



MGMT 5303
Corporate and Business Strategy
Spring 2016

Instructor:

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Course Site: Desire2Learn (Online Classroom): <http://oc.okstate.edu>
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Overview of the Course

The discipline of Strategic Management is concerned with the question of what enables some firms to perform better than others. The plan for achieving superior performance is what we call a strategy. In this course a number of strategic concepts will be presented and students are expected to demonstrate their understanding of these concepts through exams, analysis of business cases and managing a simulated business. The course requires the ability to collaborate with others in a number of projects.

Course Prerequisites

Admission to a SSB graduate program or consent of MBA director.

Course Goals

My goal is that students in this class will learn to analyze and formulate strategies so that they can better understand and contribute to the success of their current and future employers. The content of this course will be essential to students who aspire to fill a top management position.

Course Objectives

Students who successfully complete this course will:

Course Objectives	Program Learning Goals
1. Demonstrate the correct use of strategic management vocabulary through written and oral communication.	Business Knowledge and Competency
2. Analyze the competitive landscape of industries and competitive positioning of firms to identify past and future drivers of performance.	Business Knowledge and Competency; Critical Thinking; Decision Analyses



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| 3. Evaluate alternatives, formulate strategies that anticipate changes in the landscape and responses of competitors, and argue convincingly for specific strategies firms should employ. Implement strategies in simulated company competing in the global athletic footwear industry. | Business Knowledge and Competency;
Critical Thinking; Written and Oral
Communication; Decision Analyses |
| 4. Explain the appropriate corporate and geographic scope for a complex firm. | Business Knowledge and Competency |
| 5. Work both independently and interdependently with other classmates to complete case assignments associated with the learning goals above. | Teamwork and Leadership |
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Texts and Supplementary Materials

Strategy and the Business Landscape (3rd edition) by Pankaj Ghemawat. (ISBN-10: 0136015557; ISBN-13: 978-0136015550)

Business Strategy Game simulation: www.bsg-online.com

Harvard online cases: <https://cb.hbsp.harvard.edu/cbmp/access/43654804>

Grading Policy

All of the assignment due dates are clearly listed in the schedule (see below). I will be much more willing to give extra time if you contact me *before* the deadline with a good reason. I reserve the right to adjust borderline grades in exceptional circumstances.

Group Case Write-Ups – 50 points x 5 cases	250
Individual Case Quizzes – 10 points x 5 cases	50
BSG Performance	250
BSG Quizzes	50
BSG Anticipation Exercise	50
Team Participation	50
Midterm	100
Final	200
TOTAL	1000

Letter grades will be assigned according to the standard scale.

- >=900 pts. = A
- >=800 pts. = B
- >=700 pts. = C
- >=600 pts. = D
- < 600 pts. = F

Description of Course Requirements and Grading Rubric

Assignment of Groups

A significant portion of the work in this class will be done in groups. To facilitate the assignment of groups each person will introduce themselves to the class on the discussion board by the end of the first week of class. In the second week of class you will indicate preferences and I will use these preferences to assign groups.



Cases

Learning to analyze the performance and strategy of real companies is one of the most important skills that you can learn in this class. In real organizations strategic management is almost always a process that involves multiple people. That is why you will analyze case studies in groups in this class. We will discuss five different cases throughout the semester. Each case is matched up with the most recent chapter that we have covered in the textbook. Everyone is expected to read and prepare all five cases on their own so that everyone can contribute to the case write-up that will be turned in by the group. The week before each case is assigned, specific questions will be posted for you to answer but even before that you can start to prepare for each case by thinking through these four questions: 1) How well is the company performing? 2) What explains the performance of the company so far? 3) How will things change in the future? 4) What actions would you recommend for the company?

The week that the case is discussed, each group must turn in a professionally formatted document in which you answer the assigned questions. Before you begin discussing the case with your group, you must take a short online quiz about the case. This quiz is an individual assignment worth 10 points. Taking the quiz will release a short video in which I give a few hints about the case. After watching this video, you are ready to be working with your group on the write-up. The document should be less than 1500 words (excluding tables and appendices) and must reflect the collaboration of the whole group. Do not simply aggregate different answers prepared by different group members. The case write-up is a group assignment worth 50 points.

After your group has turned in your case write-up, each person must take another quiz. This quiz simply asks you to confirm that you have taken the previous quiz and that your group has turned in the case write-up. This releases the video lecture in which I discuss the case in more detail. Watching these case lectures is essential for you get the most out of the cases.

Business Strategy Game

In the fourth week of the semester, I will introduce the Business Strategy Game. This is an online competitive simulation of the athletic footwear industry. You and your team will make decisions about marketing, production, shipping and financing for a simulated shoe company. This company will compete directly with companies that are run by other groups in the class. The success of your company – and therefore your grade – will depend on how well you can formulate and implement a strategy while responding to the actions of your competitors.

During the week that the BSG simulation is introduced you will take an online quiz on the BSG website. This quiz will test your knowledge of the BSG player's manual and the basic operation of the simulation. Later in the semester you will take the second BSG Quiz. Although the BSG simulation is a group exercise, the quizzes will be individual assignments. You must complete the quizzes on your own. The **BSG Quizzes** together are worth 50 points.



After you have learned the BSG simulation, you will run the company for eight weeks, which corresponds to eight years in the simulation. Each year you will receive updated information about your company's performance in five different areas. Your grade is based on how well your company performs compared to the other companies in the industry. **BSG Performance** is worth 250 points so I will take the "Overall G-T-D Score" for each team multiply by 2.5 to calculate the points for BSG Performance. There is no reason that all of the teams in the class cannot get good grades on this assignment. However, it sometimes happens that a team has unusual difficulties or makes especially bad decisions that are difficult to recover from. In order to keep this assignment from ruining your class grade I will implement minimum scores for the simulation if needed. The minimum score for a team that finishes first in each industry will be 95% (237.5 points). The minimum score for the last-place team in each industry will be 75% (187.5 points). The minimum scores for the rest of the teams will be evenly spaced between these two points. There is also a maximum score for this grade item. No team will be given a grade above 100% (250 points).

The week after the discussion of Chapter 4, instead of doing a case, you will apply the content from Chapter 4 to predict the future competitive actions of your competitors. The **BSG Anticipation Exercise** is worth 50 points.

At the end of the simulation you will evaluate the efforts and contributions of your teammates. In most cases, teams function well and all team members receive fairly high BSG Participation scores. However, there are occasional freeloaders that can receive zero points. **BSG Participation** is worth 50 points.

Midterm

Before the midterm, I will post a few short articles from recent business publications. The **Midterm** is worth 100 points and will consist of multiple choice and short-answer questions about these articles, the assigned readings, case studies and the BSG simulation. This is an individual assignment.

Final

The **Final** is worth 200 points and will consist of multiple choice and short-answer questions. All material covered from the start of the semester is fair game for the final. In addition, in the last week of class I will post articles about recent business events. Part of the final exam will be questions that ask you to analyze the strategic implications of this event. This is an individual assignment.

For both of these exams, I allow you to use your textbook, cases and notes for the midterm. I do not require that you use a testing center but I do ask you to confirm that you receive no outside assistance. I also ask that you not discuss details of the exam with students in this class or people who will take the class in the future.

Extra Credit

There will be two opportunities to earn 15 points of extra credit (for a maximum of 30 points). You may choose to participate in an academic study that requires you to fill out a short survey every day for two weeks. You may also choose to submit a short video in which



you give advice to students who take this class in the future. Details will be shared later in the semester. All extra credit must be completed before May 1.

Instructor Response

I will respond to student inquiries within 48 hours during Monday-Friday business hours. Students will expect grades for assignments to be posted to the Gradebook in Desire2Learn within one week of turning in the assignment.

Make-up Policy

Students are expected to take each exam on the date given and submit each assignment in a timely manner. If for any reason a student cannot attend an exam or submit an assignment, he or she must notify the instructor prior to the examination.

University Policy

The OSU Syllabus Attachment is available online

<https://academicaffairs.okstate.edu/sites/default/files/documents/Spring%202016%20Syllabus%20Attachment.pdf>

This document summarizes important policies regarding dropping classes, academic integrity, and University resources for assistance.

I would like to emphasize that OSU takes academic integrity very seriously. The fact that this course is delivered online creates additional opportunities to cheat, copy or receive unfair assistance. I have high expectations about the behavior of students in this class and I know that you and your employers also have high standards. I will follow up on any suspicions of inappropriate conduct and work to punish anyone who violates the standards of the University.



Tentative Schedule

Week	Topic	Reading	Lectures	Due
4-Jan				Purchase materials
11-Jan	Introduction to the Course The Origins of Strategy	Syllabus Chapter 1	Course Introduction and Syllabus Chapter 1	Introduce yourself
18-Jan	Mapping the Business Landscape	Chapter 2	Chapter 2	Get group assignments
25-Jan		Case: <i>Cola Wars</i>	How to Do a Case Write-Up for Me Preparing for Cola Wars Cola Wars Hints and Discussion	Register for BSG Case write-up and two quizzes
1-Feb	Business Strategy Game simulation	BSG Player Manual	BSG Overview BSG Getting Started BSG Pre-Quiz Video BSG Decision Entry Procedures BSG Understanding and Using Reports	BSG Practice #1 BSG Quiz #1 (on BSG site)
8-Feb	Creating Competitive Advantage	Chapter 3	BSG Quiz 1 Review Chapter 3	BSG Practice #2
15-Feb		Case: <i>Nucor</i>	Preparing for Nucor Nucor Hints and Discussion	BSG Decision #1 (Simulation reset Feb 16) Case write-up and two quizzes
22-Feb	Midterm			BSG Decision #2
29-Feb	Anticipating Competitive Dynamics	Chapter 4	Chapter 4	BSG Decision #3
7-Mar			BSG Competitive Dynamics	BSG Decision #4 BSG Anticipation Exercise
14-Mar	SPRING BREAK	<i>Strategy and Society</i>	A Discussion of Business Ethics	
21-Mar	Sustaining Superior Performance	Chapter 5	Chapter 5 Resource Based View	BSG Decision #5
28-Mar		Case: <i>Trader Joe's</i>	Preparing for Trader Joe's Trader Joe's Hints and Discussion	BSG Decision #6 Case write-up and two quizzes
4-Apr	Choosing Corporate Scope	Chapter 6	Chapter 6	BSG Decision #7
11-Apr		Case: <i>Disney-Pixar</i>	Preparing for Disney-Pixar Disney-Pixar Hints and Discussion	BSG Decision #8 Case write-up and two quizzes
18-Apr	Developing a Global Strategy	Chapter 7	Chapter 7	BSG Decision #9 BSG Quiz #2, Peer Evaluation



25-Apr		Case: <i>Tetra Pak</i>	Preparing for Tetra Pak Bosch Hints and Discussion	Case write-up and two quizzes
2-May	Final			Final Exam (By May 6)

Bolded lectures will not be released until the specified date or completion of the specified assignment.

Unless otherwise noted, all assignments are due on Sunday at the end of the week. For example, the Cola Wars case write-up is listed the week of January 25 (which is a Monday) so this must be submitted to the dropbox by midnight on Sunday, January 31.