

MGNT 4660: Strategic Management

University of West Georgia, Richards College of Business

Spring Semester 2020, Sec. N01 and N02 Online

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):

This course is worth three (3) credit hours. The course will be delivered entirely at a distance except for the two proctored exams. This requires the online equivalent of 2250 minutes of instruction (seat-time) and an additional 4500 minutes of supporting activities. As such, you will be required to complete the following activities during this course (times are approximate):

- Discussion posts: 600 minutes
- Audio/video files: 600 minutes
- Other online assignments/activities/readings/assessments: 850 minutes
- Exams (proctored): 200 minutes

Additionally, it is anticipated that students will need to work independently for twice the number of minutes listed above to complete the online activities (i.e., 4500 minutes of supporting activities).

COURSE FORMAT:

This is a fully online course. However, students are required to take three proctored exams (usually given in two sessions) during the semester in which they will need to come to the UWG campus or an approved proctoring location. More information about the proctored exams and their dates is in the syllabus under the section Course Evaluation, Details about Assignments and the Class Schedule. Students are required to use CourseDen throughout the semester to support faculty-to-student and student-to-student interaction, including but not limited to discussion boards, announcements, email, individual/group work, submitting assignments, etc. Students will also use the on-line simulation Glo-Bus, accessed through www.glo-bus.com (further discussed in “Course Materials” and “Details about Assignments”).

NECESSARY TECHNOLOGY:

The following technology will be needed for completing this class successfully:

- Access to a personal computer (PC or MAC) with speakers
- High-speed internet service (DSL, Cable, etc.) is strongly recommended. If high-speed internet is not available in your area, contact your instructor immediately. Completion of course requirements will be difficult and cumbersome without high-speed internet service.
- Software requirements: Microsoft Office 2007 or higher (available for free through UWG ITS), Adobe Reader, BlackBoard Collaborate, and other potentially required downloads listed in CourseDen (D2L).

COURSE DESCRIPTION AND OBJECTIVES

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 that 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 textbook content, explanations and exercises posted on-line, case studies of actual corporations, class discussion boards, 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 might be purchased used in hard copy from various online sites such as Amazon. Sometimes these 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:

Cases and articles available from your professor are posted on CourseDen.

COURSE DEN:

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

TECHNICAL SUPPORT FOR COURSE MATERIALS:

Technical support is available for the systems you will use in this course.

For assistance with CourseDen, there are several ways to contact the university’s online Help Desk.

E-mail: online@westga.edu

Call: UWG Online Helpdesk, M-F 8am-5pm, 678-839-6248 or 1-855-933-UWGO (8946)

Online Chat: [Link to UWG Online Chat With Us access](#)

CourseDen assistance is also available through the Help Desk of the University System of Ga.:

24-Hour Help: CourseDen (D2L)

Toll-free 1-855-772-0423

[Link to D2L Help through the University System of Georgia](#)

(Note that the UWG help desk will NOT be able to assist you with the simulations.)

COURSE STRUCTURE

The content material for the course is organized into five modules or units. The first unit will get you started with the set-up of the course. The textbook chapters are distributed across Units 2 – 5 as follows:

- Module 1: Introduction
- Module 2: What is Strategy? – Chapters 1 and 5
- Module 3: SWOT and Strategy Formulation – Chapters 2, 3, and 4
- Module 4: Competition, Cooperation, Globalization, and Corporate Strategy – Chapters 6, 7 & 8
- Module 5: Organization Design and Governance – Chapters 9 and 10

There is a separate folder on CourseDen for each module. Each folder contains a checklist for the module that identifies all of the work you should complete for that module. The PowerPoint files, cases, articles, and any videos posted for you will be included in the appropriate module folder.

TABLE OF COURSE EVALUATION CRITERIA: ASSIGNMENTS AND POINTS

ASSIGNMENT	POINTS	PERCENTAGE OF SEMESTER POINTS
Exam 1 (Chapters 1, 2, 3, 4, 5)	225	22.5%
Exam 2 (Chapters 6, 7, 8, 9, 10)	225	22.5%
Discussion Board Posts (30 points per assignment x 5 boards)	150	15%
RCOB Case Exam	50	5%
Project starting quiz	10	1%
Project Quiz 1	50	5%
Project Quiz 2	50	5%
Project Quiz 3	50	5%
Individual Report covering simulation project: Excel spreadsheet	70	7%
Individual Report covering simulation project: Written report	120	12%
TOTAL POINTS	1,000	100%
Optional Extra Credit Opportunities (Two exercises worth 15 points each for a total of 30 available points. Details provided in instruction sheets in the Extra Credit folder in CourseDen.)	30	

FINAL GRADE FOR THE COURSE

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 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 are three exams in this course that must be taken in an approved proctored environment. These exams are typically given in two sessions (midterm session for Exam 1 and final session for Exam 2 and the RCOB case exam). Both sessions will be administered at the UWG Carrollton campus in a Miller Hall RCOB classroom free of charge. Alternatively, students can choose to take the exams through other proctoring services. Specifically, students may use ProctorU (for a separate fee paid to ProctorU) to be proctored through the webcam on their computer at a location of their choice. Or, students may choose an approved off-campus testing site (for a fee paid to that site -- fees may vary anywhere from \$10 to \$50 or higher). There are approved testing locations around the state of Georgia and throughout the United States. Arrangements may also be made for testing centers not currently on the approved list. All off-campus testing requires both approval and a minimum of a two-week notice to coordinate. Please see this link for additional information if you intend to take your exams at a location other than the scheduled classroom: [Link to Proctored Exams info through UWG Online webpage at westga.edu](#)

Students who use the West Georgia testing center through specific accessibility accommodations should also contact the professor at least two weeks prior to an exam to complete the arrangements.

Dates and times for the exam sessions proctored for free in Miller Hall (RCOB) are shown below.

Exam 1 will be offered for free at three times, and students may choose any one of the times:

- Monday, February 17, 9:30 am - 10:45 am, Adamson Hall Lecture Hall
- Monday, February 17, 7:00 pm - 8:45 pm, Miller Hall RCOB 2213
- Tuesday, February 18, 5:30 pm - 6:45 pm, Miller Hall RCOB 2201
- Wednesday, February 19, 3:30 pm - 4:45 pm, Miller Hall RCOB 2213

Exam 2 and the RCOB case exam will be offered for free in Miller Hall (RCOB) at three different times and students may choose any one (or two if you wish to split your session and complete Exam 2 and the case exam separately).

- Wednesday, April 22, 5:30 pm - 8:00 pm, Miller Hall RCOB 2213
- Monday, April 27, 5:30 pm - 8:00 pm, Miller Hall RCOB 2213
- Others to be scheduled during final exams week – to be announced

Using Proctor U, you can take the exams at any time during the specified testing window. The Proctor U window for Exam 1 is Sunday, February 16 at 12:30 am through Sunday, February 23 at 9 pm. The Proctor U window for Exam 2 and for the RCOB case exam is Wednesday, April 22, 12:30 am through Sunday, May 3, 9:00 pm. (You will need two separate appointments with Proctor U for Exam 2 and the case exam because they are two separate exams.)

The blocks of time may be longer than some students need for completing exams. Therefore, it is permissible to start the exam later than the start time listed for each block if a student's schedule conflicts with the beginning time for an exam. Each student must show photo identification (such as university ID or state driver's license) when turning in an 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 and unit exercises and discussions.

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.

DISCUSSION BOARD PARTICIPATION (5 discussions, 30 points each)

There will be five discussion board sessions during the term. Each discussion assignment will be worth up to 30 points. All discussion boards are open at the start of the first day of class. The deadlines for on-time posts to the discussions are shown in the course schedule on page 9 of this syllabus. See the checklist for each module to find the full instructions for each module's discussion board. **Late posts will be accepted but will receive a 50% reduction in points as a penalty for late submission.** (Note that, in order to accept the late posts, the discussion boards remain open after the due dates. Therefore, CourseDen is not going to notify you of the deadlines because there is no closing date set on the discussion boards in CourseDen.)

For the discussion board assignments, students are required to (a) post a discussion thread of comments, analysis, thoughts, and reactions to questions specific to the unit and (b) post a response, reaction to, or comment about at least two posts made by other students. You will likely need to return to the discussion board more than once during the open window in order to post your comments about other students' ideas. The questions that will begin each unit's discussion are included in the checklists that accompany each unit.

These posts will be graded for (a) participation, accuracy and detail in your answers, and (b) the thoroughness, depth of insight, courtesy, and professionalism of your responses to the posts made by other students. The highest scores will be earned by students who identify important themes in the discussion, tie together several comments, and connect the discussion directly to the content material either covered in the current unit or building on previous units.

RCOB ASSESSMENT EXERCISE (CASE EXAM) (50 points)

During the Exam 2 period, you will complete the college case exam in addition to the content Exam 2. This assessment is part of the MGNT 4660 course because all of the prerequisite courses leading up to MGNT 4660 will build toward understanding how to evaluate a business problem, evaluate alternatives, and explain a recommendation to address the problem. 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

SIMULATION EXERCISES PROJECT

The project for this course involves application of strategic management concepts to the energy industry. The project includes two simulation exercises, a case, and an exercise in retrieving industry analysis information from a library database. The graded components are two 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, 50 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 (70 points):

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.

Written Report (120 points):

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.

EXTRA CREDIT PAPERS (Optional; 30 points total)

There are two paper assignments available for extra credit. Each paper is worth up to 15 points, for a total of 30 extra credit points if you complete both assignments. Each extra credit assignment involves watching a video (available online) or reading articles as specified in the assignment instructions. You then write a one-page (single-spaced) report that summarizes the key issues relevant to business strategy. There are more detailed instructions about each of the two assignments posted on CourseDen in the Extra Credit Paper folder. There is an assignment folder in CourseDen for submitting your papers.

COURSE POLICIES**STUDENT RIGHTS AND RESPONSIBILITIES**

Carefully review the information at this link:

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

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 VERIFICATION

In order to distribute Title IV funding (federal student aid), student attendance verification is required. Therefore, all students must verify their attendance by logging in to the course in CourseDen by Sunday, January 12, 2020, at 11:59 pm Eastern time. Students who do not log in 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.

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 ON-LINE, Spring 2020

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

Week (Mon – Sun)	Assignments for Project	Discussion Boards	Proctored Exams*
Week 1 Jan 6 - 12			
Week 2 Jan 13 – 19		Unit 1 board closes Sun, Jan 19, 11:59 pm	
Week 3 Jan 20 – 26			
Week 4 Jan 27 – Feb 2		Unit 2 closes Sun, Feb 2, 11:59 pm	
Week 5 Feb 3 – 9			
Week 6 Feb 10 – 16		Unit 3 closes Sun, Feb 16, 11:59 pm	
Week 7 Feb 17 – 23			Exam 1 (Units 2 and 3) See syllabus p. 4 for days/times proctored in RCOB Miller Hall
Week 8 Feb 24 – Mar 1	Starting Quiz and Quiz 1 for project deadline 11:59 pm on Sun, Mar 1		
Week 9 Mar 2 – 8			
Week 10 Mar 9 – 15	Quiz 2 for project deadline 11:59 pm, Mon, Mar 23 (this quiz is open through spring break)		
Break Mar 16 – 22	SPRING BREAK		
Week 11 Mar 23 – 29		Unit 4 closes Sun, Mar 29, 11:59 pm	
Week 12 Mar 30 – Apr 5	Quiz 3 for project due by 11:59 pm on Sun, Apr 5		
Week 13 Apr 6 – 12			
Week 14 Apr 13 – 19		Unit 5 closes Sun, Apr 19, 11:59 pm	
Week 15 Apr 20 – Mon, Apr 27	Monday, April 27, 11:59 pm is Final Deadline for: • Written Report due • Excel Spreadsheet due		Sessions for Exam 2 covering Units 4 and 5 and for RCOB Case Exam available. See syllabus p. 4 for proctoring in RCOB Miller Hall.
Finals Week Wed, Apr 29 – Tue, May 5			Sessions for Exam 2 covering Units 4 and 5 and RCOB Case Exam available. See syllabus p. 4 for proctoring in Miller Hall.

* If you wish to take your proctored exams at a day/time or location other than those scheduled by the professor, please contact the professor at least two weeks prior to the scheduled exam week.

SUMMARY OF COURSE TOPICS AND LEARNING OBJECTIVES

