MGNT 6681: Strategic Management  
Spring Semester 2012

Tu 6:00 pm – 10:45 pm, Classroom: Newnan Center Building 2000, Room 2101

Instructor: Kim Green, Ph.D., CFA  
Office: Carrollton Campus, 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

COURSE DESCRIPTION: This course allows the student to study the total enterprise at 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 with special consideration of the effects of globalization, ethics, and corporate accountability. The subject matter of the course will expose students to different approaches for explaining and analyzing the competitive situation a firm faces. We will adopt the point of view of the general manager of a firm, although many of the concepts apply to other levels of management as well. The approaches presented in the course will allow students to analyze a firm’s situation and recommend courses of action that will improve the competitive position of the firm. We seek to understand the concept of competitive advantage in order to help firms achieve and sustain competitive advantage.

COURSE OBJECTIVES: The objective of this course is to help students 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 the student’s education in the following ways:

1. To organize and present strategic and operational information appropriate to professional standards and practice. [LG1]
2. To develop skills using strategic and functional level analytical tools to facilitate the development and implementation of effective business strategy. [LG5]
3. To integrate and synthesize knowledge gained in business core courses into a comprehensive approach to managing a multifunctional business organization. [LG5]

The course will consist of lecture and discussion and case analysis. Students will be required to apply theory and techniques from other business disciplines in analyzing and formulations strategies in response to the cases we will study. Cases often contain ambiguous and incomplete information, as do most real-world situations. Managers are called upon to make important decisions in the face of ambiguity and uncertainty. This ambiguity is a significant part of the value of the case analyses.

COURSE MATERIALS:
Required Textbook: An eBook of cases is available through McGraw-Hill Create™. It is titled “Strategic Management MBA Newnan Campus”, listed under my name and by the 13-digit ISBN: 978-1-12-133579-0. It will cost approximately $30.
You can locate and purchase the book online by following these steps:
1. Go to http://create.mcgraw-hill.com/shop/
   ISBN: 9781121335790  
   Title: Strategic Management MBA Newnan Campus
3. Add the book to your cart and pay using a credit card or access code.

Articles for in-class discussion: The articles we will read each week are available to you through the University library. The list of articles and their citation information is included later in the syllabus (pp. 5 – 6.). To search for the articles, go to the library main webpage. On the right hand side of the page you can 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. [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. Once you click on a database and enter the 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).

**CourseDen:** Throughout the semester, announcements and assignments may be posted on CourseDen. Students should check CourseDen frequently.

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**COURSE EVALUATION**

**COURSE EVALUATION CRITERIA**
The weighting and number of assignments are subject to change at the discretion of the instructor.

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<td>Final Exam</td>
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<tr>
<td>Individual Paper</td>
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<td>Class Participation</td>
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**Total Course Points**

400 points 100%

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**DETAILS ABOUT ASSIGNMENTS**

**EXAMS:** There will be two exams given during the semester: a mid-term and a final exam. The mid-term exam will consist of short essay questions about the topics covered prior to the exam. Students will be allowed to refer to all articles and cases as they write their exam answers.

The final exam will be a case exam that requires the student to respond to a set of essay questions based on analysis of a case.

Make-up exams will be given only in the event of a university-accepted documented circumstance (including, for example, illness, death in the family, required participation in University-sanctioned function, religious holiday).

**INDIVIDUAL 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 on or before 6 pm, Tuesday, April 24 (date of the final exam). Details of this assignment are included at the end of this syllabus (pp. 7-8).

**PARTICIPATION:** Since this course uses cases and articles extensively, its success depends on effective student participation in class discussions. In evaluating class participation, I will ask myself, first of all, whether the student is well prepared and interested. Beyond that, I will be concerned with questions such as: Is the student considerate of other class members? Is the student responsive to the contributions of other class members and to the general flow of the discussion? Do the student's comments reflect careful analysis of the case? Do the student's comments contribute to a clearer formulation of the issues in the case? Abusing "student airtime" is discouraged, and may count as a negative. I will, on occasion, "cold call" students to broaden the distribution of class participation. Please bear in mind that if you do not speak out in class, I have no way of knowing whether or not you are prepared. I will not know if your silence is due to a lack of preparation or a reluctance to speak in public. Use this class as an opportunity to practice and become comfortable explaining your thoughts and analyses to a group. There is little risk here, as all well-intentioned contributions will be welcome.

All students are expected to attend classes and be prepared for and actively involved in the discussions during the entire class time. Attendance will figure into your participation as follows: If you very seldom miss class but seldom speak in class, you will receive roughly 70 percent of the participation grade. If
you often miss class but speak regularly when you do attend, you will likewise receive roughly 70 percent of the participation grade. Quality as well as quantity of in-class comments will be considered in assigning participation points.

**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:

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<td>A</td>
<td>90%</td>
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<td>B</td>
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<td>D</td>
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**COURSE POLICIES**

**ATTENDANCE POLICY:** Because participation is such a large component of the course grade, classroom attendance is strongly recommended. However, roll may not be taken each class period. Note that while there is no specific 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 30 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 and DETAILED LIST OF READINGS WITH CITATIONS
[NOTE: Schedule is subject to change at discretion of instructor.]

Week 1, Tuesday, March 6:
Topics: What is Strategy?; The Internal Environment

Case: YouTube, Google and the Rise of Internet Video

Week 2, Tuesday, March 13:
Topics: External Environment; Business-Level Strategy

Cases: Teva Pharmaceuticals
Ducati

[Note: Class will not meet on Tuesday, March 20 due to the Spring Break university holiday.]

Week 3, Tuesday, March 27:
Topics: Competitive Dynamics; Corporate Strategy

Cases: Cirque du Soleil
Whole Foods and Wild Oats
Week 4, Tuesday, April 3:

Mid-Term Exam

No additional reading assignments. The other topics for this class will be entirely in-class items.

Week 5, Tuesday, April 10:

**Topics:** Governance, Ethics & Sustainability, Internationalization

**Cases:**
- IKEA
- Swissair

Week 6, Tuesday, April 17:

**Topics:** Organization Structure, Controls, and Measurement Entrepreneurship and Innovation

**Cases:**
- Automation Consulting
- Internal Entrepreneurship at Dow Chemical

Week 7, Tuesday, April 24:

Final Exam: Written Case Exam
- Oral Presentations/Discussion of Individual Papers
MGNT 6681: Individual Paper Assignment

The purpose of this assignment is to apply the various concepts discussed in class to “real world” examples.

**Assignment:** Each student will complete an internal and external analysis of a diversified firm of their choice. The student will analyze the corporate and business strategies of the firm and recommend a blue ocean strategy and explain implementation.

**Deliverable:** Students should create a ten page typed document of their findings and opinions (Left justified, double spaced, Times New Roman font, size 12, 1-inch margins, page #s at bottom center). The paper should include generous use of strategy terms and analysis. The paper should cover the following:

*Corporate strategy*

- What is the corporate strategy of the firm?
  - What businesses does the firm compete in?
  - How did the firm enter these businesses?
  - Has the firm created value across the different businesses?

*Business strategy (choose one business of the firm, likely the point of departure for your blue ocean strategy)*

- Explain the current business strategy of the firm.
- Think about Porter’s generic strategies. Which does this firm pursue?
  - What activities of the firm support your answer?
  - Is the firm successful at this strategy?

*External analysis:*

- What factors of the external environment have the greatest effect on the firm?
  - Are these effects good or bad?
- What stage of the lifecycle is this industry at?
- What degree of competition does the firm face?
- Build comprehensive 5-Forces and strategic groups models.

*Internal analysis:*

- What factors of the internal environment are important to the firm?
- What are the firm’s strengths? Weaknesses?
- Does the firm own or control strategic resources?
- What value chain activities are most important to the firm?

*Recommended blue ocean strategy and implementation (most important topic to address)*

- How will the firm create an uncontested market space?
- How will the firm make competitors irrelevant?
- How will the firm create and capture new demand?
- How will the firm break the value/cost tradeoff?
- How will the firm align its whole system of activities in pursuit of differentiation and low-cost?

**Note:** Blue ocean strategies are major changes…incremental change and status quo are not blue ocean strategies!

**Advice:** This is a lot of material to cover in ten pages so choose your content carefully. However, I expect you to spend generous space on the blue ocean strategy and its implementation. You should probably reserve half the paper for your blue ocean strategy. Imagine that your audience is the Board of Directors and they already understand much about the company. Be as detailed as possible without going over your page allotment. Style, substance, and grammar will be graded. Overall, I am looking for three things:

1. Your knowledge of the strategy concepts
2. Your knowledge of the firm
3. The comprehensiveness of your strategy recommendation (most important)
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