

MGNT 6681: Strategic Management

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Office Hrs: T R 8:00-11:00am, 1:30-2:00pm, W 8:00-11:00am

Textbook: (Optional) Mastering Strategic Management, v. 1.0.1 by Dave Ketchen & Jeremy Short.
 Electronic book from FlatWorld Knowledge available at:
<https://students.flatworldknowledge.com/course/2440583>

Articles: Articles are posted on CourseDen along with undergraduate PowerPoint slides for your reference

Case Studies: Cases can be purchased at: <https://cb.hbsp.harvard.edu/cbmp/access/38616043>

OVERVIEW

Prerequisites: MKTG 6815, FINC 6532 and within 15 hours of graduation.

Course Description and Objectives

A study of the total enterprise at the executive level through applying a set of decisions and actions that result in the formulation and implementation of strategies that achieve the mission and goals of the enterprise with special consideration of the effects of globalization, ethics, and corporate accountability.

The objective of this course is to help you think about business problems and solutions in a comprehensive manner. 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. Students will be able to create effective written business documents. [LO 1.1]
2. Students will be able to apply decision-making processes to define the problem, identify and collect needed information, and analyze the information to reach appropriate decisions. [LO 5.1]
3. Students will be able to analyze and reach an appropriate decision when presented with multi-functional issues. [LO 5.2]

GRADES

Grade Composition		Grade	Basic expectation to earn this grade
Quiz 1	15%	100-90.0	A excellent work, in-class discussion, solid understanding of course material
Quiz 2	20%	89.9-80.0	B excellent work, in-class discussion, general understanding of course material
Quiz 3	20%	79.9-70.0	C average work, little in-class discussion, general understanding of course material
Quiz 4	20%	Below 70	D very little of the above
Assessment Exam	5%		
Blue Ocean paper	20%		

Assignment	Detail
Quizzes (75%)	<p>Quiz weighting and number are subject to change at the discretion of the instructor. The first four quizzes will be short essay questions and will draw on everything we cover in the course, including readings, class discussions, exercises, and cases. The final quiz will be a case study analysis.</p> <p>Quiz Make-Up Policy: There will be no make-up for exams except for the reasons listed below. Unexcused absences from an exam will result in a zero score. An excused exam absence is defined by one of the following:</p> <ol style="list-style-type: none"> 1. University-sanctioned activity. Written, verifiable notification of the activity must be provided and validated by the instructor at least 72 hours prior to the scheduled exam. 2. Verified medical absence. A written and verifiable note, stating that you were physically unable to take the exam as scheduled due to your illness, must be presented to me no more than 72 hours after the exam. 3. Other hardship cases provided that you have obtained the required approval of the university.
Blue Ocean Paper (20%)	Each student will complete a full strategic analysis of a firm and recommend a Blue Ocean strategy and implementation. Delivery of the final paper will be <u>via the CourseDen dropbox</u> no later than 11:59pm Thursday, Oct 15. Further detail will be provided in a separate handout.

The instructor reserves the right to modify the grade scale, content of class, and add pop-quizzes if necessary.

COURSE SCHEDULE

Schedule subject to revision. Articles posted on CourseDen. Case studies purchased at <https://cb.hbsp.harvard.edu/cbmp/access/37251128>.

Day	Date	Topic	Assignments (read BEFORE class)
TH	8/27	Intro to Strategy	<p>Barney, 2002. <i>AME</i>, Strategic Management: From informed conversation to academic discipline Porter, 1996. <i>HBR</i>, What is Strategy?</p> <p>Strategy</p> <p>Mintzberg, 1987. <i>CMR</i>, Five Ps for strategy Mintzberg, 1976. <i>HBR</i>, Planning on the left side and managing on the right Case - General Eisenhower and the D-Day Invasion (Harvard case# 306052-PDF-ENG) (pp 1-5)</p>
TH	9/3	External Environment	<p>Porter, 1998. <i>HBR</i>, Clusters and the new economics of competition Porter, 2008. <i>HBR</i>, The five competitive forces that shape strategy Case - Casino Industry (Handout)</p> <p>Internal Environment</p> <p>Collis & Montgomery, 2008. <i>HBR</i>, Competing on resources Case - Walmart 2003 (abridged) (Harvard case# 709423-PDF-ENG) EXAM1</p>
TH	9/10	Business strategy	<p>MacMillan & McGrath, 1997. <i>HBR</i>, Discovering new points of differentiation Kumar 2006. <i>HBR</i>, Strategies to fight low cost rivals Nunes, Johnson, & Breene, 2004. <i>HBR</i>, Selling to the Moneyed Masses</p> <p>Competitive Dynamics</p> <p>Hamel, 2001. <i>Fortune</i>, Smart mover dumb mover Suarez & Lanzolla, 2005. <i>HBR</i>, The half-truth of first-mover advantages Brandenburger & Nalebuff, 1995. <i>HBR</i>, The right game: Use game theory to shape strategy Optional Reading - Competition as Action-Response (Harvard case# UV0434-PDF-ENG) Case - Judo Strategy: The Competitive Dynamics of Internet Time (Harvard case# 99110-PDF-ENG)</p>
TH	9/17	Innovation	<p>Kim & Mauborgne, 2004. <i>HBR</i>, Blue ocean strategy</p> <p>Change Management</p> <p>Johnson, Christensen, & Kagermann, 2008. <i>HBR</i> Reinventing your business model Case - Tata Nano: The People's Car (Harvard cas# 710420-PDF-ENG) EXAM2</p>
TH	9/24	Corporate Strategy	<p>Campbell & Goold, 1995, <i>HBR</i>, Corporate strategy: The quest for parenting advantage Case - GE Corporate Strategy (Harvard case# TB0383-PDF-ENG)</p> <p>Alliances</p> <p>Dyer, Kale, & Singh 2001. <i>SMR</i> How to make strategic alliances work Ernst & Bamford, 2005. <i>HBR</i>, Your alliances are too stable Case - Nissan (Harvard case# 303042-PDF-ENG)</p> <p>M&A</p> <p>Aiello & Watkins, 2000. <i>HBR</i>, The fine art of friendly acquisition</p>
TH	10/1	Organizing, Coordination and Control	<p>Rogers & Blenko, 2006. <i>HBR</i>, Who has the D? Case - KFC in Japan (Harvard case# 387043-PDF-ENG) EXAM3</p>
TH	10/8	Global	<p>Isenberg, 2008. <i>HBR</i>, The global entrepreneur Ghemawat, 2001. <i>HBR</i>, Distance still matters</p> <p>Strategy Execution</p> <p>Neilson, Martin, & Powers, 2008. <i>HBR</i> The secrets to successful strategy execution Gadiesh & Gilbert, 2001. <i>HBR</i>, Transforming corner-office strategy into frontline action EXAM4</p>
TH	10/15	Assessment Day	<p>ASSESSMENT EXAM Blue Ocean paper due</p>

Classroom Environment

Much of class time will be devoted to the discussion of concepts and cases. There is no formal attendance policy; however, I strongly recommend you attend class each and every day. Attendance is required for exams. Assuming that you do attend class, please:

- Arrive to class on-time
- Arrive prepared to discuss the topic
- Be considerate of others
- Expect to participate
- Turn cell phones **off**

Other Course Policies

- Be professional at all times.
- Please indicate the course name and your full name on all written assignments and email.
- Properly format all written communication.
- Regularly check your CourseDen email.
- If you are absent, make arrangements with a classmate or me to obtain the day's material.
- Missing the first graded assignments is grounds for being dropped from the course.

QUALITY OF SUBMISSIONS

Success in business generally requires professionalism. Therefore, any assignment submitted for a grade must be accurate in terms of format, grammar, punctuation, and spelling. I use the "rule of three" when grading typed 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. (Rule of three does not apply to handwritten quizzes)

Other:

- ✓ All written assignments should be typed. Use 12 point Times New Roman font, 1" margins, and double space.
- ✓ Include your name on all submitted assignment, even those turned in by email.
- ✓ Staple all multi-page assignments.
- ✓ Late assignments will receive a grade of "0" unless appealed directly in advance. Do not expect positive appeals. Timeliness is one of the most important aspects of business.

HONOR CODE and DISABILITIES

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:

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

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.

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

Americans with Disabilities Act

If you are a student who is disabled as defined under the Americans with Disabilities Act and requires assistance or support services, please seek assistance through the Center for Disability Services. A CDS Counselor will coordinate those services. See <http://www.westga.edu/~dserve/>.

Students with disabilities needing academic accommodation should:

1. Register with and provide documentation to the Coordinators of Disability Services in the Student Development Center
2. Bring a letter to the instructor indicating the need for accommodation and what type. This should be done during the first week of class.

This syllabus and other class materials are available in alternative format upon request. Further details regarding student disabilities can be found in the Student Handbook.