

Instructor: Susana Velez-Castrillon, Ph.D.

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Office Hours: Tuesday and Thursday 10:00 a.m. to 12:00
2:00 p.m. to 3:00 p.m.
5:00 to 7:00 p.m.

During office hours I am available in my office and also online using CouseDen's Blackboard tool.

Also available by appointment

Class Schedule: MGNT 4660-02 Tuesday and Thursday 3:30 - 4:50 p.m. Miller Hall 2202
MGNT 4660-03 Tuesday and Thursday 7:00 -8:20 p.m. Miller Hall 2202

Prerequisites: ECON3402, FINC3511, MGNT3600, MKTG3803

COURSE DESCRIPTION

This course is about how an enterprise achieves and sustains a high level of success and the role the general manager plays in this process. How success has been or will be achieved is the enterprise's strategy. It requires both analysis and action. The cases and concepts of the course take the total enterprise as the unit of analysis and the general manager as the key actor.

Developing the general management perspective is at the core of what we do in this course. A general manager is responsible for a multi-functional group (business, division, profit center, etc.) and is accountable for the strategic performance of that unit. But what we will learn has utility not just to the person at the "top" of the enterprise. Increasingly general management responsibility is shared. All members of the management team and the organization need to appreciate how their actions contribute to the overall success of the enterprise.

LEARNING OUTCOMES AND OBJECTIVES

The primary objectives of the course are:

- To develop expertise in formulating (analysis) and implementing (action) strategy.
- To get a "big picture" perspective of how all the functions of the company – human resources, finance, accounting, marketing, operations – need to integrate in order to successfully implement the firm's strategy.
- To identify strategic issues, and propose and evaluate potential solutions.

These objectives support the following learning goals of the Richard College of Business:

- 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)

COURSE MATERIALS

Required Textbook: Mastering Strategic Management, v. 1.0. By: David Ketchen and Jeremy Short.

Link <https://students.flatworldknowledge.com/course/2312843>

Flatworld offers several alternatives for accessing its textbooks. I encourage you to explore all options before deciding which one works best for you. You may choose whatever option is best for you as long as you read the required material before class.

If you buy your textbook from the bookstore, you will receive a code that you need to redeem on Flatworld's website using the link above.

The Saylor Foundation offers a free pdf of this textbook

<http://www.saylor.org/site/textbooks/Mastering%20Strategic%20Management.pdf>

Required Simulation: All students need to purchase an individual subscription to the "Corporation" simulation (Cost: \$45)

Step 1: Get a User ID: The first step is to get your user ID. Students receive their unique User ID and Password by e-mail from Interpretive Simulations.

Step 2: Log In: Use the login box at www.interpretive.com/students to log in with your user ID and password.

After logging in, you will automatically be redirected to your course's Interpretive web site.

The course web site is where you will access the simulation and view its schedule. You will also find resources, such as the simulation manual and any electronic documents that your professor might choose to provide, as well as access to support FAQs and other resources.

Articles and Cases for in-class discussion: Articles are available through the library on-line, or are posted on CourseDen as noted on the syllabus. Additional readings may be announced in class, posted on CourseDen, or distributed in class as the semester progresses.

USE OF CourseDen (CD): CourseDen is an absolutely necessary resource for this class. All information, instructions, and updates will be posted on CourseDen. Also, CourseDen is the preferred method of

communication with your instructor and classmates. You must get in the habit of checking CourseDen frequently.

DETERMINANTS OF THE TERM GRADE

Assignments	Points	Percentage
Two exams (30 points each)	60	30
Simulation (50 points)	70	35
Individual Quiz 5 points		
Practice run score 5 points		
Real run score 15 points		
Incident analyses 20 points		
Letter to shareholders 15 points		
Presentation 10 points		
Case studies (4 x 10 points/case)	40	20
Exercises , including plagiarism tutorial (varies)	20	10
RCOB field exam	10	5
Total	200	100%

Grade Scale	
A	90.0 – 100%
B	80.0 – 89.9%
C	70.0 – 79.9%
D	60.0 – 69.9%
F	0 – 59.9%

EXAMS: Three exams will be given. The class notes provide a foundation, but *all discussions, cases, in-class exercises, and material used or presented in class or CourseDen may be included in the exam* – even if it is not discussed in class. A missed exam will count as zero. The first two exams are not cumulative. The final exam may cover all the material presented in the course. The lowest exam grade will be dropped. No one should enroll who cannot take the exams as scheduled.

Be on time to take tests. Being late is not a good reason to request a make-up exam. No one arriving 15 minutes after the start of an exam will be allowed to take it. Tests will be collected 80 minutes after the start of the class.

If you are doing poorly on exams, please see the instructor as soon as possible; waiting will not increase your chances of improving your grade.

Exams are the property of the instructor and the University of West Georgia and may not be taken or duplicated.

Exam weighting and number are subject to change at the discretion of the instructor.

SIMULATION: Unlike most education and training exercises, a simulation provides an opportunity for the continuous practice of managing an organization. You will have a unique opportunity to make decisions, see how the decisions work out, and then try again.

Your company is a multi-divisional firm that will be competing with other teams in the dynamic information systems industry. Each company in this simulation will be managed by a team of three to four people. Although the team

organization is up to each group, the simulation is designed to allow each team member to be responsible for one Strategic Business Unit (SBU).

Your team will be making decisions for both the corporation and each of the business units. One method of organizing your group is to assign the responsibility of one SBU to each team member and have the entire team make decisions for the parent corporation. You can also choose to have all group members participate in the decisions at both the SBU and corporate level.

You will be making decisions regarding pricing, marketing, new product research, human resources, and capacity for each SBU.

Corporation-level decisions include acquiring debt (loans and bonds) and equity financing, paying dividends, buying and selling of business units, acquiring new ventures, determining types of needed market research, and responding to a management incident. Teams are expected to establish objectives, plan their strategy, and then make the required business decisions dictated by these plans.

After your team enters decisions in the simulation interface, the simulation will be advanced, according to the schedule your instructor has set. Updated reports then become available for each team concerning their firm's sales and profits. This is done for several iterations. Each period advance represents six months in time.

1. Forming the teams (speed dating)

- a. Create your Teamwork Profile and bring it to the speed dating. The form is available on CourseDen. If you don't bring this completed, you cannot participate in the speed dating.
- b. On the day of the speed dating try to find other students to form your teams. Although you are free to choose your group members, there are some conditions that every team must meet:
 - i) Every team must have at least one international student.
 - ii) Every team must have at least one non-international student.
 - iii) Every team must have at least one finance and/or accounting major.
 - iv) All team members cannot have the same major.

2. Signing the team contract

- a. Once you have chosen your team, create a "Group Expectations Document". A template is available on CourseDen.
- b. Choose a team leader and specify this in your contract. If you do not choose a team leader, one will be chosen randomly.
- c. All members of the team must sign this document.
- d. Give one copy of the document to your instructor.

3. Starting the simulation

- a. Read the student's manual and familiarize yourself with the simulation.
- b. Answer the quiz inside the simulation by the date specified in this syllabus. In order to access the quiz, you must first sign up for the simulation.
- c. Your team cannot start the second simulation until all players have passed the quiz with a grade of 70% or above.
- d. There will be one practice round to help you to become familiar with the simulation.

- e. Once each run of the simulation starts, your team will be responsible for submitting a decision very week for 4 weeks on Sunday by 11 p.m. Every decision must be documented in the “Decision Log Book” which is available in the user’s manual. Because you need to provide analysis for each decision a team cannot just get lucky and guess the right decision. On the other hand, if you are unlucky and your decision just does not work out as planned, you can show in your strategy journal that you actually gave some thought to the decision - it just did not work as expected.

Your grade on the simulation is calculated as follows:

- **Practice run score (5 points) and Real run score (15 points):** Based on the rankings and final results according to the stock price
The total maximum points based on the rubric is 10. The team with the highest stock price at the end of each run of the simulation gets 10 points for that run. The other teams’ scores will be calculated as a proportion of the winning team’s score. There is no floor grade.

At the end of the simulation (8 decisions), you need to hand-in the following deliverables:

- **A letter to shareholders (20 points):** Use the guidelines provided in the “ANNUAL REPORT AND STOCKHOLDER'S MEETING” form (User’s manual p.65)
In addition, this letter should address the following:
 - (1) Explain your simulation company’s financial performance over the entire period (8 decisions) (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?
 - (4) If you participated in the simulation again, what would you do differently and why?
 - (5) 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.
 - (6) Exhibits:
 - a. A table of your simulation company’s financial results. Prepare (i.e., type) this table yourself from data available within the “Corporation” system. Do NOT merely print the graphs or tables prepared for you by the simulation. This table *must* include:
 - items typically important in financial statements (e.g., revenues, total expenses, specific expenses relevant to your strategy, debt level, etc.)
 - year-to-year percentage changes in these items. Present this as an exhibit.
 - b. Graphics presenting the week-to-week changes in revenues, profits, brand equity, and HR scores.

Online, you can find examples of letters to shareholders from almost any public company. They are usually in the “investors” section of the company’s website.

Format: Minimum length 5 pages (excluding exhibits); maximum length: 8 pages (excluding exhibits), 12-point Times New Roman, 1.5 spacing, 1-inch margins all around.

- **Presentation (15 points):** Prepare a 12-minute presentation of your letter to shareholders. In this presentation, pretend that you are addressing the shareholders during your annual meeting. Dress accordingly.
Turn in the slides.

Further details about the simulation will be provided in class.

Your grade on the simulation is a combination of my assessment and a review by your peers of your participation, punctuality, contribution, and team work. The peer-review rubric is available in the simulation website.

Incident reports (20 points): Throughout the simulation, your instructor will provide incidents that you need to solve. The topics are related to the book chapters. You need to submit these brief reports as a team.

CASE STUDIES (10 points x 4 cases): You will analyze four (4) case studies as homework. The case study readings and esutionanires are available in CourseDen. On the dates when case studies are due, we will have a brief in class-discusiion. Any student may be called to lead the discussion, so everyone should be prepared.

IN-CLASS EXERCISES (20 points): There are several team or individual assignments to be completed during a class period. Some, but not all, of these exercises are listed in the class schedule. These in-class exercises total 25 points, and number of points per exercise varies.

RCOB ASSESSMENT EXERCISE - FIELD EXAM (10 points): 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.

EXTRA CREDIT: From time to time extra credit opportunities may arise. If an extra credit opportunity arises it will be made available to the entire class.

DEADLINES, MAKE-UP ASSIGNMENTS AND EXAMS, AND LENGTH LIMITS

Please let me know if under *rare and extreme circumstances* you will be late in submitting an assignment. A minor delay (less than a week) will result in a penalty of 10% of the grade. A major delay (over a week) will result in 0 points for the assignment.

A similar policy is in place for projects that exceed length limits. Minor excesses (10% or less) will normally result in penalties of 5% of the grade, and significant excesses (more than 10%) in a penalty of 10% of the grade.

Make-up exams, assignments, case studies, in-class exercises will be given only in the event of extraordinary circumstances and university-accepted documented situations:

1. You need to contact the instructor and provide all relevant documentation, 72 hours before the exam for pre-scheduled events (such as university-endorsed functions), and up to 72 hours after the exam for fortuitous events (such as illness).
2. Absences that meet the requirements specified above, will be permitted to make up in-class exercises by providing written essay answers (3 pages minimum, double spaced, 12 point New Times Roman font) related to topics assigned by the instructor. A maximum of one make-up assignment will be allowed for absences.
3. Scheduling of all make-up assignments and exams is at the discretion of the instructor.

COMMUNICATION POLICY

I am available during office hours (Tuesday and Thursday 10:00 a.m. to 12:00; 2:00 p.m. to 3:00 p.m.; and 5:00 to 7:00 p.m.) or by appointment.

During office hours I am available in my office and also online using CouseDen's Blackboard.

The preferred method of communication is through CourseDen's e-mail tool. I will try to respond to your e-mail within 48 hours, except on weekends.

TECHNOLOGY

The use of technology (i.e. laptops) in the classroom will be permitted as long as these devices are used for classroom related activities and do not distract from the lecture or class discussion. If at any point the use of these devices becomes problematic to the class, all such devices will be banned for the remainder of the semester. **Cell phones should always be turned off or on silent and NEVER used during class.**

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:

- 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”

Mandatory Plagiarism tutorial: Every student must take the plagiarism tutorial as indicated on the syllabus and CourseDen. Any violation of the honor code will result in a grade of F and an official notification to the relevant authorities. Further details regarding Student Conduct can be found in Appendix A of the UWG Connection and Student Handbook.

CREDIT HOUR POLICY (3 credit hours)

For approximately fifteen weeks, students in this class will generally spend 150 minutes with direct faculty instruction (either face-to-face or 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, simulations, assignments, projects, group work, research, and test preparation.

OTHER IMPORTANT INFORMATION

Students, please carefully review the information available at this link:

http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf

It is your responsibility to read the information available in this website, as it contains important material 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 at least once each semester.

The instructor reserves the right to make changes to this syllabus.

Course Schedule

Date	Topic	<u>Required</u> readings <i>CD indicates available in CourseDen</i>	Assignments Due <i>CD indicates available in CourseDen</i>	Corporation Simulation
Jan 6 (Tu)	Course Introduction	Please read the syllabus		
Jan 8 (Th)	In-class exercise: Alaska Gold			
Jan 12 (M)	Withdrawal "W" period begins for Full Term-15 week courses. Students who withdraw from a full term - 15 week class between 12:01 am Sep 3 and midnight Oct. 17 will receive a grade of W (Full Session Courses).			
Jan 13 (Tu)	Mastering Strategy: Art and	Chapter 1		
Jan 15 (Th)	Speed dating		Teamwork Profile (CD) Print and bring to class	
Jan 20 (Tu)	Simulation Introduction Leading Strategically	Chapter 2	Case Study: The Mission vs. The Bottom Line	Simulation Quiz
Jan 22 (Th)	Evaluating the External Environment	Chapter 3, pages 53 to 70	Group Expectations Document. Template available in CD. Submit in class	Practice Round 1 Decision Opens on Thursday 01/22 at 3:30 p.m.
Jan 27 (Tu)	Evaluating the External Environment	Chapter 3, pages 53 to 70	Plagiarism statement. E-mail pre- and post-test to svelez@westga.edu Turn in signed document in class.	
Jan 29 (Th)	Industry Analysis and Strategic Groups In-class exercise: Airline industry analysis	Chapter 3, pages 71 to 85 Reading: "E-commerce & airlines: What are the eerie similarities between the 'almost-zero' profit businesses?"		Practice Round 1 Decision due @10 am
Jan 30 (F)				Simulation restarts at 8 a.m. (Practice round is over. You are now playing for real and there are no more restarts)
Feb 3 (Tu)	Managing Firm Resources	Chapter 4, pages 87-110		

Date	Topic	<u>Required readings</u> <i>CD indicates available in CourseDen</i>	Assignments Due <i>CD indicates available in CourseDen</i>	Corporation Simulation
Feb 5 (Th)	RCOB Field exam			Turn in the following section of the "Strategic Planning Worksheet" (User' manual p.62): i. MISSION AND VISION STATEMENT vi. GOALS
Feb 8 (Su)				Decision 1 due @11 pm
Feb 10 (Tu)	In class exercise: Value Chain Exercise "Jet Fighter"			
Feb 12 (Th)	Measuring Organizational Performance	Decoding Dupont Analysis (CD) or http://www.investopedia.com/articles/fundamental-analysis/08/dupont-analysis.asp		
Feb 15 (Su)				Decision 2 due @11 pm
Feb 17 (Tu)	In-class exercise: Ratios Tell a			
Feb 19 (Th)	The balanced scorecard	Using the Balanced Scorecard as a Strategic Management System (CD)		
Feb 22 (Su)				Decision 3 due @11 pm
Feb 24 (Tu)	Selecting Business Level Strategies	Chapter 5, pages 115 – 129		
Feb 26 (Th)	Selecting Business Level Strategies	Chapter 5, pages 129 – 147	Case study: Preserve The Luxury Or Extend The Brand	Turn in the following sections of the "Strategic Planning Worksheet" (User' manual p.62): II. THE EXTERNAL ENVIRONMENT (Opportunities and Threats) III. THE EXTERNAL ENVIRONMENT (Industry Analysis)

Date	Topic	<u>Required</u> readings <i>CD indicates available in CourseDen</i>	Assignments Due <i>CD indicates available in CourseDen</i>	Corporation Simulation
Feb 27 (F)	Last day to withdraw with a grade of W from Full Term- 15 week courses. Students withdrawing from full term courses after midnight will be awarded a grade of WF. Note: A WF grade is calculated as an F in the GPA.			
Mar 1 (Su)				Decision 4 due @11 pm
Mar 3 (Tu)	SWOT analysis In-class exercise: Airlines SWOT analysis	Chapter 4, pages 111- 112 Readings: "Singapore Airlines Balancing Act" and "When One Business Model Isn't Enough"		Turn in the following sections of the "Strategic Planning Worksheet" (User' manual p.62): IV. THE INTERNAL ENVIRONMENT
Mar 5 (Th)	Supporting Business-Level strategy	Chapter 6		Management Audit due (User's manual p. 66)
Mar 8 (Su)				Decision 5 due @11 pm
Mar 10 (Tu)	Selecting Corporate-Level Strategies	Chapter 8		
Mar 12 (Th)	Mergers and Acquisitions In-class game: Acquire			
Mar 15 (Su)				Decision 6 due @11 pm
Mar 16 – 20	Spring Break – No classes			No decisions due during Spring Break
Mar 24 (Tu)	Competing in International Markets	Chapter 7	Case study: Sony's Turnaround	
Mar 26 (Th)	Executing Strategy Through Organizational Design	Chapter 9		
Mar 20 (Su)				Decision 7 due @11 pm
Mar 31 (Tu)	Honors Convocation All classes are cancelled from 12:00 to 5:00 pm.			
Apr 2 (Th)	Exam 2 – Chapters 5, 6, 7, 8, 9			
Apr 5 (Su)				Decision 8 due (Last round) @11 pm

Date	Topic	<u>Required</u> readings <i>CD indicates available in CourseDen</i>	Assignments Due <i>CD indicates available in CourseDen</i>	Corporation Simulation
Apr 7 (Tu)	Leading an Ethical Organization	Chapter 10		
Apr 9 (Th)	Video case study: Culture, Priorities, and Acquisitions			
Apr 14 (Tu)	Team Project Presentations		<u>All</u> Team Project Reports are due: Presentation materials Letter to shareholders Peer evaluations	
Apr 16 (Th)	Team Project Presentations			
Apr 23 (Th)	Final exam Section 02: 2:00 – 4:30 p.m. Final exam Section 03: 8:00-10:30 pm			

The schedule is tentative and may change due to situational factors at the discretion of your instructor.