### MGNT 4660: Strategic Management

**Instructor:** John Upson, Ph.D.  
Room 2218, Richards College of Business  
Phone: 678-839-4835  
[jupson@westga.edu](mailto:jupson@westga.edu) (preferred communication)

**Office Hrs:** MTWHF 9:00-10:00am, 4:00-5:00pm


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### COURSE SCHEDULE

The following schedule is subject to revisions. Lecture slides will be posted on CourseDen.

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Chapter</th>
<th>Topic</th>
<th>Case Study</th>
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<tbody>
<tr>
<td>7/2</td>
<td>M</td>
<td>1</td>
<td>Mastering Strategy</td>
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<td>7/3</td>
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<td>2</td>
<td>Leading Strategically</td>
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<td>7/4</td>
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<td>Holiday</td>
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<td>7/5</td>
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<td>3</td>
<td>External Environment 1</td>
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<td>7/6</td>
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<td>3</td>
<td>External Environment 2</td>
<td>Green Energy</td>
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<td>7/9</td>
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<td>4</td>
<td>Resources 1</td>
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<td>7/10</td>
<td>T</td>
<td>4</td>
<td>Resources 2</td>
<td>Case - Encyclopedia Britannica</td>
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<td>7/11</td>
<td>W</td>
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<td>Exam 1</td>
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<td>7/12</td>
<td>H</td>
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<td>Business Strategy</td>
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<td>7/13</td>
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<td>Competitive Moves 1</td>
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<td>7/16</td>
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<td>6</td>
<td>Competitive Moves 2</td>
<td>Exxon</td>
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<td>7/17</td>
<td>T</td>
<td>8</td>
<td>Corporate Strategy 1 / RCOB Field Test</td>
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<td>7/18</td>
<td>W</td>
<td>8</td>
<td>Corporate Strategy 2</td>
<td>Xerox</td>
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<td>7/19</td>
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<td>8</td>
<td>Corporate Strategy 3</td>
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<td>7/20</td>
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<td>Exam 2</td>
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<td>7/23</td>
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<td>Org design</td>
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<tr>
<td>7/25</td>
<td>W</td>
<td>10</td>
<td>Governance and Ethics</td>
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<td>7/27</td>
<td>F</td>
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<td>Exam 3/Projects due</td>
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OVERVIEW

Prerequisites: ECON3402, FINC3511, MGNT3600, MKTG3803

Course Description and Objectives

Strategic Management explores the challenges involved in leading business enterprises from a top management perspective. Rather than focusing on a particular functional area (production, marketing, finance, accounting, information systems, human resources, etc.) this course considers the business organization as a whole. Much of the course is devoted to the examination of current strategies and the competitive, economic, political, and social conditions that face managers in their industries.

The class stresses the use of appropriate concepts, processes, and frameworks to attack business problems and issues. A major emphasis of the course is to encourage strategic thinking based on an integrated and comprehensive analysis. To a great extent, the process of problem analysis and solution will be emphasized. In other words, emphasis is on how well you can critically analyze comprehensive business issues. Creativity, teamwork, and courage will be highly valued. Your preparation for and participation during class are extremely important to achieving the objectives of this course.

Learning Objective

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. 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)

Classroom Environment

Much of the class time will be devoted to the discussion of concepts and cases. On normal lecture days, attendance is not required, however, it is strongly recommended as all material discussed in class is fair game on quizzes and tests. Attendance is required for exams, quizzes, team or individual presentations, case studies, guest speakers, and RCOB Field Assessment. Assuming that you do attend class, please:

- Be on time (I reserve the right to reduce your grade for habitual tardiness)
- Be prepared
- Be considerate of others
- Expect to participate
- Do not sleep or chatter excessively
- Turn cell phones off (not vibrate). The first incoming call will be considered an accident on your part. The second will result in a 10 point reduction of your final grade. If you are expecting an emergency call, please notify me before class.

Other Course Policies

- Please indicate your section time and full name on all written assignments and presentations.
- Email has become a popular communication mode, yet many emails are far too informal for business communication (i.e., unpunctuated and sloppily written). Because of this, all email correspondence must be of professional quality.
- It is the student’s responsibility to obtain handouts, class notes, and additional assignments. If you are absent, make arrangements with a classmate or me to obtain these materials. Unforeseen changes in the syllabus and assignments will be announced in class and in email. It is the student’s responsibility to regularly check their CourseDen email.
- Missing the first graded assignments is grounds for begin dropped from the course.
### GRADES

<table>
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<tr>
<th>Assignment</th>
<th>Detail</th>
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<tbody>
<tr>
<td>Access Textbook Web Site</td>
<td>Students are to access the Textbook web site at: <a href="http://students.flatworldknowledge.com/course/994715">http://students.flatworldknowledge.com/course/994715</a> and print page 1 of chapter 1. <strong>Due in class July 3.</strong></td>
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<tr>
<td>RCOB Field Assessment (5%)</td>
<td>This assessment is administered by the RCOB administration and covers your entire experience in the college of business. Exam will be given in class <strong>July 17.</strong></td>
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<tr>
<td>Exams (20% - 25%)</td>
<td>Exam weighting and number are subject to change at the discretion of the instructor. Exams may have short essay, true/false, and multiple-choice questions. Exams draw on everything we cover in the course, including readings, class discussions, exercises, cases, and guest speaker presentations. 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. 3. Other hardship cases provided that you have obtained the required approval of the university.</td>
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<tr>
<td>Strategy paper</td>
<td>Each student will complete a full strategic analysis of a firm. The student will then recommend a significant change in strategy and explain its implementation. Delivery of the final paper will be via email on or before <strong>3:00pm July 27</strong> (12 point Times New Roman font, 1-inch margins, and single space). Further detail will be provided in a separate handout.</td>
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*The instructor reserves the right to modify the grade scale, content of class, and add pop-quizzes if necessary.*

### QUALITY OF SUBMISSIONS

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.

**Other**

- All written assignments should be typed. Use 12 point Times New Roman font, 1” margins, and double spaced.
- 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.
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”

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.
TEXTBOOK DETAILS

Book Title: Mastering Strategic Management, v1.0.1
Author(s): Dave Ketchen and Jeremy Short
ISBN: 978-1-4533-4562-7
Institution: University of West Georgia
Course Title: Strategic Management
Course Number: MGNT 4660

Accessing the book

Simply go to the course URL:

http://students.flatworldknowledge.com/course/981913

If you lose this URL, simply go to www.flatworldstudents.com and find your class using your name, your course name or institution.

Products and costs

There are a variety of products to support the learning experience: Black and White or Color printed books, Print it Yourself PDFs, Audio and eReader book formats as well as study aids and homework and quiz services. Prices range from $0 to $34.95. There is no cost to read the book online and the all-inclusive option (All Access Pass) costs $34.95. For a detailed list of products and services related to your adopted textbook, all you need to do is click on your course link to view the options.

Customer Support

The answer to many common questions can be found under the Educator FAQ link:
http://www.flatworldknowledge.com/educator-faqs
If you still can't find the answer to your question, customer support is available Mon - Fri from 9AM to 5PM (EST).

Contact:
Email: faculty@flatworldknowledge.com
Chat: http://www.flatworldknowledge.com/contact-us
Phone: 877-257-9243