

MGMT 4660-E2 STRATEGIC MANAGEMENT

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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: *Please read the entire section on the textbook before making a decision.*

The book is Mastering Strategic Management, v. 1.1. by David Ketchen and Jeremy Short.

The book can be bought here: [Mastering Strategic Management, v. 1.1](#)

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: If you buy your textbook from the bookstore, you will receive a code that you need to redeem on Flatworld's website using the link above.

Free option – Read carefully: *The University of Minnesota Libraries Publishing offers a free version 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.*

[Link to free version 1.0 of the textbook](#)

Required Simulation: Each student has to purchase an online subscription to GoVenture CEO. The cost is \$29 for a 6-month subscription. Payment is made online by credit card or PayPal. **Be sure to choose GoVenture CEO and not one of the other GoVenture products.**

[Subscribe to GoVenture CEO by clicking here](#)

Within a few minutes of payment, you will receive a SUBSCRIPTION KEY on screen and by email (check your SPAM folder).

The simulation numbers will become available before the start of each simulation.

The course website 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: 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:

Simulation: 75 points for all assignments combined (46.88% of the final grade). The assignments are:

- *Individual Quiz* 5 points
- *Practice Round* 10 points
- *Rubric Grade* 40 points (Performance + Rubric + Participation)
- *Letter to shareholders* 20 points

Case studies: 2 individual case studies x 15 points per case = 30 points (18.75% of the final grade)

Chapter Quizzes: 45 points for all quizzes combined (28.13% of the final grade)

- *9 Chapter Quizzes* 5 points each x 9 quizzes = 45

There will be 10 quizzes but the lowest quiz grade will be dropped.

Syllabus Quiz: 5 points (3.12% of the final grade)

Plagiarism Tutorial: 5 points (3.12% of the final grade)

TOTAL: 160 points (100% of the grade)

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 you enter 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 student 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. Starting the simulation

- a. Read the student's manual and familiarize yourself with the simulation. The student manual is available here [Click this link to access the simulation student manual](#)
- 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.

2. Practice Round (10 points)

- a. There will be one practice round to help you to become familiar with the simulation.
- b. To get the 10 points (100%) you need to:
 - Enter decisions for all divisions in the simulation before the closing date of the practice round.
 - Complete the Strategy Journal for the practice round in the simulation website.
 - This is a completion grade and it is not based on the company's performance.

3. Real Round (40 points)

- a. Once each run of the simulation starts, you 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: 06/09/2020
 - Quarter 2: 06/13/2020
 - Quarter 3: 06/17/2020
 - Quarter 4: 06/21/2020

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.

- b. 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 student 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 % Rubric Score + 40 % Performance Score + 10 % Participation = 100%

- **Rubric (50%):** The rubric grade is the sum of the following items:
 - Profit Total: Total Profit earned compared to other businesses.
 - Profit Margin
 - Revenue: Total Revenue earned compared to other businesses.
 - 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 produced and sold. Lower percentage scores higher.
 - Marketing: Overall Brand Equity Score ÷ 10.
 - Advertising: Advertising Effectiveness Score ÷ 10.
 - HR Management: HR Score ÷ 10.
 - Achievements: Total number of achievements earned compared to other businesses.
 - Trend: Percentage of periods Performance Score stayed the same or increased.

- **Performance Score (40%):** Based on your company's profitability compared to the winning company
- **Participation score (10%):** Number of saves.

The total maximum score based on the rubric is 100. The student with the highest score at the end of the simulation gets 40 points in the rubric. The other students' scores will be calculated as a proportion of the winning company'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.

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.

CASE STUDIES (20 points x 2 cases): You will analyze two (2) case studies. The case study readings and questionnaires are available in CourseDen > Assessments > Assignments.

ATTENDANCE POLICY

This is an online class and all activities and assignments occur online. For verification of the class roll, as required by the Registrar's office, **only students who complete the syllabus quiz on or before the quiz deadline will be marked as attending.**

QUIZZES (*1 quiz per chapter for a total of 10 quizzes. The lowest grade will be dropped*) : An important part of your success as a business major is to understand the concepts used in management. It will help you as a business person to be able to read or listen to the business news and understand their terminology. Using core concepts appropriately is also a mark of a good business education. Quizzes are a good tool to evaluate this.

Quizzes open the first week of the term and close on the last day of classes, June 23, before the start of finals.

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.

The preferred method of communication is through CourseDen's e-mail tool.

- Write a good, informative subject line: CourseDen has a standard pre-populated subject line. This line is the same for all students in the same class - basically the class name, so it is not a very informative subject line (especially for me, since 30+ students have the same subject line). Remember to change the subject line.

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.

Why do I prefer CourseDen? I prefer CourseDen because:

- (a) It logs you out after a while if you are inactive, which I think might be better for protecting the confidentiality of grades and class-related files.
- (b) It doesn't have a Spam folder, so e-mail is not identified as 'junk' by mistake.
- (c) It leaves a record of all communication that can be verified by ITS.

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

TECHNOLOGY SUPPORT

[Learn more about Information Technology Support \(ITS\) for UWG students](#)

CourseDen 24-hour Help Phone: 1-855-772-0423

Website: <http://D2Lhelp.view.usg.edu>

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

Contact UWG | Online Helpdesk: Monday to Friday 8am to 5pm.

Phone: 678-839-6248.

Email: online@westga.edu

Website: [UWG | Online Helpdesk Services](#)

ITS Service Desk

Phone: 678-839-6587

Email: servicedesk@westga.edu

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

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

Walk-in ITS Helpdesk in Cobb Hall, Room 122

OTHER SUPPORT

Use the following links to find more about the resources and services that these UWG departments might be able to provide:

For Academic Support:

[Online Student Guide](#)
[Center for Academic Success](#)

Counseling & Career Development

[UWGCares: Helping the Campus Community Respond to Stress and Distress](#)

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.

To contact Accessibility Services, click this link: [UWG Accessibility Services](#)

TECHNOLOGY ACCESSIBILITY STATEMENTS

PRIVACY STATEMENTS	ACCESSIBILITY STATEMENTS
Adobe Privacy	Adobe Accessibility
BOR Policy Manual - Information Security Policy	BOR Policy Manual - Students with Disabilities
D2L Privacy	D2L Accessibility // Documentation
CoursEval Privacy	CoursEval Accessibility
Blackboard Collaborate Privacy	Blackboard Collaborate Accessibility
Google Privacy	Google Apps Accessibility
Kaltura Privacy	Kaltura Accessibility
LinkedIn Privacy	LinkedIn Accessibility
Microsoft Privacy	Microsoft Accessibility
Screencast-O-Matic Privacy	Screencast-O-Matic does not have an Accessibility Statement (3/23/2020)

PRIVACY STATEMENTS

[Turnitin Privacy](#)

[Youtube Privacy](#)

ACCESSIBILITY STATEMENTS

[Turnitin Accessibility](#)

[Youtube Accessibility](#)

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.

The relevant University Policies can be found in these links:

- [Academic Honor Code Pledge Statement](#)
- [University of West Georgia Honor Code](#)

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):

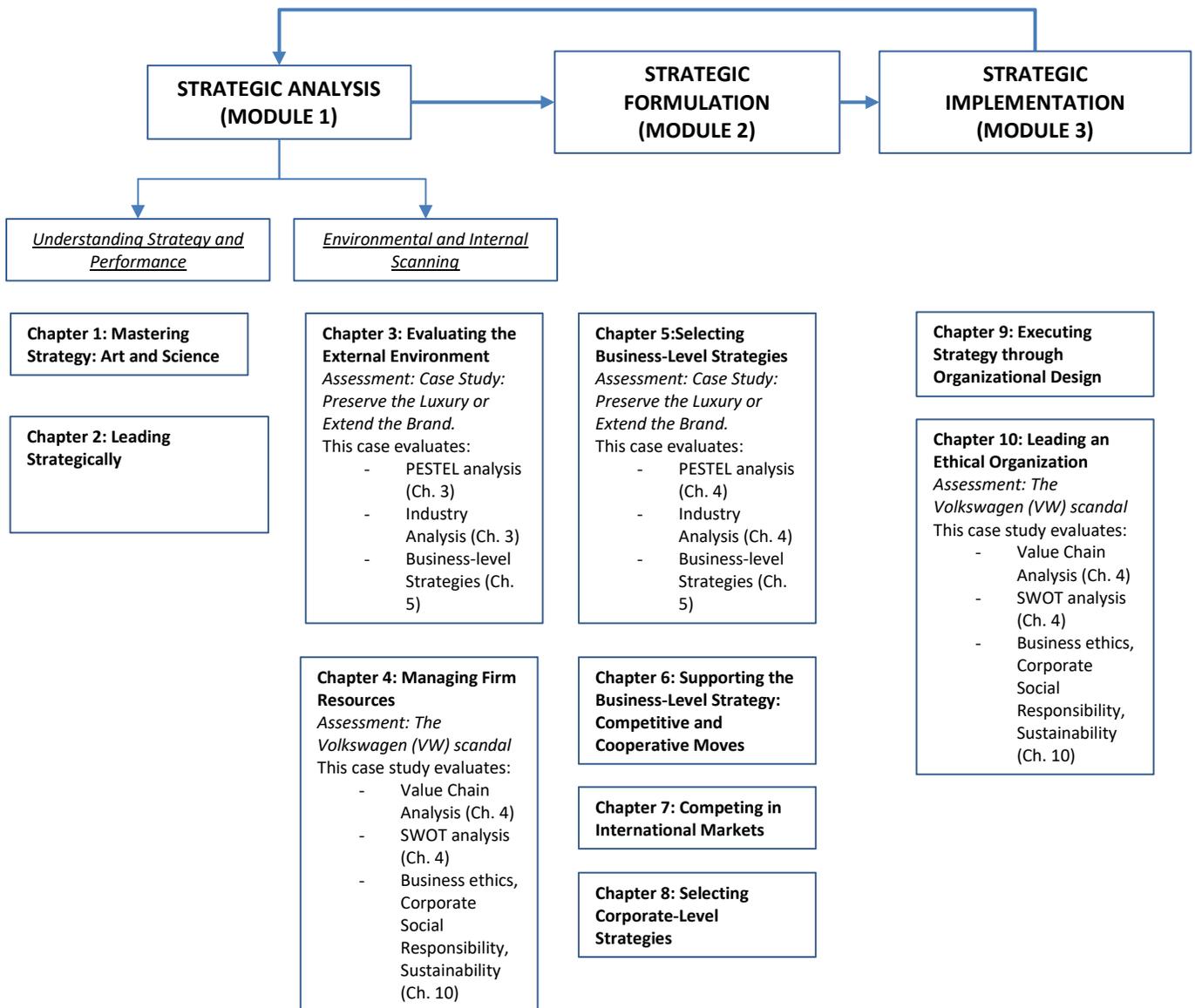
For approximately fifteen weeks, students in this class will generally spend 150 minutes with direct faculty instruction (either face-to-face or online) and work about 360 minutes outside of the classroom each week. This out-of-class work may include, but is not limited to, readings, simulations, assignments,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

STUDENTS RIGHTS AND RESPONSIBILITIES:

Students, please carefully review the information available at this link: [Common Language for Syllabi](#)
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.

THE STRATEGIC MANAGEMENT PROCESS AND THIS COURSE



COURSE SCHEDULE

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

Suggested Dates	Topic	GETTING STARTED Tasks
June 1 (M)	Course Introduction	<ol style="list-style-type: none"> 1. Use this link to review UWG's distance student guide 2. Make sure you have Adobe Acrobat Reader, Microsoft Word and PowerPoint (or PowerPoint Viewer) installed 3. Note due dates 4. Complete the first assignment by uploading your picture to CourseDen. Instructions are here: How to add a picture to your CourseDen profile 5. Navigate throughout the CourseDen course to make sure you understand how to use CourseDen E-mail me with any questions you have
Jun 2 (Tu) to June 7(Sun) @ 11 pm	Syllabus	<ol style="list-style-type: none"> 1. Read and print syllabus 2. Complete the syllabus quiz available in CourseDen. The rest of the course will become available when you score 85% or higher on this quiz. You have three attempts. 3. The last day to take the syllabus quiz is June 7 at 11 pm.
Jun 3	Introduction to GoVenture CEO Simulation	Read: <ol style="list-style-type: none"> 1. Syllabus 2. Sim 3. Simulation Manual

REGISTRAR DATES

Dates	Events
Jun 1 (M)	Open Drop Period: Open Drop ends at 11:59 pm. Open Add. Open Add ends at 11:59 pm.

Dates	Events
Jun 2 (Tu)	<p align="center">Withdrawal "W" period begins for Full Term (non-eCore)-16 week courses. Students who withdraw from a Full Term (non-eCore) class between Jun 2 and Jun 11 will receive a grade of W. <i>Reminder there is no refund associated with withdrawing from a course.</i></p>

MODULE 1: STRATEGIC ANALYSIS

Suggested Dates: June 3 (M) to June 14 (F)

<u>Topic</u>	<u>Tasks in CourseDen</u>
Mastering Strategy: Art and Science	<p>Read Chapter 1 Watch the video: What is Strategy? Quiz 1</p>
Leading Strategically	<p>Read Chapter 2 Watch the video: Starbucks' CEO: 6 Habits of True Strategic Thinkers Quiz 2</p>
Evaluating the External Environment	<p>Read Chapter 3, pages 53 to 70 Watch the video PEST analysis: Quiz 3</p>
Industry Analysis and Strategic Groups	<p>Read Chapter 3, pages 71 to 85 Video Lecture: Industry analysis Video: An Introduction to Michael Porter's Competitive Strategy</p>
Managing Firm Resources	<p>Read Chapter 4, pages 101-120 Watch: Video Lecture: Capabilities and the Resource-Based View of the Firm Quiz 4</p>

<u>Topic</u>	<u>Tasks in CourseDen</u>
The Value Chain	<p>Read Chapter 4, pages 121-134</p> <p>Watch: Video Lecture: Value Chain Explained</p> <p>Watch Video: Application of Porter's Value Chain Analysis to IKEA</p>

REGISTRAR DATES

Dates	Events
Jun 11 (Th)	<p>Last day to withdraw with a grade of W from Session III (non-eCore) courses.</p> <p><i>Students who withdraw from a Session III (non-eCore) class between June 2nd Jun 11th will receive a grade of W.</i></p>

ASSESSMENTS AND ASSIGNMENTS

DATE	TASKS
June 14 (Su) @ 11 pm at the latest	<p>ASSIGNMENTS DUE in CourseDen (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>Plagiarism statement. E-mail pre- and post-test to svelez@westga.edu Turn in signed document in CourseDen> Assesments>Assignments>.</p>
June 10 @ 11 am at the latest	<p>Simulation Decision 1</p> <p>Enter the decisions in GoVenture CEO. The simulation will run at 11 am EST</p>
June 14 (F) @ 11 am at the latest	<p>Simulation Decision 2</p> <p>Enter the decisions in GoVenture CEO. The simulation will run at 11 am EST</p>

MODULE 2: STRATEGIC FORMULATION

Suggested Dates: June 17 (M) to June 21 (F)

<u>Topic</u>	<u>Tasks</u>
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

ASSESSMENTS AND ASSIGNMENTS

DATE	TASKS
June 17 (M) @ 11 am at the latest	Simulation Decision 3 Enter the decisions in GoVenture CEO. The simulation will run at 11 am EST
June 21 (F) @ 11 am at the latest	Simulation Decision 4 Enter the decisions in GoVenture CEO. The simulation will run at 11 am EST

MODULE 3: STRATEGIC IMPLEMENTATION

Suggested Dates: June 22 – June 25

Topic	<u>Tasks</u>
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?

ASSESSMENTS AND ASSIGNMENTS

DATE	TASKS
June 24 (W)	Reading Day
June 25 (Th)	Last Day to submit the Simulation Letter to shareholders.

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