

**Professionals MBA Program
Spring 2022
MGMT 810 – Strategic Management**

Instructor: Nüfer Yasin Ateş
Office: SBS 1021
Phone: (216) 483-9687
Fax: (0216) 483-9699
E-mail: nufer.ates@sabanciuniv.edu
Web: SUCourse
Office Hours: by appointment.

Type	Time	Days	Where
Class	19:00 – 22:00	F	Hybrid (Physical & Zoom)
Class	9:00 – 17:30	St	Hybrid (Physical & Zoom)

Please register in advance for the Zoom sessions using the link below. You need to register the Friday evening, Saturday morning and Saturday afternoon sessions separately. Please register with your full name and sabanciuniv e-mail.

Friday evening:

<https://sabanciuniv.zoom.us/meeting/register/tJErd-GopzoqGdArKdGjmHTkAMhUOsJdM3P4>

Saturday morning:

<https://sabanciuniv.zoom.us/meeting/register/tJMvdOqvrTkqGdJocExfVDI--Vm7O-ovd4xE>

Saturday afternoon:

<https://sabanciuniv.zoom.us/meeting/register/tJctdOjurDsiG93IMPU1dVe3m1EuoVtccGnZ>

After registering, you will receive a confirmation email including the link to the sessions.

Course Objective:

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. The two fundamental questions that we will try to answer are (a) why do some firms perform better than others? And (2) why can some firms sustain economic performance over long periods of time, while for other firms these profits are only temporary?

Learning Outcomes:

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

- to assess the structure of a firms' external environment using the right framework,

- to conduct a firm-level analysis in order to evaluate firm competitive positioning, value-chain, and resources and capabilities,
- to develop multiple strategies and identify the appropriate and superior strategy at the business 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 describe the process of how firms implement their strategies and use implementation tools effectively for managing the process,
- to conduct a competitor analysis to discuss the potential actions of competitors and develop effective strategies,
- to improve critical and analytical thinking skills and strategic thinking.

Course Material:

1. A course package that includes the cases, lecture notes and articles is available at the HBS website. You can access the link to this course package from the SuCourse+. The course package includes the following material:
 - Lecture notes
 - i. Introduction to Strategy
 - ii. Creating Competitive Advantage
 - iii. Competitor Analysis: Anticipating Competitive Actions
 - iv. Note on Corporate Strategy
 - Articles
 - i. Can You Say What Your Strategy Is?
 - ii. Building Your Company's Vision
 - iii. The Five Competitive Forces that Shape Strategy
 - iv. Blue Ocean Strategy
 - v. What is Disruptive Innovation?
 - vi. Having Trouble with Your Strategy? Then Map It!
 - Cases
 - i. Cola Wars Continue: Coke and Pepsi in 2010
 - ii. Dogfight over Europe: RyanAir (A)
 - iii. Amazon 2021
 - Simulations
 - i. The Value-Champion
 - ii. The Back Bay Battery Inc
 - iii. Strategy Simulation: The Balanced Scorecard
2. The Textbook: Grant, R. M. *Contemporary Strategy Analysis*. 6th ed. Blackwell Publishing
3. Some additional readings will be posted on SuCourse.
 - Are You Sure You Have a Strategy?

Course Web:

SuCourse+ will be used for this course. All assignments should be uploaded. Turnitin will be used for all assignments and the final exam.

List of Cases and Simulations:

Case 1	Date: 8 Apr 2022, Friday
	Case: Cola Wars Continue: Coke and Pepsi in 2010
	Type: Paper
	Subject: Industry Analysis
	Teamwork?: Yes
	Grading: Individual and Team
<hr/>	
Case 2	Date: 16 Apr 2022, Saturday
	Case: Dogfight Over Europe: Ryanair (A)
	Type: Paper
	Subject: Competitor Analysis
	Teamwork?: Yes
	Grading: Individual and Team
<hr/>	
Case 3	Date: 30 Apr 2022, Saturday
	Case: Amazon in 2021
	Type: Paper
	Subject: Corporate Strategy
	Teamwork?: Yes
	Grading: Individual and Team
<hr/>	
Sim 1	Date: 9 Apr 2022, Saturday
	Case: The Value Champion
	Type: Simulation
	Subject: Internal Analysis
	Teamwork?: No
	Grading: Individual
<hr/>	
Sim 2	Date: 16 Apr 2022, Saturday
	Case: The Back Bay Battery Inc.
	Type: Simulation
	Subject: Strategic Innovation
	Teamwork?: Yes
	Grading: Team
<hr/>	
Sim 3	Date: 30 Apr 2022, Saturday
	Case: The Balanced Scorecard
	Type: Simulation
	Subject: Strategy Implementation
	Teamwork?: Yes
	Grading: Team

Instructional Design:

This course primarily adopts *participant centered learning*, employing a blend of case studies, in-class exercises, simulations, and some traditional lectures as well. I encourage active student engagement. Case discussions requires proper preparation before the class. Students should read the case and the required reading material carefully, answer the case

questions and be ready for discussion during the class. Consistent with this approach, I emphasize case preparation, class contribution, and professionalism to a substantial degree.

Grading:

Class Contribution (individual)	: 15 %
Case Reports (team)	: 30 %
Simulations (individual and team)	: 20 %
Term Project (individual)	: 35%

Requirements:

Class Contribution (15%): The course is heavily based on class discussions. You are expected to come prepared for the classes, especially to be ready to discuss the cases. You are expected to contribute to the discussion by sharing your thoughts and analysis with the class and reflect on the thoughts of other discussants.

I systematically keep track of your contribution to class discussions —not only the number of times you participated, but also the quality of your contribution. These points are discretionary: rather than attendance, active participation weighs heavily. There is no make-up for missed classes in terms of class contribution. Attendance to lectures, therefore, is highly recommended.

Here are some points to consider for effective class contribution:

- Does the comment provide an answer to the question?
- Does the comment relate the case with the assigned readings and the relevant frameworks?
- Does the comment rely on facts provided in the case? Is the comment well justified? (The speculative comments are also welcomed to spur debate)
- 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 extend the ideas and the assumptions that are being expressed?
- Does the comment raise new questions which in turn may create new ideas?

Case Reports (30%): You will submit three case reports. Each Case Report accounts for 10% of your grade. You need to submit the reports before the class on Fridays at 19:00. This is group work. I strongly advise against dividing the work (i.e., dividing the case questions and studying only parts of the case). Each group member is responsible from the whole case, so each group member can answer the questions and participate the class discussion. It is best if you have a group meeting to discuss the case questions, after all group members read the case carefully. Then you can create a shared document to work on the Case Report simultaneously. The questions for the Case Report will be posted on SuCourse+ page of the lecture. I frequently ask students directly to answer my questions

(i.e., *cold call*). I may also pre-assign some specific questions to certain individuals/groups (i.e., *warm call*).

Case Report submission deadlines are as follows:

- Cola Wars Continue: **8 April Friday at 19:00**
- Dogfight Over Europe Ryanair (A): **15 April Friday at 19:00**
- Amazon in 2021: **29 April Friday at 19:00**

Peer Evaluation for the Case Reports: You will be asked to provide an evaluation of your team members by dividing 100 points among team members, including yourself. These points will remain confidential; students will only see their aggregated peer evaluation scores. I will also check the consistency of all team members' assessments for each team member (i.e., the interrater agreement score). On rare occasions of inconsistency, I will talk to the team members and resolve the issue. Based on this, the overall Case Report grade may be adjusted by peer evaluation scores. There are no simple rules for adjustment; I will exercise my discretion. Experience indicates that points will be distributed evenly in most groups and there will be very few groups where peer evaluations will play a role in the grades. The primary goal of peer evaluation is to encourage all team members to contribute to the teamwork and discourage free riding.

Simulations (20%): There will be three simulations. You need to attend the class to take part in the simulations. Effort and/or performance will be measured and graded. The first simulation, the Value-Champion, will be played individually and accounts for 6% of your grade. The other simulations, the Back Bay Battery Inc and the Balanced Scorecard, will be played in teams and each account for 7% of your grade. You do not need to participate these simulations with your Case Report team members. I propose we avoid hybrid teams; in-class students form teams with in-class students, and we form break out rooms for the Zoom students.

Simulation dates are as follows:

- The Value Champion: **9 April Saturday**
- The Back Bay Battery Inc: **16 April Saturday**
- The Balanced Scorecard: **30 April Saturday**

Term Project (35%): By applying the knowledge you gained in the lecture, you will make a strategic analysis of your company and offer recommendations. You will communicate your findings and recommendations succinctly, logically, and professionally through a Term Project Report. The content, the structure and the format of the report will be posted on SuCourse+. You can effectively start preparing your report as of 9 April 2022, after the second week's sessions. The deadline for submission is **May 7 Saturday at 17:30**.

Academic Honesty:

Learning is 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 should be properly cited. Please note that citing does not always prevent plagiarism. Check this link about quoting and paraphrasing <http://bit.ly/QuotingParaphrasing>.

Learning is enhanced through cooperation, and you are encouraged to discuss your ideas with others (including your friends in other teams), however, it is essential that you do not present someone else's writing (slides, reports, MS Excel files, etc) as your own. 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 will not be tolerated under any condition! Please pay utmost attention to avoid such accusations.

Sabancı 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 sources, including your peers' assignments. Every paper you submit will be scanned by Turnitin.

Classroom policies and conduct:

- Please bring your NAME TAGS to all sessions and always put them on your desks.
- You need to bring your personal computers (laptops or tablets) for simulation sessions. Mobile phones are not convenient (or sometimes compatible) for this purpose.
- I directly ask students questions and try to provide all students with a chance to contribute to the class discussion (cold calls). If you have any personal concerns about this, let me know before the class. There is no alternative to class contribution, but we can talk about some techniques to overcome such issues (e.g., coming to class prepared, warm calls, sitting in the front, answering first, keeping notecards, etc.)
- I would prefer that you turn on your cameras on Zoom unless you have a personal concern. Let me know before class if you want to keep your camera off. Keep your mics off when you do not use it.
- You can contribute to in-class discussion from Chat. I occasionally visit the Chat screen to review the comments and questions. Also, do not hesitate to unmute yourself and ask your question during the lecture if you need immediate reaction. During group studies, you can always call me to your breakout room as well.

Tentative Course Schedule:

Week 1	Date: 01 Apr 2022, Friday
	Topic: Introduction
	Requirements: none
	Readings: Introduction to Strategy (lecture note) Are You Sure You Have a Strategy? (article)
<hr/>	
Week 1	Date: 02 Apr 2022, Saturday
	Topics: Strategy Process External Analysis
	Requirements: none
	Readings: Can You Say What Your Strategy Is? (article) Building Your Company's Vision (article)
<hr/>	
Week 2	Date: 8 Apr 2022, Friday
	Topic: External Analysis <i>Case Analysis:</i> Cola Wars Continue
	Requirements: <u>Submit</u> the case report for Cola Wars Continue
	Readings: The Five Competitive Forces that Shape Strategy (article)
<hr/>	
Week 2	Date: 9 Apr 2022, Saturday
	Topics: Competitive Advantage Internal Analysis
	Requirements: <u>Take part in</u> the Value-Champion Simulation
	Readings: Creating Competitive Advantage (lecture note) Blue Ocean Strategy (article)
<hr/>	
Week 3	Date: 15 Apr 2022, Friday
	Topic: Competitive Dynamics & Business Strategy
	Requirements: <u>Submit</u> the case report for Dogfight over Europe: RyanAir (A)
	Readings: Competitor Analysis: Anticipating Competitive Actions (lecture note)
<hr/>	
Week 3	Date: 16 Apr 2022, Saturday
	Topics: Competitive Dynamics & Business Strategy <i>Case Analysis:</i> Dogfight over Europe: Ryanair (A) and (B) Strategic Innovation
	Requirements: <u>Take part in</u> the Back Bay Battery Inc Simulation
	Readings: What is Disruptive Innovation? (article)
<hr/>	
Week 4	Date: 29 April 2022, Friday
	Topic: Corporate Strategy
	Requirements: <u>Submit</u> the case report for Amazon 2021
	Readings: Note on Corporate Strategy (lecture note)
<hr/>	
Week 4	Date: 30 April 2022, Saturday
	Topic: Corporate Strategy <i>Case Analysis:</i> Amazon 2021 Strategy Implementation
	Requirements: <u>Take part in</u> Balanced Scorecard Simulation
	Readings: Having Trouble with Your Strategy? Then Map It! (article)
