

Mon-Fri, 5:30 pm - 7:45 pm
Miller Hall (MH) 2214

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Prerequisites: Area F, ECON3402, FINC3511, MGNT3600, MKTG3803, senior status

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. 1.1. By: David Ketchen and Jeremy Short.

You can find the book using this link <https://students.flatworldknowledge.com/course/2511469>

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 plan to buy your textbook from the bookstore, you will receive a card printed with a code than you need to redeem on Flatworld's website using the link above.

The Saylor Foundation offers a free pdf of the previous edition (version 1.0) of this textbook. Although this is not the exact same version of the book, the concepts have not changed in version 1.1. Only some examples have been updated. I have no problem with your using this free version to learn the material covered in this class <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: \$ 39.95)

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 website 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

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 (70 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.

Use the folder “Things I need for the simulation” in CourseDen, to find the materials and links to the simulation assignments.

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) Team size should be 3-4 (ideally 4).
 - ii) Every team must have at least one international student.
 - iii) Every team must have at least one non-international student.
 - iv) Every team must have at least one finance and/or accounting major.
 - v) 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 and keep the original for your team.

3. Starting the simulation

- a. Read the student's manual and familiarize yourself with the simulation. The student manual is available in the interpretive.com website

- b. Each student must individually 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. All students must score 70% or above.
 - 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 round 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 (interpretive.com). 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 unsuccessful 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.
- **Practice run score (5 points) and Real run score (15 points):** Based on the rankings and final results according to a weighted score based on Employee Turnover (Human Resources), Innovation, Stock Price, and Return on Equity (ROE). This score is meant to reflect a “Balanced Score Card” approach to measuring organizational performance.
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, Innovation, and Employee Turnover (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. You can also find it by Googling Company Name and Letter to Shareholders (for example: you can do a Google search for “UPS Letter to Shareholders”).

Format: Minimum length 5 pages (excluding exhibits); maximum length: 8 pages (excluding exhibits), 12-point Times New Roman, 1.5 spacing, and 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.
- **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.

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 CourseDen.

Further details about the simulation will be provided in class.

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

IN-CLASS EXERCISES: 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 20 points, and number of points per exercise varies.

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

This is an online exam but must be taken at UWG or at a proctored site (i.e. UWG on the day scheduled; UWG- Newnan Campus, or any other facility that offers proctored exams, on another date). Check with your instructor ASAP if you cannot take the field exam as scheduled)

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. This policy is not a blanket policy where everyone gets a make-up assignment.
4. Scheduling of all make-up assignments and exams is at the discretion of the instructor.

COMUNICATION POLICY

I am available during office hours or by appointment. During office hours I am available in my office and also online using CourseDen's Blackboard. The preferred method of communication is through CourseDen's e-mail tool. I will try to respond to your e-mail within 24 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”

Every student must take the plagiarism tutorial as indicated on the syllabus and CourseDen.

WOLF PACT

By enrolling and continuing in this course you agree to the following.

Having read the Honor Code for the University of West Georgia, I understand and accept my responsibility to uphold the values and beliefs described therein and to conduct myself in a manner that will reflect the values of the Institution and the Richards College of Business so as to respect the rights of all UWG community members. As a UWG student, I will represent myself truthfully and complete all academic assignments honestly and within the parameters set by my instructor. I understand and accept that if I am found guilty of violations (through processes due me as a UWG student and outlined in the UWG Student Handbook), penalties will be imposed. I also recognize that my responsibility includes willingness to confront members of the UWG community if I feel there has been a violation of the Honor Code. Ultimately, I will conduct myself in a manner that promotes UWG as the best place to work, learn, and succeed for my generation, and those to come!

ACADEMIC HONESTY GUIDELINES

- I will provide instructions for each assignment about whether an assignment must be submitted individually or in groups.
- In some instances, you may be able to work in groups but students must submit his or her own work, using his/her own wording and answers that can be based on the group’s discussion.

- The following instances are some non-exhaustive examples of academic dishonesty:
 - Using material submitted by other students – in the past or in the present, at UWG or at any other school.
 - Submitting material created by a classmate
 - Presenting anyone else’s work as yours (including but not limited to: work you find online, hiring someone to write any assignment for you, etc.)
 - Presenting a paper, homework, or any type of assignment consisting mostly of direct quotes – ***even if they are properly cited.*** You need to present original and creative work.
 - Helping other students to cheat, by showing them your answers, reports, calculations, processes, etc.

Any violation of the honor code will result in a grade of F and an official notification to UWG’s Academic Dishonesty Tracking System.

CREDIT HOUR POLICY (3 credit hours): For approximately seventeen days, students in this class will generally spend 123 minutes with direct faculty instruction (either face-to-face or online) per day 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.

TENTATIVE COURSE SCHEDULE

Date	Topics	<u>Required</u> readings (CD indicates CourseDen)	Assignments Due	"Corporation" Simulation Decisions due by 11 pm on the days noted
Tu July 5	<ul style="list-style-type: none"> - <u>Mandatory attendance</u> - Course Introduction - Speed dating 	Read the syllabus available in CourdeDen	Teamwork profile. Template available in CD. Submit in class	Practice Round decision opens
W July 6	<u>No class</u>			
T July 7	<ul style="list-style-type: none"> - Leading Strategically - Corporation simulation introduction 	<u>Meet in Computer Lab MH 2329</u> <ul style="list-style-type: none"> - Chapter 2 - Corporation Simulation Student Manual 	Create a simulation account	
F July 8	<ul style="list-style-type: none"> - Evaluating the External Environment 	Chapter 3 (start to page 70)	<ul style="list-style-type: none"> - Case Study: The Mission vs. The Bottom Line - Plagiarism Tutorial pre- and post-test and signed document 	
M July 11	<ul style="list-style-type: none"> - Debrief Practice Round Results - Industry Analysis and Strategic Groups - In class exercises: Airline industry analysis and SWOT analysis 	<ul style="list-style-type: none"> - Chapter 3, pages 71 to 85 - Readings: "Singapore Airlines Balancing Act" and "When One Business Model Isn't Enough" <p><i><u>It's very important that you read these articles, as it would be very difficult to do the in-class exercises without this background.</u></i></p>	Group Expectations Document. Template available in CD. Submit in class	Simulation restarts at 8 a.m. (Practice round is over. You are now playing for real and there are no more restarts)

Date	Topics	<i>Required</i> readings (CD indicates CourseDen)	Assignments Due	“Corporation” Simulation Decisions due by 11 pm on the days noted
TU July 12	<ul style="list-style-type: none"> - Evaluating Organizational Performance - In-class exercise: Ratios Tell a Story 	Decoding Dupont Analysis (CD) or http://www.investopedia.com/articles/fundamental-analysis/08/dupont-analysis.asp		Decision 1
W July 13	Exam 1: Chapters 2, 3, Dupont Ratios, and Financial Ratios in class exercise.			
TH July 14	<ul style="list-style-type: none"> - Managing Firm Resources - In class exercise: Value Chain 	Chapter 4, pages 87-110 Readings: “Just in Time for the Holidays”		Decision 2
F July 15	<ul style="list-style-type: none"> - Selecting Business Level Strategies 	Chapter 5	Case study: Preserve The Luxury Or Extend The Brand	
F July 15	Last day to withdraw with a "W" grade Students withdrawing after midnight will receive a grade of WF. Note: a WF grade calculates as a F in the GPA			
M July 18	<ul style="list-style-type: none"> - Supporting Business-Level strategy 	Chapter 6		Decision 3
TU July 19	RCOB field exam 5:30 to 6:40 p.m. MH This is an online exam but must be taken at UWG or at a proctored site (i.e. UWG on the day scheduled; UWG- Newnan Campus, or any other facility that offers proctored exams, on another date). Check with your instructor ASAP if you cannot take the field exam as scheduled			
W July 20	Exam 2: Chapters 4,5, 6			Decision 4
TH July 21	<ul style="list-style-type: none"> - Selecting Corporate-Level Strategies - In-class game: Acquire 	Chapter 8	Case study: Sony’s Turnaround	
F July 22	<ul style="list-style-type: none"> - Competing in International Markets 	Chapter 7		Decision 5
M July 25	<ul style="list-style-type: none"> - Executing Strategy Through Organizational Design 	Chapter 9		

Date	Topics	<u>Required</u> readings (CD indicates CourseDen)	Assignments Due	"Corporation" Simulation Decisions due by 11 pm on the days noted
TU July 26	<ul style="list-style-type: none"> - Leading an Ethical Organization - Video case study: Culture, Priorities, and Acquisitions 	Chapter 10		
W July 27	<ul style="list-style-type: none"> - Team Project Presentations 	<u>All</u> Team Project Reports are due: <ul style="list-style-type: none"> • Presentation materials • Letter to shareholders • Peer evaluations 		
F July 29	Exam 3: Chapters 7, 8, 9,10			

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