

MGNT 4660: Strategic Management

University of West Georgia, Richards College of Business
Summer Semester 2020 (July), Sect. N02 Online

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Office Hours: None (no campus access) Instead contact me through email; max 24 hr. workday response target)

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

Based on the prerequisites and your general education, you should have a basic understanding of...

1. Clear and Concise Writing (ENGL 1101)
2. Basic Economic Analysis (ECON 2105)
3. Statistics applied to business research (ECON 3402)
4. Basic Management Principles (MGNT 3600)
5. Corporate Finance (FINC 3511)
6. Marketing policies and practices (MKTG 3803)
7. Flow of goods and services to customers (MKTG 3803)

CREDIT HOUR POLICY (3 credit hours):

This course is worth three (3) credit hours. The course will be delivered entirely online. 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: 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. Students are required to use Courseden throughout the semester including but not limited to discussion boards, announcements, email, individual/group work, submitting assignments, etc.

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. 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 MATERIALS

REQUIRED TEXTBOOK

Mastering Strategic Management, v. 2.0 by Dave Ketchen and Jeremy Short. ISBN: 978-1-4533-8681-1

Electronic book from FlatWorld Knowledge available at: ([link](#))

Access tiers range between \$30-\$70. I suggest the cheapest option.

Commented [JU1]: Good for Sum 2020

ARTICLES AND CASES

Cases and articles for the course are posted on Courseden.

COURSE DESCRIPTION AND OBJECTIVES

COURSE DESCRIPTION

This course offers an integrative approach to the study of the total enterprise from an executive management point of view--the environment in which it operates, the direction management intends to head, the strategic plan, and the task of implementing and executing the chosen strategy. The course is designed to equip you to analyze and respond effectively to complex, real-world challenges that managers face as they make decisions about a firm's strategy. The course covers the analysis of external environmental changes, internal organizational governance and resource allocation, 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 objective of this course is to help you think comprehensively about business problems and solutions. We examine various frameworks that show how all of the pieces connect and what this means for a firm's strategy. This course is intended to enhance your education in the following ways:

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 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 (getting started in the course)
- *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

Each module is in a separate folder on Courseden. Each folder contains a checklist all of the work necessary to complete that module. The folders also contain all PowerPoints, cases, articles, and videos related to that module.

TABLE OF COURSE EVALUATION CRITERIA: ASSIGNMENTS AND WEIGHTS

ASSIGNMENT	PERCENTAGE OF SEMESTER GRADE
Exam 1 (Chapters 1, 2, 3, 4, 5)	40%
Exam 2 (Chapters 6, 7, 8, 9, 10)	40%
Discussion Board Posts (4% per assignment x 5 boards)	20%
TOTAL	100%

EXTRA CREDIT

As this is a newly developed online course, and because I have a lot of dates posted in a lot of places, I will award extra credit to students who inform me of any inaccuracies or inconsistencies of dates in the course material. Credit will be awarded at a rate of 2 exam points per incident up to a max of 6 points on an exam.

FINAL GRADE FOR THE COURSE

The final grade for this course will be assigned on the basis of the grade weights above. There is no adjustment for trends over time (either positively or negatively). I round grades to the tenth of a point as follows:

- o A: 90.0 to 100
- o B: 80.0 to 89.9
- o C: 70.0 to 79.9

- D: 60.0 to 69.9
- F: points and below

ASSIGNMENT DETAILS

EXAMS (2 exams, 40 percent each)

There will be two exam sessions administered on Courseden on FR July 10 and TH July 23. Exam will be available from 10:00am – 10:00pm. You may choose any 60-minute window within that timeframe to take the exam. A few sample questions are posted for you on Courseden (in the Sample Questions folder).

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.

Students who use the West Georgia testing center (or any service they have authorized for Summer 2020) through specific accessibility accommodations should contact the professor by the end of the first full week of class to complete the arrangements.

Exam absences: The instructor follows university policy regarding approved absences with university-accepted reasons including, but not limited to, illness and travel for university-sponsored teams or events. In the event of an unforeseen emergency, students may request an exam to be rescheduled by submitting verification of the emergency. These will be handled on a case by case basis. Students who fail to contact the professor within 48 hours of an exam absence forfeit their right to request a rescheduled exam.

DISCUSSION BOARD PARTICIPATION (5 boards, 4 percent each)

There will be five discussion board sessions during the term. Each session is weighted at percent of the final grade. All discussion boards are open on the first day of class. Deadlines for on-time posts are stated below in the Course Schedule. Refer to the checklist in each module for full instructions on each discussion board. **Late posts will be not accepted** (note that the discussion boards will remain visible but not accessible for entry after the deadline).

For the discussion board assignments, students are required to:

- Post comments, analysis, thoughts, and reactions to questions specific to the unit. The questions driving each unit's discussion are included in the checklists accompanying each unit.
- Post a response, reaction, 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.

Posts will be graded for:

- Participation, accuracy and detail in your answers
- 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.

COURSE POLICIES

General Course Policies

- Indicate your section and full name on all assignments and presentations, even those submitted through email/Courseden.
- Email is a common mode of business communication, yet many emails are far too informal for business communication (i.e., unpunctuated, sloppily written, and using greetings such as 'Hey'). Because of this, all email correspondence must be of professional quality (see document posted in the START HERE folder of Courseden).
- It is the student's responsibility to access all content posted on Courseden and emailed to the student.
- Unforeseen changes in the syllabus and assignments will be announced in email.
- It is the student's responsibility to regularly check their UWG email.
- Missing the first graded assignments is grounds for being dropped from the course.

Assignment Submissions

Success in business generally requires professionalism. Therefore, any assignment submitted for a grade must clearly display the student's name at the top of the page. Also, submissions should be accurate in terms of format, grammar, punctuation, and spelling. I use the "rule of three" when grading all assignments: if I find three or more errors, the assignment will receive a 0 grade and the student will **not** have the opportunity to correct and resubmit the assignment. Please carefully proofread all content prior to submitting it to me. Also, be aware of the following:

- Assignments should be typed. Use 12-point Times New Roman font, 1-inch margins, and single-space.
- Assignments should be professionally formatted.
- Submit all assignments to Courseden dropbox unless otherwise noted.
- Include your name on all submitted assignment, even those turned in electronically.

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 Support

Accessibility Services: 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. For more information, please contact ([link](#)).

Center for Academic Success: The Center for Academic Success provides services, programs, and opportunities to help all undergraduate students succeed academically. For more information, contact them: 678-839-6280 or cas@westga.edu

University Writing Center: The University Writing Center assists students with all areas of the writing process. For more information, contact them: 678-839-6513 or writing@westga.edu

SUMMER 2020 - UWG ONLINE STUDENT SUCCESS TOOLS

These resources include the availability of virtual tutoring, writing center services, counseling, 24/7 technical support with CourseDen (D2L), info on where to find free wifi, and more. Many campus-based student services are providing virtual options, noted via the links below.

- List of [UWG Online Success Tools](#)
- [Online Ed Support Knowledge Base](#)
- [New to Online](#) guide
- [University Writing Center](#)

STUDENT RIGHTS AND RESPONSIBILITIES

Carefully review the information at the link below. 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.

[Website for UWG Syllabus Policies](#)

Wolf Pact

The Wolf Pact is a commitment by the Richards College of Business family to honesty, integrity, professionalism, accountability for ethical behavior, and to respect for the rights, differences, and dignity of others. We are committed to a culture of academic integrity, where members adhere to our shared values in all academic and non-academic endeavors. We believe these values are essential to student development; whether personal, academic, or professional. Most importantly - establishing yourself as an honest person of integrity, who acts in a professional and ethical manner- will be as important as the academic skills you learn in the Richards College.

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 submitting the Class Intro Data Form (which is used to form groups for the Glo-Bus simulation) (see Courseden for instructions) by Friday, June 26, 2020, at 11:59 pm EST. Students who do not submit the data form 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.

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.

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: [Online Chat Website](#)

Courseden assistance is also available through the Help Desk of the university system of Georgia at:

24-Hour Help: Courseden (D2L)
Toll-free 1-855-772-0423
<https://D2Lhelp.view.usg.edu>

Glo-Bus technical support is available via email within the Glo-Bus system. Click on the “Send us a message” button at the bottom of the main page or the “Support” button in the top right corner. (Note that the UWG help desk will NOT be able to assist you with Glo-Bus.)

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 delays on weekends and holidays. 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 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 UWG email.

COURSE SCHEDULE

MGNT 4660 STRATEGY ON-LINE, July term 2020

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

Date Event Detail

FR June 26 Welcome session – Online class meeting 12:30pm-1:30pm*

M June 29 Module 1 discussion board posts due by 11:59 pm

SU July 5 Module 2 discussion board posts due by 11:59 pm

TU July 7 Online class meeting and exam review 12:30pm-1:30pm*

FR July 10 Exam 1 (Modules 2 & 3) Courseden, 60 min time limit (Available 10am-10pm)

SU July 12 Module 3 discussion board posts due by 11:59 pm

TH July 16 Online class meeting and exam review 12:30pm-1:30pm*

SU July 19 Module 4 and Module 5 discussion board posts due by 11:59 pm

TH July 23 Exam 2 Courseden, 60 min time limit (Available 10am-10pm)

*Prior to the campus closure, this course was scheduled for 12:30-2:45pm M-F. I have scheduled our online sessions during that time. Each session is scheduled for an hour; however, we have the option to take the entire class period if needed.

SUMMARY OF COURSE TOPICS AND LEARNING OBJECTIVES

