MGNT 4660: Strategic Management
Spring Semester 2012

Sec. # 04 – TuTh 11:00 am - 12:20 pm, Classroom 2202 College of Business
Sec. # 05– TuTh 2:00 pm - 3:20 pm, Classroom 2202 College of Business

Instructor: Kim Green, Ph.D., CFA
Office: Business Building 2319
E-mail address: kgreen@westga.edu or kgreenwestga@gmail.com

Office hours: Tu: 8:30a – 11a & 12:20p – 2p; Th: 8:30a – 11a & 12:20p – 2p & 3:20p – 5 pm or other by appointment

PREREQUISITES: ECON 3402, FINC 3511, MGNT 3600, MKTG 3803 & Area F

COURSE DESCRIPTION: This course introduces the student to the concepts, theories, problems, issues, and techniques of strategic management. It 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 and 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 lectures, exercises, case studies of actual corporations, class discussion, team project, and examinations to accomplish these objectives.

COURSE MATERIALS:
Required Simulation: GLO-BUS Strategy Simulation. Registration fee of $38.95. Instructions for accessing the simulation will be provided in class.

Articles and Cases for in-class discussion: (Articles are available through the library on-line.)
(4) The “Method” case (“Entrepreneurship and Innovation at Method”) will be posted on CourseDen.
(5) The Johnson & Johnson case is in your textbook.
(6) The Green Propulsion case will be posted on CourseDen.
**CourseDen:** Throughout the semester, announcements and assignments may be posted on CourseDen. Students should check CourseDen frequently.

### COURSE EVALUATION

#### COURSE EVALUATION CRITERIA

<table>
<thead>
<tr>
<th></th>
<th>Points</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>125</td>
<td>25%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>125</td>
<td>25%</td>
</tr>
<tr>
<td>Simulation Team Project:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Team Components</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Simulation</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>(2) Final Oral Presentation (Last 2 class sessions)</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>II. Individual Written Report</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td><strong>Total Simulation Points</strong></td>
<td>155</td>
<td>31%</td>
</tr>
<tr>
<td>Ethics Quiz</td>
<td>20</td>
<td>4%</td>
</tr>
<tr>
<td>Participation (3 points per assignment)</td>
<td>24</td>
<td>5%</td>
</tr>
<tr>
<td>RCOB Field Exam</td>
<td>25</td>
<td>5%</td>
</tr>
<tr>
<td>RCOB Case Assessment</td>
<td>26</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total Course Points</strong></td>
<td>500</td>
<td>100%</td>
</tr>
</tbody>
</table>

#### DETAILS ABOUT ASSIGNMENTS

**EXAMS:** There will be two exams given during the semester and a final exam given during the scheduled final exam period. Only the two highest scores will be counted. The first two exams are not cumulative; each will cover only the material introduced since the previous exam. The final exam will be comprehensive, drawing from all material covered during the semester. 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, class lectures and in-class discussions and exercises.

Make-up exams will be given only 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.

**SIMULATION TEAM PROJECT:** During the semester, each student will participate in a simulation project (either working alone or in groups of 2 – 3 members) managing a company in the Glo-Bus Strategy Simulation. Companies in the simulation are competitors in the digital camera industry. Students can choose teams, or the instructor will assist in forming teams based on provided by each student on the Student Data Form distributed on the first day of class. Once the teams have been formed, each student will be given a registration code to sign-up to participate in the simulation (register at www.glo-bus.com).

The simulation will begin with two practice rounds which are not graded. There will then be eight rounds of decisions that are used in computing the grade for the simulation. Each decision period covers a year for the company you are managing. Because you are given five years of historical performance information, the eight decision rounds are designated as Year 6 through Year 13. During the specified weeks of the course, one simulation decision will be due each week by Friday at 6 pm.
So that students have a chance to see how their simulation experience relates to actual business practice, each team will also choose a real-world digital camera company for analysis. An environmental assessment and performance analysis for this company will be included in the report due at the end of the semester.

Grades will be assigned for the performance in the on-line simulation, the team final presentation, and the individual’s final report. Note that each team member will evaluate the other team members at the end of the project. These peer evaluations should reflect the contributions of each team member. Based on the peer evaluations, appropriate adjustments to individual grades will be made where necessary. In some cases, these adjustments can be severe. I urge the teams to decide, at the beginning of the project, what will be an acceptable level of contribution, and I encourage each individual to contribute your share to the team project. Your participation in the simulation project is your responsibility, not your team’s responsibility.

Details of the simulation project assignments are provided below:

**On-Line Simulation Grade (80 points):** The simulation grade will be based on the team’s industry ranking at specified times (i.e., decision years) during the simulation. Additional details regarding the grading plan will be provided in class.

**Final Presentation (20 points):** Near the end of the semester, each team will deliver a presentation explaining (a) their approach to the simulation and their performance results and (b) the review of a real-world digital camera company. Part (b) should include an environmental analysis, performance summary, and identification of current strategic issues faced by the firm. Teams should be prepared to answer questions from another team with which they will be paired for the final presentation. Presentations are limited to twelve (12) content slides. You will turn in the PowerPoint slides. This presentation and the performance in Question & Answer will be graded as a team.

**Individual Report (55 points):** Each student will prepare an Executive Summary package. This assignment will be written individually, and the grade will be assigned individually. This package will include:

(a) Executive Summary that includes (i) a report of your simulation company’s strategy and performance and (ii) a report of your real-world digital camera company’s strategy and performance. This report should not exceed 2 to 2 ½ single-spaced pages.

Part (i) should address the following questions:

1. Explain your simulation company’s financial performance over the 8-year period. (Make references to the table that shows the financial results.)
2. What strategy did your firm pursue? What about that strategy was effective and what was ineffective? If you participated in the simulation again, what would you do differently and why?
3. How has the simulation helped you improve your understanding of and ability to interpret and analyze the strategy and performance of actual businesses?

Part (ii) should address the following elements for the real-world camera firm:

1. Overview of the firm and its position in the industry (size of the firm, age of the firm, etc.). Key resources and capabilities of the firm.
2. Identification of key trends in the external environment.
3. Major strategic issues the company is facing.

(b) A table of your simulation company’s financial results. Prepare this table yourself from data available within the Glo-Bus system. Do NOT merely print the graphs or tables prepared for you by the Glo-Bus system.

(c) A table summarizing the real-world camera company’s financial performance for the preceding four years. Include key performance indicators such as revenues, net income, debt, and stock price and others that you think are important.

(d) For your real-world company, include a copy of the most recent CEO’s letter from the annual report or Strategy summary from an annual SEC filing (10-K). Underline (or highlight) ten statements or points in this letter that relate to topics discussed in this course this semester. Indicate in the margin the specific topic from class that the point illustrates (e.g., “power of suppliers in the industry”, “economic sector of the external environment”, “core competency as an internal strength”).
ETHICS QUIZ: Following the in-class discussion of ethics and sustainability issues, there will be a short quiz consisting primarily of multiple choice and short answer questions.

PARTICIPATION EXERCISES: There will be at least ten (10) opportunities to earn participation points in class during the semester. Each activity will be worth up to 3 points. The total semester points for the course grade includes 24 points for participation, or full credit for eight (8) of the 3-point exercises. Additionally, up to 6 points of extra credit will be allowed. For classes during which articles or cases will be discussed, the article or case must be read prior to class in order to fully participate in the discussion or activity related to that reading. Some activities will be contained entirely within a class meeting and will not require advance preparation. A student must be present in class in order to earn the points for the participation activities.

The three (3) points for the participation activities will be assigned based on the following standards:
3 points – Strong, thoughtful answers indicating a clear understanding and focused participation.
2 points – Answers demonstrating acceptable content, comprehension, and strong participation effort.
1 points – Answers demonstrating a weak understanding of or participation in the case or activity.
0 points – No questions answered or superficial answers indicating an unacceptably poor effort.

RCOB ASSESSMENT EXERCISES: During the semester, you are required to participate in two exercises that serve to assess if the college is teaching the concepts that are considered fundamental to business education and if this teaching is effective in helping students master the concepts. These assessments are part of the MGMT 4660 course because all of the prerequisite courses leading up to MGMT 4660 will have covered those business fundamentals for the various business disciplines. Students will receive full credit for these assignments merely by completing them, provided that their effort demonstrates that they took each assignment seriously.

Field Exam: One class period during the first month of class will be devoted to the college field exam. This exam consists of multiple choice questions and will be administered in one of the college computer labs. The exam questions cover each of the business subjects or functions (e.g., accounting, economics, management, etc.)

Case Assessment: This assessment activity will be completed in class. Students will be given a short case to read in class, followed by a set of essay questions to answer about the case.

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 distribution:

A 450 to 500 points
B 400 to 449 points
C 350 to 399 points
D 300 to 349 points
F 299 points and below

COURSE POLICIES

ATTENDANCE POLICY: Classroom attendance is strongly recommended. However, roll will not be taken. Note that while there is no formal attendance requirement, you are expected to attend every class session unless classes have been officially canceled by the University or you have a University-sanctioned excuse. If you miss a class, you are responsible for the material covered and announcements made during that class. If the professor is more than 15 minutes late for class, the class is considered canceled and the students may leave.

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).
ACADEMIC INTEGRITY: 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.”

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. Academic dishonesty in any form will be pursued to the fullest extent allowed by the University and College regulations.

DISPUTES: If you feel your grade on an assignment is inaccurate, you may 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.

PERSONS WITH DISABILITIES: The University and the instructor are committed to providing equal educational opportunities for all students. The University provides, on a flexible and individualized basis, reasonable accommodations to students who have disabilities. Students with disabilities needing academic accommodation are encouraged to:
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. During the first or second week of class, students must present a letter to the professor stating that the disability has been documented and requesting specific accommodations. Additionally, it is the responsibility of the student to give the professor one week’s notice prior to each instance where an accommodation will be needed. It is expected that students will follow the policies and procedures of Student Disability Services. Further details regarding student disabilities can be found in the Student Handbook.

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 in class.
## CLASS SCHEDULE: MGNT 4660 STRATEGY

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

<table>
<thead>
<tr>
<th>Week</th>
<th>Simulation Decisions</th>
<th>Date</th>
<th>Topic</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tu, Jan 10</td>
<td>Course intro and overview</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Jan 12</td>
<td>Intro to Glo-Bus Simulation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Tu, Jan 17</td>
<td>Strategic Management, Ch. 1; Article: How Much is a Tulip Worth?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Jan 19</td>
<td>Business-Level Strategy, Ch. 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Tu, Jan 24</td>
<td>Business-Level Strategy cont., Ch. 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Jan 26</td>
<td>RCOB Field Exam</td>
<td>Meet in RCOB 2329 Computer Lab</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Tu, Jan 31</td>
<td>Internal Environment, Ch. 3; Article: How Pixar Fosters Collective Creativity</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Feb 2</td>
<td>External Environment, Ch. 4; Article: Blue Ocean Strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Tu, Feb 7</td>
<td>Industry Analysis: Airlines</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Feb 9</td>
<td>External Environment, Ch. 4 cont.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Tu, Feb 14</td>
<td>Case: Innovation at Method</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Feb 16</td>
<td><strong>Exam 1</strong></td>
<td>Chs. 1, 3, 4, 6 &amp; articles/cases</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Tu, Feb 21</td>
<td>Corporate-Level Strategy, Ch. 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Feb 23</td>
<td>Corp Strategy, continued (NS/Conrail, Xerox)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Tu, Feb 28</td>
<td>Organizational Designs, Ch. 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Mar 1</td>
<td>Strategic Control, Ch. 8; Cases: J&amp;J; Green Propulsion</td>
<td>J&amp;J case in textbook; GreenP on CourseDen</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Tu, Mar 6</td>
<td>Context of Strat. Mgt, Ch. 2 (Boards)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Mar 8</td>
<td>Context of Strat. Mgt, Ch. 2 (Exec. compensation)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Tu, Mar 13</td>
<td>Context of Strat. Mgt, Ch. 2 (Globalization); Article: How I Did It</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Mar 15</td>
<td><strong>Exam 2</strong></td>
<td>Chs. 2, 5, 7, 8; articles/cases</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Tu, Mar 20</td>
<td><strong>No class</strong></td>
<td>SPRING BREAK</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Mar 22</td>
<td><strong>No class</strong></td>
<td>SPRING BREAK</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Tu, Mar 27</td>
<td>Glo-Bus work day (on your own)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Mar 29</td>
<td>Chapter 9, Case Analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Tu, Apr 3</td>
<td>RCOB Case Assessment</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Apr 5</td>
<td>Ethics &amp; Social Responsibility; Article: Skeleton in Corp. Closet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Tu, Apr 10</td>
<td>Ethics &amp; Social Responsibility cont.</td>
<td><strong>Ethics quiz</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Apr 12</td>
<td>Video Case: News War</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Tu, Apr 17</td>
<td><strong>Team Project Presentations (team)</strong></td>
<td><strong>Individual Project Report Due (individual)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Th, Apr 19</td>
<td><strong>Team Project Presentations (team)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finals</td>
<td>Apr 21 – 27</td>
<td><strong>Final Exam</strong> (cumulative) at scheduled exam time</td>
<td>TuTh 11am section: Tu, Apr 24 11am</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>TuTh 2pm section: Tu, Apr 24 2pm</td>
<td></td>
</tr>
</tbody>
</table>
SUMMARY OF COURSE TOPICS AND LEARNING OBJECTIVES

Topics for Weeks 1 – 6
- Vision and Mission
- Resource Based View (RBV) for Internal Analysis
- External Analysis of General Environment and Competitive Environment (Five Forces)
- Generic Business Strategies
- Value Chain Analysis

Sources:
Chapters 1, 3, 4, 6
Articles: Tulipmania, Pixar, Blue Ocean
Case: Method

Evaluate the appropriateness of a firm’s business-level strategy and competitive tactics based on an analysis of the firm’s external and internal environments.

Exam 1

Topics for Weeks 7 – 12
- Diversification
- Mergers, Acquisitions, Alliances
- Restructuring
- Globalization / International Strategy
- Organization Structure and Controls
- Sustainability
- Corporate Governance (Boards of Directors)
- Stakeholders

Sources:
Chapters 2, 5, 7, 8, Ethics
Article: Blockbuster, Skeleton
Cases: J&J, Green Propul.

Identify corporate-level strategies and the conditions under which each is most effectively used.
Explain how firms are governed, led, and structured so that strategic actions and growth are controlled, ethical, and supportive of sustained competitive advantage.

Exam 2

Topics for Weeks 13 – 15
- Case analysis
- Glo-Bus Simulation project, paper, and presentation

Integrate knowledge from all business functions into a comprehensive framework to support effective strategic decision-making.
Use the terminology of corporate strategy correctly and communicate about strategic management concepts so that an informed audience can use the information to support decision-making.

Case Study and Simulation

Ultimate Learning Objectives
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)
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)
To integrate and synthesize knowledge gained in business core courses into a comprehensive approach to managing a multifunctional business organization. (BBA 4, BBA 6)
To organize and present strategic and operational information appropriate to professional standards and practices. (BBA 1, BBA 3)