



## MGMT 5303 Corporate and Business Strategy Spring 2018

### **Instructor:**

Dr. Scott Johnson  
Associate Professor  
William S. Spears Chair in Business  
Management Department

### **Contact Information:**

Office: 320 GAB (Old Business Building); At some point I will move to BUS 478

Email: [scottgj@okstate.edu](mailto:scottgj@okstate.edu)

Phone: 405-744-5107

Office Hours: Monday 3:00-5:00 and by appointment

Course Site: (Brightspace by D2L): <http://online.okstate.edu> or <http://my.okstate.edu>

Online Learning Support: [spearsonline@okstate.edu](mailto:spearsonline@okstate.edu)

Phone: 405-744-4048

Facebook: <https://www.facebook.com/SpearsOnline/>

### **Computer Requirements**

- A broadband internet connection
- Windows 7 or Mac OS Mavericks or newer operating system are preferred
- Google Chrome or Mozilla Firefox web browser
- Note: lecture videos are not compatible with Internet Explorer or Edge
- [VLC Viewer](#) video player (click on link to download)

### **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
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

### Texts and Supplementary Materials

Business Strategy Game simulation: [www.bsg-online.com](http://www.bsg-online.com)

Harvard online text and cases: <http://cb.hbsp.harvard.edu/cbmp/access/73177488>

### 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 third 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 nine 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 200 points so I will take the "Overall G-T-D Score" for each team multiply by 2 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% (190 points). The minimum score for the last-place team in each industry will be 75% (150 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% (200 points).

The week of March 26, instead of doing a case, you will apply the content from Competitive Dynamics 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.

### Exams

There are three exams (Exam 1, Exam 2 and Final Exam). Before each one, I will post a few short articles from recent business publications. The exam will consist of multiple choice and short-answer questions about these articles, the assigned readings, case studies and the BSG simulation. These are individual assignments. For all of these exams, I allow you to use your textbook, cases and notes. 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. The first two exams are worth 100 points each and the final exam is worth 150 points.



### 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	200
BSG Quizzes	50
BSG Anticipation Exercise	50
Team Participation	50
Exam 1	100
Exam 2	100
Final Exam	150
<b>TOTAL</b>	<b>1000</b>

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

### Instructor Response

I will respond to student inquiries within 24 hours during Monday-Friday business hours. Students will expect grades for assignments to be posted to the Gradebook in Brightspace 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

#### Drop Policy

Information about university drop policy and dates is at this website: <http://registrar.okstate.edu/>

To drop this course, contact the Registrar’s office, (405) 744-6876, or drop through Banner Self Service, <http://my.okstate.edu>

#### Academic Integrity

Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic



records) will result in your being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript (F!), and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, <http://academicintegrity.okstate.edu/>.

### Accessibility

Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunity. For more information about OSU Student Disability Services, please go to: <http://sds.okstate.edu>.

### Syllabus Attachment

For more student resources, go to: <https://academicaffairs.okstate.edu/content/resources-students>

*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	Reading	Videos	Due
<b>8-Jan</b>			Purchase materials Introduce yourself online
<b>15-Jan</b>	Industry Analysis	Course Introduction and Syllabus Introduction to Strategy Industry Analysis	Submit group preferences (by Friday) Get group assignments
<b>22-Jan</b>	Case: <i>Cola Wars</i>	How to Do a Case Write-Up for Me Preparing for Cola Wars Cola Wars <b>Hints</b> and <b>Discussion</b>	Register for BSG Case write-up and two quizzes
<b>29-Jan</b>	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 (both on BSG site)
<b>5-Feb</b>	Competitive Advantage	BSG Quiz 1 Review Competitive Advantage	BSG Practice #2
<b>12-Feb</b>	Case: <i>Nucor</i>	Preparing for Nucor Nucor <b>Hints</b> and <b>Discussion</b>	BSG Decision #1 (Simulation reset Sept 19) Case write-up and two quizzes
<b>19-Feb</b>			<b>EXAM 1</b> <i>Guessing Quiz</i>
<b>26-Feb</b>	Competitive Dynamics	Competitive Dynamics	BSG Decision #2
<b>5-Mar</b>	Sustaining Competitive Advantage	Sustaining Competitive Advantage	BSG Decision #3
<b>12-Mar</b>	Case: <i>Trader Joe's</i>	Preparing for Trader Joe's Trader Joe's <b>Hints</b> and <b>Discussion</b>	BSG Decision #4 Case write-up and two quizzes
<b>19-Mar</b>	SPRING BREAK	<i>Optional Ethics Videos</i>	
<b>26-Mar</b>		BSG Anticipation Exercise	BSG Decision #5 BSG Anticipation Exercise
<b>2-Apr</b>			<b>EXAM 2</b> BSG Decision #6
<b>9-Apr</b>	Corporate Strategy	Corporate Strategy	BSG Decision #7
<b>16-Apr</b>	Case: <i>Disney-Pixar</i>	Preparing for Disney-Pixar Disney-Pixar <b>Hints</b> and <b>Discussion</b>	BSG Decision #8 Case write-up and two quizzes
<b>23-Apr</b>	Global Strategy	Global Strategy	BSG Decision #9
<b>30-Apr</b>	Case: <i>Tetra Pak</i>	Preparing for Tetra Pak Tetra Pak <b>Hints</b> and <b>Discussion</b>	Case write-up and two quizzes BSG Quiz #2 BSG Peer Evaluation
<b>7-May</b>			<b>FINAL EXAM (By May 11)</b>

**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 22 (which is a Monday) so this must be submitted to the dropbox by midnight on Sunday, January 28.