

**MBA P720**  
**Strategic Management**  
**Winter 2022 Course Outline\*<sup>1</sup>DRAFT**

**Strategic Management Area**  
**DeGroot School of Business**  
**McMaster University**

**COURSE OBJECTIVE**

As the capstone to McMaster's MBA program, this course is designed to unify the functional knowledge you gained during the program. This course will also give you a working knowledge of how firms gain and sustain competitive advantage. In sum, this course will enhance your capacity to do the job of a general manager responsible for setting strategy and managing performance.

**INSTRUCTOR AND CONTACT INFORMATION**

**Dr. Candice Chow**

Instructor

Office: DSB 221

Tel: 905 525 9140 x 20615

Office Hours: After class or by appointment

**Course Website:** <http://avenue.mcmaster.ca>

**Class Format: Virtual**

**COURSE ELEMENTS**

Avenue:	Yes	Leadership:	Yes	IT skills:	No	Global view:	Yes
Participation:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Evidence-based:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Experiential:	Yes	Guest speaker:	Yes	Final Exam:	No		

---

<sup>1</sup> This may subject to update at the start of the semester. The final version will be on your Avenue Portal.

## COURSE DESCRIPTION

Strategic management focuses on the concept of strategic analysis, formulation, and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. This course is taught primarily through the case-method and involves readings, lectures, videos, exercises, a simulation, and a live case project.

What you will learn in this course has utility beyond the senior leadership of organizations. Increasingly, organizations need employees that can think strategically and understand how their actions contribute to the overall success of the firm. What you will learn is applicable to large corporations, but applies to organizations of all kinds, including start-ups, non-profits, and government organizations. The cases and concepts of the course are used to explore the strategic challenges facing such organizations today. The materials used in the course encompass a wide range of industries, businesses and issues in order to provide depth and breadth of experience.

## LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Analyze industry structure and environmental trends
- Assess how a firm's resources and capabilities generate competitive advantage
- Formulate new strategies under different contexts
- Explain how firms add value to multiple businesses
- Implement strategies and organize the firm for success

## REQUIRED COURSE MATERIALS AND READINGS

Course content, readings and case materials

- <http://avenue.mcmaster.ca> \$ FREE

Textbook and Reading Options

- Mastering Strategic Management (*open source*) by Ketchen and Shook available at <https://opentextbc.ca/strategicmanagement/> \$ FREE
- A collection of online readings \$ FREE
- *Optionally* Strategic Management by Frank Rothaermel, 5th Edition \$99-\$150

Custom Courseware – Cases and Readings

- Ivey Case Centre: <https://www.iveypublishing.ca/s/ivey-coursepack/a1R5c00000F21LJEAZ/strategic-management> ~\$ 81

TopHat membership

- See below for details. \$Free

Airline Simulation

~\$ 44.95 USD

- Credit card required. Go to: <https://www.interpretive.com/> to register. Course details to follow.

Students can choose from a free open-source textbook or a more full-featured textbook.

- The free textbook is an open-source textbook called Mastering Strategic Management (<https://opentextbc.ca/strategicmanagement>). I have coupled this with selected readings that can be found on Avenue. You can print this textbook or choose from a number of online formats.
- The full featured textbook is Rothaermel's Strategic Management textbook. You can purchase a physical copy or just the online version. Both come with the interactive Connect feature.

## TOP HAT

We will be using the Top Hat ([www.tophat.com](http://www.tophat.com)) classroom response system in class. You will be able to follow the class discussion and submit answers to in-class questions using smartphones, tablets, or laptops.

You can visit the Top Hat Overview (<https://success.tophat.com/s/article/Student-Top-Hat-Overview-and-Getting-Started-Guide>) within the Top Hat Success Center which outlines how you will register for a Top Hat account, as well as provides a brief overview to get you up and running on the system.

An email invitation will be sent to you, but if you don't receive this email, you can register by simply visiting our course website. Our Course Join Code and websites are:

C01 **280795** <https://app.tophat.com/e/280795>

C02 **514314** <https://app.tophat.com/e/514314>

C03 **960087** <https://app.tophat.com/e/960087>

C04 **333536** <https://app.tophat.com/e/333536>

Should you require assistance with Top Hat at any time, please contact their Support Team directly by way of email ([support@tophat.com](mailto:support@tophat.com)), the in-app support button, or by calling 1-888-663-5491.

<b>EVALUATION</b>
-------------------

The course offers a balance of evaluation methods. Your final grade will be calculated as follows:

***Components and Weights***

Midterm	Multiple Choice / Short Answers (individual)	20%
Simulation	Strategy Airline Simulation (shared)	20%
Engagement	Classroom Engagement (individual)	25%
Live Case Project	Live case project (individual and shared)	35%
Total		100%

Note: students will remain in the same group for each of the shared components of the course. The group would consist of five members and need to be finalized by end of the second class. The names of the group members with mac id needs to be submitted on Avenue in the requisite folder. The instructor or TA may allocate groups to those who do not have groups by then and also may move students around if necessary.

***Multiple Choice / Short Answers Midterm***

This is an in-class multiple choice / short answers test. The test will cover material from the first 5 classes (case content excepted).

**Generating Multiple Choice Questions.** Students are encouraged to create the multiple-choice questions that will constitute the midterm. Prior to the Friday (11:59pm)<sup>2</sup> following each of the first 5 classes, students will submit a single multiple-choice question based on *content from the required readings and/or classroom learning* (no case facts please). The purpose of doing this is to encourage you to actively identify important course content.

Each question should be accompanied by 4 potential answers (a through d) with the correct answer clearly identified. Questions must be submitted using the **excel spreadsheet template** found on Avenue.

Strong questions and answers should:

- Be clearly worded and not misleading.
- There must be one, and only one, correct answer.
- Demonstrate understanding of strategic management concepts taught in class.

<sup>2</sup> It's best practice to submit questions right after the week's class. However, students are allowed to submit all questions up till the Friday of week 5.

- Present a range of difficulty—questions should not have an obvious answer
- Reflect either learning from readings or learning from classroom discussion
- Questions should not be specific to teaching cases from class. For example, do not ask a question about what strategy Amazon adopted.

There is a presentation on Avenue under Course Administration with some tips on writing strong multiple-choice questions.

The strongest questions (no more than 50) will be selected for inclusion on the multiple-choice test (see above). It is therefore in your best interest to produce high quality questions, because these will be only minimally altered before examination (corrected as necessary). The professor reserves the right to add questions beyond those submitted by students if necessary. Further, if one or more your questions are used in creating the midterm, you will receive **0.5 bonus mark/percent** per question with a cap on **two percent** on your final grade. This is a valuable incentive!

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course.

### ***Strategy Airline Simulation (20% shared)***

In the strategy airline simulation you will run a fledgling regional airline in a computer simulated world. This simulation provides an environment where students have the opportunity to design, implement, and refine their strategy in a dynamic context. Students compete in groups against their classmates making decisions across functional management areas related to aircraft acquisition, marketing, operations, human resource development, and financing.

The simulation is an exciting way to explore the complexities and challenges of running a business and integrating multiple functional areas.

Students will work together in their groups of about 5, to compete against their classmates in the airline simulation. The airline simulation takes place in two stages.

**Practice and dashboard stage (10%).** Students will gain access to the simulation in late January and begin a series of 3 practice rounds in February during mid-term recess. The objective of this first stage is two-fold. First, it should familiarize students with the simulation and how the system functions. Second, students will use these practice rounds to develop a dashboard support tool to assist strategic decision making during the simulation.

The dashboard will contain three general elements.

1. **Explain group's chosen strategy.** At a minimum this should include identifying which of four generic strategies the firm is adopting. Using a strategy diamond is a great way to communicate other aspects of the firm's chosen strategy. This should describe the group's intended strategy as they enter the simulation.
2. **Identify key decisions required during the course of the simulation.** The dashboard should cover major decisions required to reinforce the chosen strategy. These likely

include decisions to enter or exit routes, to enter or exit new regions, to change pricing, invest in quality or training, to purchase airplanes, to engage in marketing, and to alter compensation.

3. **Explain data required for each decision.** Students should identify what data is required for them to take strategy-aligned decisions. This should include data from specific reports as well as characteristics regarding that data. For example, when deciding on a new route teams might focus on route type, # of competitors, and competitor pricing. What values or ranges of values would result in entry or not?

This dashboard can take various forms including a spreadsheet, word document or PowerPoint presentation.

Stronger dashboard support tools will:

- Generate new and useful measures or ratios to guide decision making
- Clearly document the questions you are asking of your data. What is your intention?
- Combine data from multiple sections of the simulation (ie Sales data with fares data)
- Offer insight as to when it makes sense for your group to purchase additional information reports

Dashboards will be graded based on:

- **Report Presentation:** Readability and ease of use
- **Strategy Alignment Effort:** Effort taken to align decisions with chosen strategy
- **Data guidelines:** The thought processes behind the guidelines that the team puts in place on use of data for each decision

Late dashboards will be penalized at a rate of 25% per day.

### **Simulation Performance (10%)**

The second stage runs throughout the term and concludes on the week of **March 15th** in class. There will be **8 simulation decisions**. Check the Course schedule near the end of the syllabus for detailed dates. In this simulation you compete against other teams in this class. Your team's simulation grade is determined using a score based on stock price (50%) and cumulative net income (50%).

### ***Classroom Engagement (25% individual)***

**Case preparation, Quizzes, Reflection (10%).** Each class in this course focuses on a particular topic important for properly understanding strategic management. To guide your learning, **prior to and or during class** you will answer questions pertaining to a) the prepared case, b) short answer and multiple-choice on concept comprehension, and c) short reflections on key strategic concepts. To facilitate this the Top Hat presentation platform will be used.

**Participation (15%).** The daily classroom discussion represents a unique opportunity for you to develop and enhance your confidence and skill in articulating a personal position, reacting to new ideas, and receiving and providing critical feedback from a group of assertive and demanding colleagues. Much of your learning will come from these classroom experiences.

You are expected to come to each class having read cases and assigned readings. Most of all you are expected to come to class with a readiness and willingness to contribute to class discussion. Close to half of each class will be focused on case discussions. It is not possible to contribute without having sufficiently prepared for the case. Analyzing the case using the tools and frameworks from the textbook and past classes will give you valuable insights.

A good contribution involves presenting a clear opinion, expressing it civilly, and supporting the opinion with sound logic. Every student shares the responsibility to create an environment where each member of the class feels comfortable offering his or her opinion. Learning from others and contributing to the learning of others through the experience and insights you share is a key part of this learning process. Contribution will be graded based on quality, quantity, and consistency. Some of the things that will determine a contribution include:

- a) Relevance – Do your comments speak directly to the issues and concepts being addressed? Do they extend our understanding of those issues or concepts? Do they reflect your adequate preparation to participate in the discussion?
- b) Additivity – Do your comments reflect active listening to the comments of other class members? Have they incorporated insights introduced earlier and built upon them?
- c) Substance – Do your comments make a real contribution to the ideas being exchanged? Has anything new been gained from your contribution to the discussion?
- d) Persuasiveness – Have your points been well articulated, argued, and supported? Are your arguments convincing?
- e) Questioning – Have your comments reasonably questioned the comments of others or challenged their assumptions without disparaging the person who offered them?
- f) Amount of participation (this does NOT mean dominating the discussion, rather frequency of additive comments).

To build student capacity in peer-review competence, two to three students from each class will be invited to assess participation. When a student is assessing participation, they will not be required to participate themselves as this can be quite an involving process. The participation grading form and instructions are available on Avenue.

***Live Case Project (10% individual case analysis) and (25% shared presentation)***

Your final term project is a case (live or a selected business case). If a live case is made available, during the first two weeks of the term, real executives will make a presentation in your class detailing their organization, industry, and their strategic problem(s). You will receive briefing material detailing the organization along with documents as appropriate. In addition, you will continue to engage the client, asking questions and clarifying the problem throughout the duration of the course. Usually questions would be collected over a period of time on Avenue under Communication > Discussions and sent to the client and once the response is received it will be posted on Avenue for everyone to see.

You may be asked to sign a non-disclosure agreement (NDA) in support of this project.

This live case project takes place in three parts; two of which you will work in your groups to accomplish.

**PART 1: Live Case - Analysis (Shared 10%)**

In the first phase, students will work in their course groups to conduct analysis of both the resources and capabilities (ie VRIO analysis, bases of competitive advantage, organizational characteristics) within the firm as well as the external environment (ie PEST, Porter's, Strategic Groups) in which the firm is operating. Students will use knowledge gained in the course to apply strategic analysis frameworks to this analysis. This case *analysis* will be graded both on thoroughness and detail as well as how well the analysis highlights the "so what" implications of the internal and external analysis.

Analysis portion of report maximum **15 pages**, 12-point Times New Roman, double space, 1-inch margins in doc/ docx format. The report must be completed in essay format with suitable sub-headings and enclosed exhibits. Appendices and Endnotes can take additional pages as necessary along with any exhibits.

Student groups will submit their solutions through dropbox in Avenue. Submissions will be subject to the turnitin.com service and will be reviewed in accordance with the university's academic integrity policy. Please be careful to read the case exam instructions carefully.

Live Case analysis will be due **Sunday February 6<sup>th</sup> at 11:59pm** to dropbox. Exams that are handed in late will be penalized at a rate of 25% per day.

**PART 2: Live Case Report (Individual 10%)**

Students will submit solutions to the live case project. These solutions constitute the recommendations you as a consultant to the client are making. This case report will be graded on how well the proposed solution demonstrates an understanding of the client's strategy, an assessment of strengths and weaknesses including internal and external strategic fit, as well as how proposed solutions are argued to improve strategic fit and performance. *Each case solution must be completed individually.*

Live Case Report portion **maximum of 10 pages**, 12-point Times New Roman, double space, 1-inch margins in doc/ docx format. The report must be completed in essay format with suitable sub-heading and enclosed exhibits. Appendices and Endnotes can take additional pages as necessary along with any exhibits. Please include as an appendix your group's Live Case analysis.

Students will submit their solutions through dropbox in Avenue. Submissions will be subject to the turnitin.com service and will be reviewed in accordance with the university's academic integrity policy. Please be careful to read the case exam instructions carefully.

Your final solution to the case will be due to **Sunday March 27<sup>th</sup> at 11:59pm**. Exams that are handed in late will be penalized at a rate of 25% per day.



The live case report is considered the final comprehensive evaluation component of this course. As such, performance on this report is critical for successful completion of this course and is a requirement to pass.

**PART 3: Presentation to Executives (Shared 15%)**

Following submission of the individual portion of the case exam, students will work in their course groups. They will share and then discuss their individual case solutions to arrive at a final recommendation and solution for the client executives. In these groups, students will then prepare a **15-minute** presentation with supporting documentation for delivery as a final exam. Groups will have **5 minutes** to answer questions. This presentation will take place on the final day of class during normal class time.

Please submit presentations files and any other material through Avenue prior to the start of class on the day of presentation.

<b>ACTIVITY</b>	<b>DELIVERY</b>	<b>DESCRIPTION</b>	<b>TOOL(S)</b>
<b>Lecture Core Content</b>	Synch / Asynch	Lecture content (~ 30min) taught in conjunction of assigned cases. Core content available in PowerPoint.	All synch lectures will be recorded and posted on MacVideo accessible via Avenue. Lecture PowerPoint available in Avenue
<b>Case Learning</b>	Synch	Case Learning (~20 min) to be taught in conjunction of core lecture content. Case learning material available in PowerPoint	All synch case learning will be recorded and posted on MacVideo accessible via Avenue. Case notes available in PowerPoint.
<b>Readings</b>	Asynch	Tied to weekly discussion prompts, lecture content and case learning	Reading links in Avenue, assigned case readings from coursepack, and optional textbook reading
<b>Group Discussions</b>	Both	Synch: Breakout rooms during case study sessions to discuss case questions Asynch: Students leverage Teams or other Social Media apps to complete group assignments	Synch: Zoom Asynch: Microsoft Teams / Zoom or students' preferred mode of collaboration
<b>Live Lectures / Case Discussion</b>	Synch	~ 1.5 hours live session: opportunity to elaborate on core content, facilitate case discussion, engage in interactive discussions,	Zoom All Synch live classes will be recorded
<b>Quizzes</b>	Synch / Asynch	10 quizzes / games to reinforce core content learning and drive student engagement. Top Hat quizzes available asynchronously for completion	TopHat Zoom polls
<b>Simulation</b>	Synch/ Asynch	Strategy simulation games to be conducted asynchronously with your team with the final 4 simulation decisions to be conducted synchronously in class	Interpretive Solutions

### ***Grade Conversion***

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

<b>LETTER GRADE</b>	<b>PERCENT</b>	<b>POINTS</b>
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

### ***Communication and Feedback***

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

### **ACADEMIC DISHONESTY**

It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf>

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that result or could result in unearned academic credit or advantage. Please

refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

<http://www.mcmaster.ca/academicintegrity>

In this course we will be using Turnitin.com function within Avenue2Learn which are plagiarism detection services. Students will be expected to submit their work electronically to either Turnitin.com so that it can be checked against the internet, published works and Turnitin's database for similar or identical work. If a student refuses to submit his or her work to Turnitin.com, he or she cannot be compelled to do so and should not be penalized. Instructors are advised to accept a hard copy of the assignment and grade it as per normal methods. The assignment can be subjected to a Google search or some other kind of search engine if the instructor wishes.

To see guidelines for the use of Turnitin.com, please go to:

<http://www.mcmaster.ca/academicintegrity/turnitin/students/index.html>

## **MISSED ACADEMIC WORK**

### ***Missed Mid-Term Tests / Class Participation***

Where students miss a regularly scheduled evaluative component (mid-term, class participation, assignment) for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the professor will either assign makeup component or distribute the weight for that component across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroot website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other

extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation. Adjudication of the request must be handled by Student Experience – Academic (MBA).

If an evaluative component is missed without a valid reason, students will receive a grade of zero (0) for that component.

## **STUDENT ACCESSIBILITY SERVICES**

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

## **POTENTIAL MODIFICATIONS TO THE COURSE**

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

<b>COURSE SCHEDULE</b>
------------------------

## MBA P720

### Strategic Management

Date	Overview and Learning Goals	Readings and Cases	Dates and Deadlines
<b>1-Week of Jan 10th</b>	<b>Introduction to Strategic Management</b> <ul style="list-style-type: none"> <li>• What is strategy?</li> <li>• Vision, mission and values</li> </ul>	<ul style="list-style-type: none"> <li>• Porter, <u>What is strategy?</u> available in Courseware</li> <li>• <u>Class 1 Readings</u> available through Avenue</li> </ul>	<ul style="list-style-type: none"> <li>• <i>1<sup>st</sup> Multiple Choice Question Due Sunday January 16th 11:59pm</i></li> <li>• <i>Airline Simulation Overview</i></li> </ul>
<b>2-Week of Jan 17</b>	<b>Analysis of External Environment</b> <ul style="list-style-type: none"> <li>• Porter's 5 forces</li> <li>• PESTEL</li> <li>• Strategic Groups</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Class 2 Readings</u> available through Avenue</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Live Case Presentation (TBD)</i></li> <li>• <i>2nd Multiple Choice Question Due Sunday January 23rd 11:59pm</i></li> <li>• <i>Submission of Groups on Avenue by 11:59 pm on Jan 23rd</i></li> </ul>
<b>3-Week of Jan 24</b>	<b>Analysis of Internal Environment</b> <ul style="list-style-type: none"> <li>• Resource Based View (VRIO)</li> <li>• Capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• <i>CASE: Amazon Go: Venturing into Traditional Retail</i></li> <li>• <u>Class 3 Readings</u> available through Avenue</li> </ul>	<ul style="list-style-type: none"> <li>• <i>3rd Multiple Choice Question Due Sunday January 30st 11:59pm</i></li> </ul>
<b>4-Week of Jan 31</b>	<b>Competitive Advantage</b> <ul style="list-style-type: none"> <li>• Value Chain</li> <li>• Understand drivers of firm profitability</li> <li>• Shared Value</li> <li>• Organizational Health</li> </ul>	<ul style="list-style-type: none"> <li>• <i>CASE: Lego (A): The Crisis</i></li> <li>• <u>Class 4 Readings</u> available through Avenue</li> </ul>	<ul style="list-style-type: none"> <li>• <i>4th Multiple Choice Question Due Sunday February 6<sup>th</sup> 11:59pm</i></li> <li>• <i>Live Case - Analysis (Group) due Sunday February 6th at 11:59pm</i></li> </ul>
<b>5-Week of Feb 7</b>	<b>Business Level Strategies</b> <ul style="list-style-type: none"> <li>• Generic business level strategies</li> <li>• Value price and cost Framework</li> </ul>	<ul style="list-style-type: none"> <li>• <i>CASE: Husky Injection molding</i></li> <li>• <u>Class 5 Readings</u> available through Avenue</li> </ul>	<ul style="list-style-type: none"> <li>• <i>5th Multiple Choice Question Due Sunday February 13rd 11:59pm</i></li> <li>• <i>Simulation Practice Round 1 due Sunday February 13rd at 11:59pm</i></li> </ul>
<b>Week of Feb 14</b>	<b>Simulation Practice</b>		<ul style="list-style-type: none"> <li>• <i>Simulation Practice Round 2 and 3 due during class</i></li> <li>• <i>Simulation Dashboard due 11:59pm on Sunday February 20<sup>th</sup></i></li> <li>• <i>Lecture / catch up</i></li> </ul>
<b>Week of</b>	<b>Mid-Term Recess</b>		

<b>Feb 21</b>			
<b>6-Week of Feb 28</b>	<b>Midterm Test</b>	•	• <i>Multiple Choice / Short Answers Midterm</i>
<b>7 Week of Mar 1</b>	<b>Corporate Strategy – Global and Vertical</b> <ul style="list-style-type: none"> <li>• CAGE distance framework</li> <li>• Vertical and horizontal integration</li> <li>• National Competitive advantage – Porter’s diamond framework</li> <li>• Foreign market entry</li> </ul>	<ul style="list-style-type: none"> <li>• <i>CASE: Ikea’s Global Sourcing Challenge: Indian Rugs and Child Labor</i></li> <li>• <u>Class 6 Readings</u> available through Avenue</li> </ul>	• <i>Simulation Round 1 decision Due Friday Feb 26 11:59pm</i>
<b>8-Week of Mar 8</b>	<b>Corporate Strategy - Diversification</b> <ul style="list-style-type: none"> <li>• Horizontal Integration</li> <li>• Mergers and acquisitions</li> <li>• Alliances and joint ventures</li> </ul>	<ul style="list-style-type: none"> <li>• <i>CASE: The Walt Disney Company: The Entertainment King</i></li> <li>• <u>Class 7 Readings</u> available through Avenue</li> </ul>	• <i>Simulation Round 2 Decision Due Friday March 5 11:59pm</i>
<b>9-Week of Mar 15</b>	<b>Simulation Finale</b>		• <i>Simulation Round 3 – 8 in Class</i>
<b>10-Week of Mar 22</b>	<b>Organizational Design: Structure, Culture,</b> <ul style="list-style-type: none"> <li>• Realized and emergent strategy</li> <li>• Control and corporate governance</li> <li>• Organizational design and structure</li> <li>• Strategy and structure</li> <li>• Organizational culture</li> </ul>	<ul style="list-style-type: none"> <li>• <i>CASE: Berkshire Partners</i></li> <li>• <u>Class 9 Readings</u> available through Avenue</li> </ul>	• <i>Live Case – Strategy (Individual) due Sunday March 27<sup>th</sup> at 11:59pm</i>
<b>11-Week of Mar 29</b>	<b>Sustainability, Innovation and Strategic Change</b> <ul style="list-style-type: none"> <li>• Strategic change initiatives</li> <li>• Sustainability and business Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• <i>CASE: Unilever’s New Global Strategy: Competing through Sustainability</i></li> <li>• <u>Class 12 Readings</u> available through Avenue</li> </ul>	
<b>12-Week of Apr 5</b>	<b>Final Case Presentations – Day 1</b>		<ul style="list-style-type: none"> <li>• <i>Live Case – Presentation (group) will take place on the final day of class.</i></li> </ul> <p>This class may go long or start early depends on class size</p>

## LEARNING OBJECTIVES AND READINGS

### *Class 1 - Introduction to Strategy*

#### LEARNING OBJECTIVES

1. Be able to articulate what strategy is and is not
2. Understand the key elements of mission, vision and values
3. Articulate a strategic management process

#### REQUIRED READING

- Ketchen and Short Chapter 1 and 2 **OR** Rothaermel - Sections 1.1 and 1.2 and Chapter 2
- Porter's What is Strategy from your courseware

#### FURTHER READING

- <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/eight-shifts-that-will-take-your-strategy-into-high-gear> (about the strategy process)
- <https://iveybusinessjournal.com/publication/strategic-planning-a-roadmap-to-success/> (might be interesting – gets at a process of options and options assessment that I would need to read)
- <https://blog.hubspot.com/marketing/inspiring-company-mission-statements> (Some top mission/vision statements and some discussion)

### *Class 2 - External environment*

#### LEARNING OBJECTIVES

1. Provide an assessment of industry attractiveness and what drives that attractiveness (using Porter's 5 Forces)
2. Analyze the role industry dynamics (ie PESTEL) play with respect to changing competitive conditions (Porter)
3. Generate a strategic group model to reveal performance differences between clusters of firms in the same industry

#### REQUIRED READING

- Ketchen and Short - Chapter 3 **OR** Rothaermel, Chapter 3
- Porter's 5 Forces <https://hbr.org/video/3590615226001/the-explainer-porters-five-forces>

#### FURTHER READING

- A strategy for thriving in uncertainty <https://www.bain.com/insights/a-strategy-for-thriving-in-uncertainty/>
- Confronting Uncertainty in Strategy <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-to-confront-uncertainty-in-your-strategy>
- The Uncertainty Advantage <https://www.strategy-business.com/article/The-Uncertainty-Advantage?gko=6b60b>



### ***Class 3 - Internal Environment***

#### **LEARNING OBJECTIVES**

1. Articulate the critical assumptions of the resource-based view
2. Apply the VRIO framework to assess the competitive implications of a firm's resources
3. Understand the mechanisms of first mover advantage
4. Understand how resource-based competitive advantages are developed

#### **REQUIRED READING**

- Ketchen and Short Chapter 4 **OR** Rothaermel Chapter 4
- Beating the Odds in Market Entry” McKinsey Quarterly <http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/beating-the-odds-in-market-entry>

#### **FURTHER READING**

- VRIO Model <https://www.strategicmanagementinsight.com/tools/vrio.html>
- Capability Driven Strategy [https://www.strategyand.pwc.com/media/file/CDS-Gain-the-right-to-win\\_infographic.pdf](https://www.strategyand.pwc.com/media/file/CDS-Gain-the-right-to-win_infographic.pdf)
- The Half-Truth of First-Mover Advantage Harvard Business Review, Harvard Business Review 2005 vol 83 (4). This can be found on our University Library website.

### ***Class 4 - Competitive Advantage***

#### **LEARNING OBJECTIVES**

1. Conduct a firm profitability analysis using accounting data to assess and evaluate competitive advantage
2. Describe the shared value creation framework and its relationship to competitive advantage
3. Apply a value chain analysis to understand which of the firm's activities generate differentiation and which drive costs.

#### **REQUIRED READING**

- Rothaermel Chapter 5 (if purchased)
- Measuring Long term Performance <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/measuring-long-term-performance>
- Triple Bottom Line <https://theconversation.com/explainer-what-is-the-triple-bottom-line-22798>
- Creating Shared Value <https://www.youtube.com/watch?list=PL85B3155A0F0B30D0&v=1vK3cxnP6I4>

#### **FURTHER READING**

- <https://iveybusinessjournal.com/publication/three-rules-for-exceptional-performance/>
- <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/how-to-build-an-alliance-against-corporate-short-termism> (on short term vs long term)
- Creating Shared Value <https://www.sharedvalue.org/about-shared-value>
- Financial Ratios <https://www.bdc.ca/en/articles-tools/money-finance/manage-finances/pages/financial-ratios-4-ways-assess-business.aspx>
- Organizational health <https://www.mckinsey.com/business-functions/organization/our-insights/organizational-health-a-fast-track-to-performance-improvement>
- Balanced Scorecard <https://hbr.org/video/3633937148001/the-explainer-the-balanced-scorecard>

## ***Class 5 - Business Level Strategies***

### **LEARNING OBJECTIVES**

1. Define business level strategy and strategic positioning.
2. Explain what it means to be “stuck in the middle” and its implications for firm performance.
3. Use the Value, Price, and Cost framework to explain sources of competitive advantage.

### **REQUIRED READING**

- Ketchen and Short Chapter 5 and 6
- Rothaermel Chapter 6 (alternative)
- Value Price Cost Framework <https://www.youtube.com/watch?v=pQboj3NpG-k>

## ***Class 6 - Going Global***

### **LEARNING OBJECTIVES**

1. Compare and contrast the different options firms have to enter foreign markets.
2. Apply the CAGE framework to guide decisions on which countries to enter.
3. Apply Porter’s Diamond model to explain why certain industries are more competitive in specific nations than in others

### **REQUIRED READING**

- Ketchen and Short Chapter 7
- Rothaermel Chapter 10 (alternative)
- CAGE Distance Framework [https://en.wikipedia.org/wiki/CAGE\\_Distance\\_Framework](https://en.wikipedia.org/wiki/CAGE_Distance_Framework)
- CAGE Distance Framework <http://enrichwise.com/2011/12/10/the-cage-framework-distance-matters-in-globalization/>
- Porter’s Diamond of National Advantage <http://www.quickmba.com/strategy/global/diamond>

## ***Class 8 - Corporate Strategy***

### **LEARNING OBJECTIVES**

1. Explain the factors that drive firms to make vs buy.
2. Understand motivations for firms engaging in horizontal (M&A) and vertical integration.
3. Evaluate the performance of joint ventures and M&A activity.
4. Explain when diversification strategies create competitive advantage and when they do not.

### **REQUIRED READING**

- Ketchen and Short Chapter 8
- Rothaermel Chapter 8 and Chapter 9 (alternative)
- Make or Buy Decisions in Context  
[https://www.strategyand.pwc.com/media/file/Strategyand\\_Make-or-buy-sound-decision-making.pdf](https://www.strategyand.pwc.com/media/file/Strategyand_Make-or-buy-sound-decision-making.pdf)
- Measuring Alliance Performance <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/measuring-alliance-performance>
- Tapping the unexpected potential of joint ventures <https://www.bain.com/insights/tapping-the-unexpected-potential-of-joint-ventures/>

### **FURTHER READING**

- Blog on Economic Thought about Coases theory of the firm <http://www.economicthought.net/blog/2013/02/coases-firm/>
- Better Joint Ventures <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/negotiating-a-better-joint-venture>
- Mastering Organic Growth <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/mastering-three-strategies-of-organic-growth>

## ***Class 10 - Organization Design***

### **LEARNING OBJECTIVES**

1. Applying agency theory, explain how companies use governance mechanisms to align principals and agents. Offer a critical view of these methods.
2. Ethics? – explain relationship between business ethics, corporate governance, and strategy.
3. Explain how organizational structure can support strategy.
4. Students should understand the critical importance of culture to strategy (“culture eats strategy for breakfast”).

### **REQUIRED READING**

- Ketchen and Short Chapter 9 and Chapter 10
- Rothaermel Chapter 11 and Chapter 12 (alternative)
- What is Corporate Culture? <https://www.youtube.com/watch?v=gficoigz1xs>

### **FURTHER READING**

- The Business of Culture <https://iveybusinessjournal.com/the-business-of-culture/>
- 8 Types of Company Culture <https://hbr.org/video/5686668254001/the-8-types-of-company-culture>

## ***Class 11 - Sustainability, Innovation and Strategic Change Initiatives***

### **LEARNING OBJECTIVES**

1. Distinguish different types of innovation and implications for strategy
2. Derive strategic implications from the crossing-the-chasm framework
3. Explain what a business model is and its role in strategy.

### **REQUIRED READING**

- Rothaermel Chapter 7 (alternative)
- Disruptive Innovation <https://hbr.org/video/2688242135001/the-explainer-disruptive-innovation> (2-minute video)
- Crossing the Chasm <https://www.youtube.com/watch?v=Y-97AXOPzJo> (5-minute video)
- Kotter, J. January 2007 “Leading Change: Why Transformation Efforts Fail”, Harvard Business Review. This can be found on our University Library website (9 pages)

### **FURTHER READING**

- Business Models for an Era of Innovation Glut <https://iveybusinessjournal.com/publication/business-models-for-an-era-of-innovation-glut/>

- Examples of Business Models <https://articles.bplans.com/what-is-a-business-model-business-models-explained/>
- Why business models fail: Pipes vs Platforms <https://www.wired.com/insights/2013/10/why-business-models-fail-pipes-vs-platforms/>