**MGT4394 Final Exam Instructions and Guidelines for Students**

**Spring 2016**

**Sign-up by going to the Management Department Office (Pamplin 2007) and choosing a date and time.**

1. The final exam is optional unless you missed one of the first 2 exams. You may also elect to take the final exam to replace another exam score. The final exam will consist of multiple choice questions and short answer MiniCase questions. The highest two scores will count from among: Exam1, Exam 2 and the Final Exam.

1. Instructors are **not** allowed to discuss the mini cases or exam questions prior to the exam.
2. No electronic communication devices are allowed, including laptops, cell phones and calculators.
3. This exam is closed book/closed notes. To answer the short answer and essay questions, you must analyze the 3 minicases before coming to take the exam. You will not be allowed to refer to the case, text or your notes during the exam. You are encouraged to work with your classmates (or any other strategy students) to study for the exam. See the information below regarding the focus of each minicase.
4. ***In order to take the final exam, you must sign up to tell me that you will be taking it***. Go to the Management Department office (Pamplin 2007) to sign up for a specific date and time. ***The deadline to sign up for a final exam time is 5pm Thursday May 5th (reading day)***. If you change your mind about taking the exam (decide not to take it after signing up), please email to say you won’t be attending the final.
5. The final exam schedule is below. You may take your exam at any of the following times, but you need to sign up for what day/time you plan to take it. Please note that some exams are being held in different rooms than where your class normally meets.

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| Exam Date | Exam start | Exam end | Room | Proctors |
| 6-May | 7 45 AM | 9 45 AM | PAM 2003 | Tegarden |
| 6-May | 7 00 PM | 9 00 PM | DURHM 261 | Lescop |
| 7-May | 7 45 AM | 9 45 AM | PAM 2001 | Tuggle |
| 7-May | 3 25 PM | 5 25 PM | GBJ 102 | Cortes |
| 7-May | 7 00 PM | 9 00 PM | PAM 2003 | Kennedy |
| 9-May | 2 05 PM | 4 05 PM | PAM 31 | Lescop/Samant |
| 9-May | 4 25 PM | 6 25 PM | DER 1090 | Cortes/Tuggle |
| 10-May | 7 45 AM | 9 45 AM | ROB 101 | Kennedy |
| 10-May | 3 25 PM | 5 25 PM | PAM 3010 | Lescop/Flynn |
| 11-May | 1 05 PM | 3 05 PM | ROB 101 | Cortes |

**Please NOTE: If nobody signs up for a particular time, the instructor will NOT go hang out to see if anyone shows up anyway—you MUST sign up in order to take the exam.**

**Final Exam Learning Objectives**

1. Students are expected to know the tools and frameworks the Rothaermel text, including terminology, from all of the chapters assigned during the semester.

This includes application of strategy analysis tools:

1. Setting and measuring strategic direction and goals
2. External analysis--general environment (PESTEL), Porter’s Five Forces; strategic groups
3. Internal analysis—value chain, resource-based view, evaluating firm performance, ratio analysis, VRIO
4. Generic Competitive Strategy (Business-Level Strategy)—types of competitive advantage and sustainability, strategic implications, willingness to pay
5. Innovation and technology strategy – Innovation and the Industry Life cycle stages, crossing the chasm, Types of innovation including disruption
6. Corporate-Level Strategy—types of diversification, types of vertical integration, BCG Matrix, Mergers & Acquisitions
7. International Strategy—Entry modes, CAGE framework, Porter’s Diamond, International strategies
8. Strategy Implementation—structure, strategic control

2. Students are expected to know and apply a strategic problem solving process:

1. Analyze a situation using the tools and frameworks
2. Reach the appropriate conclusions using the tools/frameworks
3. Draw out implications for the firm from their analysis (e.g.,what does the analysis mean regarding the future direction of the firm?)
4. Integrate the analysis and conclusions into a cohesive set of issues/problems that the firm is facing.
5. Identify and evaluate alternatives to address the implications (issues) from their analysis using appropriate criteria drawn from goals, return on investments, competitive advantage (industry position, resources/capabilities, and generic competitive strategy), and implementation issues.

**Exam Format**

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| **MiniCases:**  **7 LVMH in China, 14 Rise of Samsung, 19 Sony**  *30% - 3 short answer questions, one per MiniCase derived from the MiniCase discussion questions* | Chapters 1 – 11  *70% - 55 Multiple Choice Questions, 5 per chapter* |

**7 LVMH in China.**

**The discussion questions center on the luxury goods market and competitive advantage. You should be able to answer business-level strategy questions linked external and internal analysis, and their generic competitive strategy including sources of competitive advantage. Be sure to analyze this case using tools and concepts from Chapters 3 through 6.**

**14 The Rise of Samsung Electronics**

**The discussion questions center on Corporate and International Strategy: Vertical Integration, Diversification, International Strategy and Technology Strategy. You should be able to answer Diversification/Vertical Integration strategy questions (related vs. unrelated diversification; core competencies that linked or are transferred among businesses; BCG portfolio analysis), Being a key component supplier to other leading technology companies; International strategy questions (Integration-Responsiveness Framework, competitive advantage with their international strategy) and Technology Strategy: Innovation and Life Cycle Implications from pursuing “follow first, innovate second” rule. Be sure to analyze this case using tools and concepts from Chapters 7, 8, 9 and 10.**

**19 Sony’s Structure and Competitive Disadvantage**

**The discussion questions center on Corporate Strategy (Chapters 8 &9) and Organizational Design (Chapter 11). Specifically the case discusses how Sony started out as a hardware business but has integrated forward into content businesses by acquiring Music and Pictures companies (Chapter 8). Sony has used acquisition to diversify which Mr. Idei calls hard alliances (Chapter 9). It also discusses Apples product development approach of using cross-functional teams across businesses. The two organizations have dramatically different organizational designs (Chapter 11).**