MGNT 4660: Strategic Management
Spring Semester 2013

Sec. # 04 – TTh 9:30 am - 10:50 am, Classroom 2201 College of Business
Sec. # 06 – TTh 3:30 pm - 4:50 pm, Classroom 2201 College of Business

Instructor: Kim Green, Ph.D., CFA
Office: Business Building 2319
E-mail address: Through CourseDen or kgreen@westga.edu
Office phone: 678-839-4831
Office hours: Tu & Th: 8:00a – 9:30a, 11:00a – 3:30p, 4:50p – 5:15p or other by appointment

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

CREDIT HOURS: 3

COURSE DESCRIPTION: This course offers an integrative approach to the study of the total enterprise from the executive management’s point of view—the environment in which it operates, the direction management intends to head, management's strategic plan and the task of implementing and executing the chosen strategy. The course 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:
The textbook is accessible using this course URL which is unique for our class:
http://students.flatworldknowledge.com/course/1194375
If the URL doesn’t work for any reason, simply go to http://students.flatworldknowledge.com and find the class using the instructor's name, the course name, or the university name to find the book.

Required Simulation: GLO-BUS Strategy Simulation. Registration fee of $42.95 through www.globus.com. You will need a team-specific registration code provided by the instructor in order to register. 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, or are posted on CourseDen as noted below. Additional readings may be announced in class, posted on CourseDen, or distributed in class as the semester progresses. To access the articles through the library, go to the library main webpage. On the right hand side of the page choose “Articles”. Then, choose “Find a Journal.” In the search box, type the name of the journal (i.e., the periodical) that contains the article you need – for instance, Harvard Business Review. [Don’t type the article name here.] The search results should return a list of databases through which you can electronically access the journal you need. Choose an option that includes the date you are looking for. If you are accessing the databases from off-campus, you will most likely need the Galileo password – the library website leads you through this process for this (you’ll need your UWG id number). Once you click on a database and enter the Galileo password, you should see a list of the available issues for that journal. Choose the date of the issue you need (the issues are in date order).

(2) The 3-D Printing article will be posted on CourseDen.
(4) The “Method” case (“Entrepreneurship and Innovation at Method”) will be posted on CourseDen.
(5) 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

<table>
<thead>
<tr>
<th>COURSE EVALUATION CRITERIA</th>
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<tbody>
<tr>
<td>Exam 1</td>
<td>200 points 20%</td>
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<tr>
<td>Exam 2</td>
<td>200 points 20%</td>
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<tr>
<td>Exam 3</td>
<td>200 points 20%</td>
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Simulation Team Project:
  I. The team simulation score* 200 points
  II. Individual Written Report 125 points

Total Simulation Points 325 points 32.5%

[* The team grade will be adjusted for each individual based on the peer evaluation completed by each team member.]

Participation (4 points per assignment) 24 points 2.5%

RCOB Field Exam 51 points 5%

Total Course Points 1000 points 100%

DETAILS ABOUT ASSIGNMENTS

EXAMS: There will be three exams given during the semester and a final exam given during the scheduled final exam period. Only the three highest scores will be counted. The first three 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.

Grades will be assigned for the performance in the on-line simulation 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. For grading purposes, 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 (200 points):** The simulation grade will be based on the team’s performance in its Glo-Bus industry. Each industry will consist of either eight or twelve companies/teams (depending on the number of teams in the class). The Glo-Bus system calculates a score for each team based on performance factors such as the company’s profitability and return on equity. The system reports this running score, updated for each week’s performance. For grading purposes, this score will be treated as a percentage (i.e., a score of 89 is equivalent to 89% on an 100% scale). This score will be the team’s grade unless the score falls below a pre-set floor grade. The floor grade will be based on the team’s rank in the industry at specified times (i.e., decision years) during the simulation. The team will receive the higher of the two scores: the score calculated by Glo-Bus or the floor score. For example, the floor grade for the lowest ranked team in the industry will be 72% (a “C”) or 144 points out of 200 points. If, however, the lowest ranked team earns a Glo-Bus performance score of 85%, then that team’s grade would be 85% or 170 points out of 200 points. The floor grade for the highest-ranked team in the industry is 100% or 200 points. If, however, the highest-ranked team earns a Glo-Bus performance score of 105%, then that team’s grade would be 105% or 210 points. Additional details regarding the grading plan will be provided in class.

**Individual Report (125 points):** Each student will prepare an Executive Summary package. This assignment will be written individually, and the grade will be assigned individually. The Executive Summary will include (i) a report of your simulation company’s strategy and performance and (ii) a report of a real-world digital camera company’s strategy and performance.

Part ii gives students a chance to see how their simulation experience is relevant to actual business practice. Each student will 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. Choose one of the following companies: Casio (www.casio.com), Fujifilm (www.fujifilm.com), Kyocera (global.kyocera.com/company/), Leica (www.corporate.leica-camera.com), Minolta (www.konicaminolta.com), Olympus (www.olympus-global.com), Panasonic (www.panasonic.com), Ricoh (www.ricoh.com, makes Pentax cameras), Samsung (www.samsung.com), Sony (www.sony.com). Do not compare your simulation company to the real-world company – such a
comparison would be too contrived. The purpose of investigating a real-world company is to apply some of
the knowledge you have gained about assessing strategy and performance outcomes.

This report should not exceed 2 to 2 ½ single-spaced pages. This page limit includes only the text part of
the report; the tables that will be attached to the report are additional pages.

Part (i) should address the following questions, with the bulk of the discussion devoted to the
performance and strategy:

(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? This will be a brief paragraph.

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, location,
subsidiaries, products, markets served, etc.). Description of key resources and capabilities.
(2) Identification of key trends in the external environment.
(3) Major strategic issues the company is facing and actions they are taking.

(b) A table of your simulation company’s financial results. Prepare (i.e., type) 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. Include not only the five metrics that Glo-Bus used to rank the teams each week, but
also items that are typically important in financial statements (e.g., revenues, total expenses, specific
expenses relevant to your strategy, debt level, etc.) and year-to-year percentage changes in these items.
(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. Prepare this table yourself from data available in the company’s
publicly available financial reports. If your company’s financial reports are denominated in currency other
than U.S. dollars, do not convert to dollars. Simply report the results in the currency as given, making
sure that your table indicates what currency is being used.
(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 regulatory filing (such as the SEC 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”).

PARTICIPATION EXERCISES: There will be at least eight (8) opportunities to earn participation points
in class during the semester. Each activity will be worth up to 4 points. The total semester points for the
course grade includes 24 points for participation, or full credit for six (6) of the 4-point exercises.
Additionally, up to 8 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 four (4) points for the participation activities will be assigned based on the following standards:
4 points – Strong, thoughtful answers indicating a clear understanding and focused participation.
3 points – Answers demonstrating acceptable content, comprehension, and strong participation effort.
1-2 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 EXERCISE (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.) Assessment exercises are
conducted each semester in order 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. Assessments are part of the MGNT 4660 course because all of the prerequisite courses
leading up to MGNT 4660 will have covered those business fundamentals for the various business disciplines. Students will receive full credit for this assignment by completing it, provided that their effort demonstrates that they took the assignment seriously.

**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 900 to 1000 points
- B 800 to 899 points
- C 700 to 799 points
- D 600 to 699 points
- F 599 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:** If you are a student who is disabled as defined under the Americans with Disabilities Act and require assistance or support services, The Office of Disability Services will help you understand your rights and responsibilities under the Americans with Disabilities Act and provide you further assistance with requesting and arranging accommodations. 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. If you need course adaptations or accommodations because of a disability or chronic illness, or if you need to make special arrangements in case the building must be evacuated, please notify your instructor by the end of the second full week of class and provide a copy of your Student Accommodations Report (SAR) which is available only from the Office of Disability Services. This letter states that the disability has been documented and requests specific accommodations. Accommodation requests require appropriate notice and paperwork.

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>
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<tbody>
<tr>
<td>1</td>
<td></td>
<td>Tu, Jan 8</td>
<td>Course introduction and overview of Glo-Bus simulation</td>
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<td></td>
<td></td>
<td>Th, Jan 10</td>
<td>Mastering Strategy, Ch. 1; Article: How Much is a Tulip Worth?</td>
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<td>2</td>
<td></td>
<td>Tu, Jan 15</td>
<td>Business-Level Strategy, Ch. 5;</td>
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<td>Th, Jan 17</td>
<td>Business-Level Strategy cont., Ch. 5;</td>
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<td>3</td>
<td>Practice round #1 due Friday, 6 pm</td>
<td>Tu, Jan 22</td>
<td>Case: Innovation at Method; Leading Strategically, Ch. 2</td>
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<td>Th, Jan 24</td>
<td>RCOB Field Exam</td>
<td>Meet in RCOB 2329 Computer Lab</td>
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<tr>
<td>4</td>
<td>Practice round #2 due Friday, 6 pm</td>
<td>Tu, Jan 29</td>
<td>Leading Strategically cont., Ch. 2</td>
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<td></td>
<td>Th, Jan 31</td>
<td>Exam 1</td>
<td>Chs. 1, 2, 5 &amp; articles/cases</td>
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<tr>
<td>5</td>
<td>Decision 1 (Yr 6), by Fri 6 pm</td>
<td>Tu, Feb 5</td>
<td>External Environment, Ch. 3; Article: 3-D Printing</td>
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<td>Th, Feb 7</td>
<td>External Environment cont., Ch. 4;</td>
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<td>6</td>
<td>Decision 2 (Yr 7), by Fri 6 pm</td>
<td>Tu, Feb 12</td>
<td>Internal Environment, Ch. 4; Article: How Pixar Fosters Collective Creativity</td>
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<td>Th, Feb 14</td>
<td>Internal Environment cont., Ch. 4;</td>
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<td>7</td>
<td>Decision 3 (Yr 8) due Fri 6 pm</td>
<td>Tu, Feb 19</td>
<td>Industry Analysis: Airlines</td>
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<td>Th, Feb 21</td>
<td>Competitive &amp; Cooperative Moves, Ch. 6;</td>
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<tr>
<td>8</td>
<td>Decision 4 (Yr 9), by Fri 6 pm</td>
<td>Tu, Feb 26</td>
<td>Competitive &amp; Cooperative Moves cont., Ch. 6</td>
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<td>Th, Feb 28</td>
<td>On-line review of SWOT analysis and competitive interactions</td>
<td>On-line</td>
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<tr>
<td>9</td>
<td>Decision 5 (Yr 10), by Fri 6 pm</td>
<td>Tu, Mar 5</td>
<td>Exam 2</td>
<td>Chs. 3, 4, 6 &amp; articles/cases</td>
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<td>Th, Mar 7</td>
<td>Corporate-Level Strategy, Ch. 8</td>
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<td>10</td>
<td>Decision 6 (yr 11) by Fri 6 pm</td>
<td>Tu, Mar 12</td>
<td>Corporate-Level Strategy cont., Ch. 8</td>
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<td>Th, Mar 14</td>
<td>Organizational Design, Ch. 9</td>
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<td>11</td>
<td></td>
<td>Tu, Mar 19</td>
<td>No class</td>
<td>SPRING BREAK</td>
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<td>Th, Mar 21</td>
<td>No class</td>
<td>SPRING BREAK</td>
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<td>12</td>
<td>Decision 7 (Yr 12), by Fri 6 pm</td>
<td>Tu, Mar 26</td>
<td>Case: Green Propulsion</td>
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<td>Th, Mar 28</td>
<td>Governance, Ch. 10</td>
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<tr>
<td>13</td>
<td>Decision 8 (Yr 13), by Fri 6 pm</td>
<td>Tu, Apr 2</td>
<td>Governance, cont., Ch. 10; Article: How I Did It</td>
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<td>Th, Apr 4</td>
<td>Governance, cont., Ch. 10</td>
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<td>14</td>
<td></td>
<td>Tu, Apr 9</td>
<td>Glo-Bus report reminders; Exam review</td>
<td>(3:30 section begins at 4 pm today only)</td>
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<td>Th, Apr 11</td>
<td>Exam 3</td>
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<td>15</td>
<td></td>
<td>Tu, Apr 16</td>
<td>In-class case study (no pre-class reading required)</td>
<td>Individual Project Report Due (individual)</td>
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<td>Th, Apr 18</td>
<td>Glo-Bus simulation wrap-up</td>
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<td>Finals</td>
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<td>Apr 22 – 26</td>
<td>Final Exam (cumulative)</td>
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<td>at scheduled exam time</td>
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<td>9:30 section: Th, Apr 25, 8am-10:30a</td>
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<td>3:30 section: Th, Apr 25, 2pm-4:30p</td>
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SUMMARY OF COURSE TOPICS AND LEARNING OBJECTIVES

Topics for Weeks 1 – 4
- Firm Performance
- Vision and Mission
- Generic Business Strategies
- Entrepreneurial Orientation

Sources:
Chapters 1, 2, 5
Articles: Tulipmania
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 5 – 9
- External Analysis of General Environment and Competitive Environment (Five Forces)
- Resource Based View (RBV) for Internal Analysis
- Value Chain Analysis
- Diversification
- Mergers, Acquisitions, Alliances
- Restructuring

Sources:
Chapters 3, 4, 6
Articles: 3-D printing, Pixar

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 2

Topics for Weeks 10 – 15
- Organization Structure and Controls
- Sustainability
- Corporate Governance (Boards of Directors)
- Stakeholders
- Glo-Bus Simulation project, paper, and presentation

Sources:
Chapters 8, 9, 10
Article: How I Did It (Blockbuster)
Case: Green Propulsion

Explain how firms are governed, led, and structured so that strategic actions and growth are controlled, ethical, and supportive of sustained competitive advantage.

Exam 3 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)