Introduction

Welcome to Strategic Management. This course serves as the capstone learning experience for your Bachelor of Business Administration degree in the Richards College of Business. As you have completed classes, you have learned how to work within each of the functional areas of a business organization (accounting, finance, marketing, operations, information systems, etc...), now it will be your opportunity to experience how a manager or owner pulls information from each of functional area to formulate and implement a strategy for the firm.

In this class we will learn the process of analysis (firm and industry), formulation, and implementation of business level strategies (The AFI process). We will also learn how to view the AFI process through different theoretical lenses (five forces and market position, resource-based view or VRIO, blue ocean, strategic positions over time, and innovation). This process (AFI) and these theoretical lenses help shape a how a firm views its mission and implements its strategy within the confines of its values) as the firm works toward achieving its vision. Learning this process will help you better understand how to evaluate companies as you enter and move about the workforce throughout your career.

This is a challenging course, but if you will put the time in that is required for you to learn what is required of you, this course has the power to shift your thinking and prepare you to make a bolder entrance into the workforce, or to advance more quickly from where you are working now. I look forward to taking this journey with you.

Instructor Information

As a student, employee, manager, teacher, coach, administrator, and professor, I have spent the last 20 years studying, learning, teaching, and researching about the experiences people have within a firm’s operations, the experiences firms have in markets, and how both of these are shaped by the environments in which they exist. This journey has taken me through four college degrees (all from different institutions and in different areas of study, but all related to the study of people in organizations), work in financial services, high school teaching and coaching, and working as a university professor and administrator, as well as service in my church and community. In this class we will spend a lot of time focused on helping you mastering the content of strategic management, I also hope we will find time to learn from each other’s experiences.

My contact information

Name: Jon Anderson, Ph.D.
Office: RCOB 2318
Email: janderso@westga.edu (I prefer this over courseden, allow two working days for a response)
Office Hours: Online and by appointment.

Course Structure and Delivery

You should take this course no earlier than one semester before graduation and following the completion of Core Area F business courses and MGNT 3600, MKTG 3803, FINC 3511 and ECON 3402. In order to take this course you must also have senior standing. Based on the Prerequisites
you should have a basic understanding of: Clear and Concise Writing (ENGL 1101), Financial Accounting (ACCT 2101), Corporate Finance (FINC 3511), Basic Economic Analysis (ECON 2105), Basic Management Principles (MGNT 3600), Marketing policies and practices (MKTG 3803), Flow of goods and services to customers (MKTG 3803), and Statistics applied to business research (ECON 3402). This course is offered in an online (E course) delivery model, you will complete all learning modules and assignments in courseden, with the exception of a proctored final exam which will be in a face to face environment either on campus or at an off campus testing site. Much of this work will require peer review, so it is very helpful if you build cohesive relationships with your class members.

**Communication, Course Description, Objectives, and Policies**

**Communication:** The best way to contact me is through email. Please send all course related email to me through Courseden. Although I try to respond as quickly as possible, please allow two working days before expecting a response from me (excluding weekends). Additionally, grades and other course content and information will be distributed through Courseden.

**Course Description:** 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.

**Course Learning Objective Related to Learning Goal(s)**

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).

**Course Structure:** Credit Hour Policy (3 credit hours), for approximately fifteen weeks, students in this class will generally spend 150 minutes with direct faculty instruction (online) and work about 360 minutes outside of the classroom each week. This out-of-class work may include, but is not limited to, readings, assignments, projects, group work, research, and test preparation.

**Course Schedule and Course Management:** The course will be managed according to the schedule in this syllabus. I do reserve the right to adjust the schedule as needed. Such adjustments will be shared with you via email or posted on Courseden.

**Student Rights and Responsibilities:** Please carefully review the information at the following link: [http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf](http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf) The document at this link contains important information pertaining to your rights and responsibilities in this class. Because these statements are updated as federal, state, university, and accreditation standards change, you should review the information each semester.

**Student Attendance and Behavior:** As a student it is expected that you engage in class at all times noted on the course schedule. If you do not complete an assignment/exam on time, you will receive a 0 for that assignment/exam. Please make arrangements to login and complete your work early. It is also expected that you act respectfully and participate, especially in group assignments and class discussion. If you behave unprofessionally (as determined by me, the
professor), you will be disqualified from a group project or class discussion and lose the associated credit toward your grade.

_Student Integrity:_ You should be honest. If you are not honest in your work on an assignment you will receive a “0” for that assignment and may receive a “F” for the course, depending on the severity of the infraction (as deemed by me, the professor). Please follow all instructions with exactness, especially when completing assignments/exams online.

_The UWG honor code states:_ “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.” The student manual also outlines the method for handling cheating or academic dishonesty as follows: “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” (available online at http://www.westga.edu/~handbook/hb3.php?page=honorcode).

**Course Assignments**

_Weekly Readings and Discussions:_ Each week you will be responsible to review and take notes on a narrated PowerPoint, a set of articles or article, and other information posted in a weekly folder. Your assignment is to complete master the content and complete a discussion post about your reading. I will, on occasion, respond to some discussion posts, but this is largely an opportunity for you to learn and share what you and classmates are learning. If you take this seriously and post well (defined by a thoughtful and thorough response, usually 3-5 paragraphs), you get credit for the week. If not, you don’t. Your grade for each assignment will be a 1 or a 0. Each assignment is worth 1% of your final grade, so take these seriously. **All assignments are due on Sunday night of the week assigned.**

_Exams:_ You will complete three exams online. These are largely multiple choice, situation based questions. For the exams, you will have limited time to complete them, but you can use articles PPT slides, and personal notes for the exam. You cannot use the internet to search for answers. You will need to master the content as you will have limited time to respond to each question.

_Assessment Exam:_ You will complete an assessment exam at the end of the semester. This assessment will test all the knowledge you have acquired through your BBA program. So, as you prepare for the exam, review your notes from all BBA required courses. This exam is included in this course as it is the capstone for the BBA program.

_Simulation:_ As part of this class you will participate in a business simulation. You will compete with class members on a team. You will compete against other class teams. Your final grade will be determined by the score on your final balanced scorecard after the competition rounds, adjusted for a peer evaluation. Learning this simulation and doing well will take significant time. Please plan accordingly (5-7 hours per week at a minimum, including team meetings). It will also be one of the best learning experiences of your BBA program, if you take it seriously. **Each student must register for CAPSIM at capsim.com for a cost of $53.99. I will assign teams once students are registered. Registration should be complete during the first week of classes. If this is a problem, let me know.**
**Course Grading**

At the end of this course, you will receive from me a letter grade based on your performance on the evaluation instruments listed below.

1. Weekly Readings and Discussions 20%
2. Exam 1 20%
3. Exam 2 20%
4. Exam 3 20%
5. Assessment Exam Administered (During the Final Exam Period) 5%
6. Performance in Simulation 15%

Total Points for Grade Calculation 100%

**Grading Scale**: 90-100% = A; 80-89% = B; 70-79% = C; 60-69% = D; Below 60% = F

**Course Schedule**

All assignments are due on Sunday night of the week assigned.

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<td>What is Strategy?</td>
<td>Student Guide and Complete “Getting Started”</td>
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<td>1/16-1/22</td>
<td>Levels of Strategy and Firm Analysis</td>
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<td>Case Study 1 and 2</td>
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<td>4/24-4/30</td>
<td><strong>Exam 3 and Course Reflection</strong></td>
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<td>E</td>
<td><strong>Saturday, May 6, 3:00-5:30</strong></td>
<td>Assessment Exam - Miller Hall 2329</td>
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