completed) = 35 points
- 4 or 5 questions answered acceptably (exam is completed) = 50 points

EXTRA CREDIT ASSIGNMENTS

There are opportunities available for earning up to 30 total points of extra credit.

EXTRA CREDIT for Field Exam Review (up to 8 points)

Review files are available to help you prepare for the field exam by refreshing your memory on topics you covered several semesters ago. They are posted in the CourseDen folder "Review files for Field Exam and quizzes for extra credit". There are four PowerPoint files that review major topics from the content areas of business. Simple quizzes accompany each of the files. Completing the quizzes demonstrates simply that you have looked at the files (the quizzes do not contain questions from the field exam). There is extra credit available for completing the quizzes (1 quiz = 2 points; 2 quizzes = 4 points; 3 quizzes = 6 points; 4 quizzes = 8 points). Each quiz consists of five questions, and to get credit for a quiz, you must get either four or five questions correct. You are allowed three attempts on each quiz. Note: The quiz questions do not appear on the field exam.

EXTRA CREDIT for Stockholder Analysis (up to 13 points)

Instructions will be provided in class and on CourseDen for an analysis of stock prices for a set of companies chosen by the student. The extra credit points will be earned for submitting (a) an Excel spreadsheet reporting the price changes and (b) a written report one single-spaced page in length to explain the Excel analysis and the takeaways from the analysis.

EXTRA CREDIT for Attending Specific Events (up to 9 points)

Extra credit can be earned for attending the BB&T Lecture (3 points) and two in-class exercises at the end of the semester (3 points per class for two classes = 6 points total). Following Exam 3, there will be three days of class that will be optional. Two of these class meetings will cover in-class exercises for which students can earn extra credit. The student must attend the class and participate in the exercise to be eligible for the extra credit.

COURSE POLICIES

STUDENT RIGHTS AND RESPONSIBILITIES

Carefully review the information at this link:

[Link to UWG Syllabus Policies at westga.edu](http://www.westga.edu/syllabus)

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

In order to distribute Title IV funding (federal student aid), student attendance verification is required. For this purpose, roll will be taken on the first two days of class. Students not in attendance on those two days should notify the instructor of their intention to remain enrolled in the class by the end of the second class period. Students who do not confirm their enrollment may be dropped from the class for non-attendance and may not receive credit or a grade for the class. It is the responsibility of the student who adds classes during drop/add to make sure that they are verified as being in attendance by contacting the course instructor and submitting the data form.

Beyond the first two class sessions, roll will not be taken. However, classroom attendance is strongly recommended. 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). The instructor follows university policy regarding approved absences and late submissions with university-accepted reasons including, but not limited to, illness and travel for university-sponsored teams or events.

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 are encouraged to 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

PROPRIETARY MATERIAL AGREEMENT

The materials on this course website are only for the use of students enrolled in this course for purposes associated with this course and may not be retained or further disseminated.

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 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. Students should not expect a response during non-business hours, which includes nights, weekends, holidays, and school breaks. Grades for activities and assignments will be posted within 5 – 7 days in CourseDen. However, some grading may take longer than 5 – 7 days depending upon the assignment. Students will be notified in CourseDen if an assignment's grade will not be posted within the 5 – 7 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 through CourseDen.

CLASS SCHEDULE: MGNT 4660 STRATEGY, Spring 2020

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

Week	Project Due Dates	Class Date	Class Topic	Notes
1		M, Jan 6	Intro to Course; Basics of Strategy and Competitive Advantage	
1		W, Jan 8	Business-Level Strategy, Ch. 5	
2		M, Jan 13	Business-Level Strategy, Ch. 5	
2		W, Jan 15	External Environment, Ch. 3; Case: Method Company	Case/Article
3		M, Jan 20	Holiday	Holiday/No class
3		W, Jan 22	External Environment, Ch. 3	
4		M, Jan 27	Internal Environment, Ch. 4	
4		W, Jan 29	Internal Environment, Ch. 4; Article: Pixar	Case/Article
5		M, Feb 3	Exam 1	Chs. 3, 4, 5 & articles/cases
5		W, Feb 5	Mission/vision/goals, EO, Ch. 2	
6		M, Feb 10	Scorecard, performance, Ch. 2	
6		W, Feb 12	RCOB Field Exam	RCOB Computer Classroom 2327
7		M, Feb 17	International Strategy, Ch. 7	
7		W, Feb 19	Corporate-Level Strategy, Ch. 8	
8		M, Feb 24	RCOB Case Exam	
8		W, Feb 26	Corporate-Level Strategy, Ch. 8	
9	Starting Quiz and Quiz 1 for project due by 11:59 pm on Mon, Mar 2	M, Mar 2	Corporate-Level Strategy, Ch. 8 (Restructuring), Article: Google	Case/Article
9		W, Mar 4	Industry Analysis: Airlines	
10		M, Mar 9	Exam 2	Chs. 2, 7, 8 & articles/cases
10		W, Mar 11	Optional in class: Understanding the Project Simulations	Review project instructions online
Break			SPRING BREAK	
11		M, Mar 23	Org. Design and Controls, Ch. 9	
11		W, Mar 25	Org. Design and Controls, Ch. 9	
12	Quiz 2 for project due by 11:59 pm, Mon, Mar 30	M, Mar 30	Ch. 10, Corporate Governance, decision-making biases, learning	
12		W, Apr 1	Ch. 10, Corp. Governance, ethical decision-making	
13		M, Apr 6	Ch. 10, Boards of Directors	
13		W, Apr 8	Ch. 10, Compensation, stock; Article: P&G shareholders	Case/Article
14	Quiz 3 for project due by 11:59 pm, Mon, Apr 13	M, Apr 13	Ch. 10, Mergers and Acquisitions	
14		W, Apr 15	Exam 3	Chs. 9, 10 & articles
15	Project Report & Excel Due Mon, Apr 20, 11:59p	M, Apr 20	Sustainability and Innovation (Extra credit available)	
15		W, Apr 22	Investors' Perspective (For the extra credit analysis)	
Last Day		M, Apr 27	Shareholders Meeting (Extra credit available)	
Finals		Wed, Apr 29	Final Exam Period (can re-take Exam 1, 2, or 3) Wed, April 29, 11 am – 1 pm	

SUMMARY OF COURSE TOPICS AND LEARNING OBJECTIVES

