**BA in Management Program   
Fall 2021**

**MGMT 401 – Business Strategy**

**TENTATIVE SYLLABUS**

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**Web:** SuCourse

**Office Hours:** by appointment

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| --- | --- | --- | --- |
| **Type** | **Time** | **Days** | **Where** |
| Class | 15:40 – 17:30 | T | FASS G018  https://sabanciuniv.zoom.us/meeting/register/tJUrd-qorjgiHtbPOYxrJG40SSH2fm8KDhJj |
| Class | 14:40 - 15:30 | F | FASS G022  https://sabanciuniv.zoom.us/meeting/register/tJMkfu2srDwqE9UrOo2b8w-tkNr95zsxMfBd |

**Course Objective:**

**Why do some firms perform better than others? What factors affect the profitability, growth, and survival of firms?** The primary objective of the course is to enable you to understand and analyze the factors that affect firms’ long-run economic performance and to provide you with the tools to make recommendations to firms on how they can improve their long-term performance.

**Learning Outcomes:**

The course aims to provide you with specific tools that will enable you:

* to assess the structure of firms’ external environments,
* to evaluate firm competitive positioning and interaction, and assess firm-level resources and capabilities,
* to develop appropriate and superior strategies at the business-unit and corporate levels
* to assess the dynamics of competition and understand how economic, social, political, and technological forces can affect strategic re-positioning and long-term profitability
* to understand and manage the complex ethical and social issues facing organizations as they develop and implement their strategies

The course places particular emphasis on your ability to think critically and to communicate both verbally and in writing. It also requires you to apply concepts described in class to organizations with which you are familiar, thus challenging them to apply course frameworks to real-world phenomena

**Course Material:**

A case packet, which includes the cases and readings from Harvard Business School will be provided to you within the second week of the course. You will receive a link which will include all the material. However, if you have not done before, you have to create an account with Harvard Business School publishing.

**List of Cases**

|  |  |  |
| --- | --- | --- |
| **Case 1** | **Date:** |  |
| Case:  Type:  Subject:  Teamwork?: Grading: | | Cola Wars Continue: Coke & Pepsi in 2010  Digital  Industry analysis  No  Individual |
| **Case 2** | **Date:** |  |
| Case:  Type:  Subject:  Teamwork?:  Grading: | | Ice-Fili  Digital  Value chain analysis  No  Individual |
| **Case 3** | **Date:** |  |
| Case:  Type:  Subject:  Teamwork?:  Grading: | | Value Champion  Simulation  Value chain analysis  No  Individual |
| **Case 4** | **Date:** |  |
| Cases:  Type:  Subject:  Teamwork?:  Grading: | | Wal-Mart Inc. & Wal-Mart around the world  Digital  Resource based view & sustainable competitive advantage  No  Individual |
| **Case 5** | **Date:** |  |
| Case:  Type:  Subject:  Teamwork?:  Grading: | | RyanAir (A)  Digital  Competitor analysis  No  Individual |
| **Case 6** | **Date:** |  |
| Case:  Type:  Subject:  Teamwork?:  Grading: | | Back Bay Battery  Simulation  Disruptive innovation  Yes  Both |
| **Case 7** | **Date:** |  |
| Case:  Type:  Subject:  Teamwork?:  Grading: | | The Walt-Disney Company and Pixar Inc.  Digital  Corporate strategy  No  Individual |
| **Case 8** | **Date:** |  |
| Case:  Type:  Subject:  Teamwork?:  Grading: | | Balanced Scorecard  Simulation  Strategy implementation  Yes  Both |
| **Case 9** | **Date:** |  |
| Case:  Type:  Subject:  Teamwork?:  Grading: | | TBD  No  Individual |

**Optional Reading Material:**

Textbook:

Essentials of Strategic Management, 4th Edition. Gamble, Peteraf, and Thompson.

Popular Books:

On Strategy Formulation:

* Rumelt, R. 2011. *Good Strategy, Bad Strategy.*
* Magretta, J. *Understanding Michael Porter*.
* Kay, J. *The Hare and The Tortoise: An Informal Guide to Business Strategy*.
* Greenwald, B. and Kahn, J. *Competition Demystified: A Radically Simplified Approach to Business Strategy*.

On Game Theory & Strategy:

* Dixit, A. and Nalebuff, B. *The Art of Strategy*.
* Brandenburger, A. and Nalebuff, B. *Co-Opetition*.
* Stuart, H. *The Profitability Test*.

Strategy Implementation:

* Lafley, A.G. and Martin, R. *Playing to Win*.
* Hrebiniak, L. G. *Making Strategy Work: Leading Effective Execution and Change*
* Marcus, A. *Strategic Foresight: A New Look at Scenarios.*

**Course Web:**

SuCourse will be used for this course. All assignments should be uploaded to the system. Turn-it-in will be used for all assignments.

**Instructional Design:**

**Grading**:

|  |  |
| --- | --- |
| Class Participation & Case Assignments | : 30% |
| Exam I | : 20% |
| Exam II | : 20% |
| Team Project & Presentations | : 30% |
|  |  |

**Requirements:**

**Class Participation and Case Assignments (30%):** The course will be heavily based on class discussion. It is critical to the success of the course that you come prepared to discuss the assigned material, especially the cases. Please note that, for some sessions, additional materials may be handed out during the term.

**Obviously, you cannot participate if you are not present, so please plan to be in class for each session, on time. Absences will lead to a reduced participation grade, and more than three unexcused absences lead to a failing grade.**

***A maximum two-page case assignment will be due at the end of the day (23:55), the day before each case discussion. Late assignments will not be accepted. The assignment will require you to express your analysis and opinion on the case by answering the questions that will be posted (which can also be found at the end of the syllabus). You should pick four out of the six case sessions we have and deliver four case reports. You can choose any of the four cases, as long as two of them are from the first seven sessions, and the other two is from the last seven sessions.***

***Case analysis:* Case method allows you to put yourself into the shoes of different actors and analyze a complex situation from their perspective in order to key decisions. This method requires active participation from the students. Preparation is crucial to learn in this method. Here are the steps that you should follow to learn:**

1. **You should read the case before the class**
2. **You should prepare individually your case report**
3. **You should follow the discussion and participate by answering questions from the professor and responding to the comments of other students.**

**You will be graded on all of these three factors throughout the class.**

In order to maximize your learning in this class you have to carefully read and analyze the material and also contribute to the discussion by sharing your thoughts and analysis with the class and reflect on the thoughts of other discussants. **I will ask students directly to answer my questions. Everybody is expected to read, think about, and analyze the case.** Your participation will be evaluated on the quality of your contribution. Some of the things that will have an impact on effective class participation include:

* Does the comment provide an answer to the question?
* Is the comment built on facts and with strong logic?
* Does the comment provide a new idea, new piece of information, or new perspective to the situation?
* Is the comment relevant to the ongoing discussion? Does it synthesize the previous comments and ideas?
* Does the comment challenge or extent the ideas and the assumptions that are being expressed?
* Does the comment raise new questions which in turn may create new ideas?

**Quizzes:** Unannounced pop quizzes can be periodically be given in class. They will cover assigned readings and cases for that day and/or material covered in the previous class. This is an opportunity to show that you have read the assigned readings. Students who arrive after the quiz has been returned or do not attend class that day may not make up the quiz and receive a zero (0) for that quiz. However, the lowest quiz grade will be dropped.

**Other:** I may periodically assign additional assignments not listed on the syllabus. You are expected to complete these assignments on time.

**Exams (20%+20%):** The exams will be closed-book/closed-notes in-class exams. They will include all lectures, readings, and cases covered prior to the exam.Please note that you are responsible for everything discussed in class as well as written in your readings (I can ask some questions directly from the readings even they may not have been explicitly talked in class). In terms of format, there will be both essay type and multiple-choice questions.

**Team Project & Presentation (30%):**

The students in this class will complete a team project, which will determine part of their grade. The aim of this exercise is to help you to learn how to implement the topics discussed in the class to a real world example. **You should form groups by the third week**. I encourage you to pick a Turkish company that:

1. is of interest to you
2. you can find data on – better yet if you have access to the company
3. you have not analyzed before or studied in a course

The group project will be assessed on the extent of data collection, depth of the analysis, logical structure, correct application of the concepts and theories from the course, and the format.

The team project will require your group to conduct a strategic analysis of a particular firm. Your team will be responsible for evaluating the quality of the firm’s industry structure and competitive environment, strategic resources, and sustainable sources of economic rent using class frameworks and concepts. I will distribute a separate handout explaining the Team Project in greater detail. The projects will be presented at the last session of the course**.** **Every student should be in the class during the presentations**.

***Peer Evaluation in Teamwork:*** Students will be asked to provide an evaluation of the members of their team in the midterm presentation. Each student will divide 100 points between the members of her team, including herself. This division should reflect that person’s judgment of the contribution of the members of her team. The points submitted by all members of the team will be aggregated by the instructor. Every student will be given his/her aggregate peer evaluation, without disclosing the individual peer evaluations to the students.

The peer evaluation will have a direct impact on your midterm presentation grade. To give a simple example, if the group mark is 20 out of 25, and if your peer evaluation indicates that your contribution was less than what was expected, then your midterm presentation mark will be less than 20 out of 25. Similarly, you may receive more than 20 if your teammates decide that you contributed more than what was expected. There are no simple rules for adjustment.

**Academic Honesty:**

Learning is enhanced through cooperation and as such you are encouraged to work in groups, ask for and give help freely in all appropriate settings. At the same time, as a matter of personal integrity, you should only represent your own work as yours. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting your ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited. Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing (slides, MS Excel files, reports, etc.) with anyone. Using ideas, text and other intellectual property developed by someone else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one’s paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Please pay utmost attention to avoid such accusations.

**Sabanci University uses a very powerful web-based tool called Turnitin. Turnitin is the worldwide standard in online plagiarism prevention. It allows instructors to compare student papers against a database composed of millions of articles. Every paper you submit will be scanned by Turnitin, and results will be reflected in your grades.**

**Classroom policies and conduct**

Sabancı BA in Management Program values participatory learning. Establishing the necessary social order for a participatory learning environment requires that we all:

* Come prepared to make helpful comments and ask questions that facilitate your own understanding and that of your classmates. This requires that you complete the assigned readings for each session before class starts.
* Listen to the person who has the floor.

*Please note that this class is designed to function like an MBA course and to prepare you for potential MBA courses or business careers.* Consistent with this approach, I emphasize class preparation, class discussion, and professionalism to a substantial degree.

**Laptop computer and mobile phone policy:** The use of laptop computers and mobile phones during class is not permitted unless I specifically instruct you otherwise.

***On-time attendance is compulsory. Absences will lead to a reduced participation grade, and more than three unexcused absences lead to a failing grade. Please plan to be******in class on time.***

***If you are considering taking this course, please plan to attend the first session.***

**Course Schedule:**

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| --- | --- | --- | --- |
| **Date** | **Topic** | **Readings** | **Assignment** |
| Week 1 | Course Introduction & The Concept of Strategy |  |  |
| Week 2 | Vision, Mission, Objectives, and Strategy | Reading: Introduction  Reading: Charting a Company’s Direction (On SuCourse) | - Research vision and mission statement of your favorite organization |
| Week 3 | External Analysis | Reading: Industry Analysis  Case: Cola Wars | - Group Project: Form Groups  - Case Report I |
| Week 4 | Internal Analysis: Value Chain | Reading: Creating Competitive Advantage  Case: Ice-Fili | - Group Project – Pick Company  - Case Report II (Ice-Fili) |
| Week 5 | Internal Analysis: Value Chain |  | - Value Champion Simulation |
| Week 6 | Internal Analysis: Resourced Based View | Reading: Competing on Resources  Case: Wal-Mart | - Case Report III (Wal-Mart) |
| Week 7 | MIDTERM I – IN CLASS | | |
| Week 8 | Innovation Strategy | Reading: What is Disruptive Innovation | - BACKBAY BATTERY SIMULATION |
| Week 9 | Competitor Analysis | Reading: Competitor Analysis  Case: Ryanair | - Case Report IV (Ryanair) |
| Week 10 | PRESENTATIONS 1 |  | Group Project First Part Due |
| Week 11 | Corporate Strategy | Reading: Corporate Strategy (SuCourse)  Case: Walt Disney | - Case Report V (The Walt Disney) |
| Week 12 | Strategy Execution | Reading: Linking the Balanced Scorecard to Strategy | - BSC SIMULATION |
| Week 13 | Strategy in Emerging Markets | Reading: TBA  Case: TBA | - Case Report VI |
| Week 14 | PRESENTATIONS |  | Group Project Final Due |
| FINALS WEEK | FINAL EXAM | | |