

MGNT 6681: Strategic, Ethical, and Global Management

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- Office Hrs:** None. I am open to virtual individual conversations, which can be scheduled through email.
- Textbook:** (Optional) 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](#)).
- Articles:** Articles are posted on Courseden along with videos, a Program Packet, and undergraduate PowerPoint slides.
- Case Studies:** Cases and come articles are contained in the Harvard Coursepack, available for purchase at: [HBR Link](#)

OVERVIEW

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

Course Description and Objectives

Up until this time, most of your education within the College of Business has emphasized a specialized, functional perspective of business situations. For example, in Accountancy, you have concentrated on how to both identify and produce the information necessary to manage and guide organizations effectively. In Finance, you have been concerned with how capital markets work and, in turn, affect the financing of a company's on-going operations. In Marketing, you learned how to analyze, shape and respond to the needs of consumers as well as how to manage a company's marketing efforts. In Operations Management, the focus has been organizing the production activities of a firm so it is able to produce quality goods and services at an attractive price. Finally, courses on Human Resource Management have been concerned with the effective development and management of a company's human assets. All of these functional disciplines play a critical role in the success of a company, but how do they fit together?

In this course, we integrate these views by taking the unique perspective of the situational problems of the general manager. The general manager's primary responsibility is to diagnose the critical factors that require attention in complex business situations and to find workable solutions to strategic and organizational problems. To solve such business problems, the general manager must be capable of understanding and using knowledge from each functional area to provide a total business (systems) perspective on issues pertaining to strategic management. The general manager must analyze competitive situations within industries in order to understand the sources of the firm's competitive advantage.

This course is concerned with the total enterprise and relies on the perspective from 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. Special consideration is given to 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]

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](#)

COURSE SCHEDULE

Schedule subject to revision. Harvard Coursepack can be purchased at: [HBP Link](#)

Module /Date	Topic	Assignments (read/view BEFORE class)	Location
7/26/20	Class Introduction	(online class meeting) Email invitation	
Module 1			
	Intro to Strategy	Casadesus-Masanel 2014. <i>HBR</i> , Introduction to strategy (doc# 8097-PDF-ENG) Mintzberg, 1987. <i>CMR</i> , Five Ps for strategy (pgs 11-17) Video - David Kryscynski: What is Strategy? Courseden Video - Mintzberg on Managing (<i>min 0:00-3:00 only</i>) Video - David Kryscynski: Alternative Competitive Adv Video - SWOT Analysis Video - Starbucks SWOT analysis Video - SWOT Analysis Explained Correctly Strategy key term definitions PowerPoint slides	Harvard Coursepack Courseden Courseden Courseden Courseden Courseden Program packet Courseden
	Internal Environment	Video - Porter Value Chain Resources (VRIO and Classifying Resources) Value chain PowerPoint slides	Courseden Program packet Program Packet Courseden
	External Environment	Porter, 2008. <i>HBR</i> , The five competitive forces that shape strategy Video - PEST analysis Video - Porter's 5 Forces Model in just 2 minutes Industry lifecycle and 5-forces PowerPoint slides	Courseden Courseden Courseden Program Packet Courseden
7/1/20	Online class meeting	Case – Netflix (doc# 607138-PDF-ENG)	Email invitation Harvard Coursepack
7/2/20	Exam 1	Exam Case – Trader Joe's (doc# 714419-PDF-ENG)	Harvard Coursepack
Module 2			
	Business strategy	Kumar, 2006. <i>HBR</i> , Strategies to fight low cost rivals Simmons, 2014. <i>HBR</i> , Choosing the Right Customer Video - David Kryscynski: Generic Strategies Mini-Lecture Video – Cost Leadership PowerPoint slides	Courseden Courseden Courseden Courseden Courseden
	Innovation	Kim & Mauborgne, 2004. <i>HBR</i> , Blue ocean strategy	Courseden
	Competitive Dynamics	Hamel, 2001. <i>Fortune</i> , Smart mover dumb mover Suarez & Lanzolla, 2005. <i>HBR</i> , The half-truth of first mover advantage Competitive Dynamics Overview Video - First Mover Advantage-Disadvantage Video - The Half-Truth of First Mover Advantage PowerPoint slides	Courseden Courseden Program Packet Courseden Courseden Courseden
	Corporate Strategy	Markides, 1997. <i>HBR</i> To diversify or not to diversify Video - Building synergies through corporate strategy Resource Pathway Framework PowerPoint slides	Courseden Courseden Program Packet Courseden
7/8/20	Online class meeting	Blue Ocean Strategy day	Email invitation
7/10/20	Exam 2	Exam Case – Caffeine Satisfaction	Courseden
Module 3			
	Global	Isenberg, 2008. <i>HBR</i> The global entrepreneur Video - Pankaj Ghemawat: Actually, the world isn't flat PowerPoint slides	Courseden Courseden Courseden
	Organization, Coordination and Control	Rogers & Blenko, 2006. <i>HBR</i> , Who has the D? Craighead, Ketchen, & Darby, 2020. Pandemics and Supply Chains	Courseden Courseden

	PowerPoint slides		Courseden
Strategy & Leadership	Gadiesh & Gilbert, 2001. HBR, Transforming corner-office strategy into frontline action	Courseden	
	Video - Steve Jobs: Vision, mission, values	Courseden	
	Video - How to write a mission statement that doesn't suck	Courseden	
	PowerPoint slides	Courseden	
Corporate Governance			
	Video – Corporate Governance - What do shareholders really value	Courseden	
	Video – Governance 1	Courseden	
	Video – Governance 2	Courseden	
	PowerPoint slides	Courseden	
7/15/20	Online class meeting	Email invitation	
7/17/20	Exam 3	Courseden	
	Exam Case - KFC in Japan (doc# 387043-PDF-ENG) (pgs 1-12)		Harvard
	Coursepack		
7/21/20	Blue Ocean Paper due		

GRADES

Grade Composition	Grade	Basic expectation to earn this grade
Exams (3 at 25% each)	75%	A excellent work, in-class discussion, solid understanding of course material
Blue Ocean paper	25%	B excellent work, in-class discussion, general understanding of course material
		C average work, little in-class discussion, general understanding of course material
		D/F very little of the above

Assignment	Detail
Blue Ocean Paper	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 via the Courseden dropbox no later than 11:59PM TU, July 21. Further detail will be provided in a separate handout.
Exams	Exams are based on an assigned case study. Students will respond to 2-4 open-ended questions in written format and are expected to provide comprehensive answers that draw on the respective course material assigned. Exam 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: 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. Other hardship cases provided that you have obtained the required approval of the university.
<i>The instructor reserves the right to modify the grade scale, content of class, and add pop-quizzes if necessary.</i>	

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 UWG email.
- Missing the first graded assignments is grounds for begin 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 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. (**Note:** Rule of three does not apply to handwritten exams)

Other:

- ✓ All typed assignments should be typed. Use 12 point Times New Roman font, 1-inch margins, and double space.
- ✓ Include your name on all submitted assignment, even those turned in by email.
- ✓ Staple all multi-page assignments that are submitted in hard copy.
- ✓ 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.
- ✓ Watch the following video on proper paragraph structure (link)

Communication Expectation

University of West Georgia students are provided a MyUWG e-mail account. The University considers this account to be an official means of communication between the University and the student. It is the student's responsibility to check his or her email.

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.

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 [ADA Link](#).

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.

CONCEALED CARRY STATEMENT

Beginning July 1, 2017, Georgia House Bill 280 permits properly licensed individuals in the State of Georgia to carry a handgun in a concealed manner on property owned or leased by public colleges and universities. However, it is the responsibility of the individual to understand and follow the guidelines set forth by the University System of Georgia. USG guidelines can be found at: [Concealed Carry Link](#).

HONOR CODE

At UWG, we believe that academic and personal integrity are based upon honesty, trust, fairness, respect and responsibility.

Students at UWG assume responsibility for upholding the honor code. UWG 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.

UWG maintains a confidential Academic Dishonesty Tracking System. This database collects and reports patterns of repeated student violations across all the Colleges, the Ingram Library, and the School of Nursing. Each incidence of academic dishonesty is subject to review and consideration by the instructor, and is subject to a range of academic penalties including, but not limited to, failing the assignment and/or failing the course. Student conduct sanctions range from verbal warning to suspension or expulsion depending on the magnitude of the offense and/or number of offenses. The incident becomes part of the student's conduct record at UWG.

Additionally, the student is responsible for safeguarding his/her computer account. The student's account and network connection are for his/her individual use. A computer account is to be used only by the person to whom it has been issued. The student is responsible for all actions originating through his/her account or network connection. Students must not impersonate others or misrepresent or conceal their identities in electronic messages and actions. For more information on the UWG Honor Code, please see the Student Handbook.

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.