

Business Strategy and Ethics

MASY1 GC 3325 | 100 | Spring 2024 | 01/22/2024 -05/06/2024 | 3 Credit

Modality: In-Person

Course Site URL: <https://brightspace.nyu.edu/>

General Course Information

Name/Title: Supriya Khaneja, Ph.D., Adjunct Instructor

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Class Meeting Schedule: 01/22/2024 -05/06/2024/ Monday, 6:20pm - 8:55pm

Class Location: Bldg: MIDC Room 1013

Office Hours: Students will have an opportunity to schedule in-person meetings before class via Brightspace. Zoom calls can be scheduled *via* email as needed.

Description

This course introduces students to classic strategy paradigms such as differentiation, brand creation, core competency expertise, speed to market, and value migration and leadership in cost reduction. Students evaluate the strategic value of technology-driven business change initiative. Students learn to analyze competitive forces and the value chain and make recommendations for change in organization goals. They also create a plan of action, integrating marketing, human resources, organizational design, finance, and information technology, that includes the business case and a business plan. The course examines ethical dilemmas that confront managers due to advances in technology, greater access to information, and more collaborative ventures that break down traditional proprietary boundaries.

Prerequisites

N/A

Learning Outcomes

At the conclusion of this course, students will be able to:

- Analyze the of competitive forces and the value chain
- Create recommendations for changes in goals and organizational design
- Propose a plan of action for technology integration with organizational strategy
- Analyze ethical implications of technology-driven initiatives

Communication Methods

Be sure to turn on your [NYU Brightspace notifications](#) and frequently check the “Announcements” section of the course site. This will be the primary method I use to communicate information critical to your success in the course. To contact me, send me an email. I will respond within 24 hours.

Structure | Method | Modality

This Course sessions will be conducted In-person and will meet once a week on Monday. You are expected to attend the in-person sessions and remain during the entire scheduled period.

Active learning experiences and small group projects are key components of the course. Each class session will involve lecture, class discussions and group discussions to practice the content of the lessons in a collaborative environment. Much of our course content will develop experientially in class, and as a result missed sessions will be very difficult to make up. Brightspace is the learning management system we will use. Students are expected to check and submit assignments via NYU Brightspace each on the appointed date and time.

Expectations

Learning Environment

You play an important role in creating and sustaining an intellectually rigorous and inclusive classroom culture. Respectful engagement, diverse thinking, and our lived experiences are central to this course, and enrich our learning community.

Participation

You are integral to the learning experience in this class. Be prepared to actively contribute to class activities, group discussions, and work outside of class.

Assignments and Deadlines

Please submit all assignments to the appropriate section of the course site in [NYU Brightspace](#). If you require assistance, please contact me BEFORE the due date.

Course Technology Use

We will utilize multiple technologies to achieve the course goals. I expect you to use technology in ways that enhance the learning environment for all students.

Feedback and Viewing Grades

I will provide timely meaningful feedback on all your work via our course site in NYU Brightspace. You can access your grades on the course site Gradebook.

Attendance

I expect you to attend all class sessions. Attendance will be taken into consideration when determining your final grade.

Refer to the [SPS Policies and Procedures page](#) for additional information about attendance.

Textbooks and Course Materials

Recommended Reading & Materials

- Gamble, J., Thompson Jr, A., and Peteraf, M. (2024). *Essentials of Strategic Management: The Quest for Competitive Advantage*. 8th Edition. McGraw-Hill.

Grading | Assessment

Your grade in this course is based on your performance on multiple activities and assignments. Since all graded assignments are related directly to course objectives and learning outcomes, failure to complete any assignment will result in an unsatisfactory course grade. All written

assignments are to be completed using APA format and must be typed and double-spaced. Grammar, punctuation, and spelling will be considered in grading. Please carefully proof-read your written assignments before submitting them for a grade. I will update the grades on the course site each time a grading session has been completed— typically three (3) days following the completion of an activity.

<u>DESCRIPTION</u>	<u>PERCENTAGE</u>
Assignments	25%
Group Project	20%
In class Exercise and Participation	35%
ePoster Presentation	20%
<hr/> TOTAL	<hr/> 100%

See the [“Grades” section of Academic Policies](#) for the complete grading policy, including the letter grade conversion, and the criteria for a grade of incomplete, taking a course on a pass/fail basis, and withdrawing from a course.

Course Outline

Start/End Dates: 01/22/2024 -05/06/2024 / Mondays

Time: 06:20pm - 08:55pm

No Class Date(s): Monday, 2/19/2024 and 03/18/2024

Special Notes: Spring Break 03/18/24 - 03/24/24

Session 1, 01/22/24

Getting started with course overview

Learning Objectives:

- Concept of business strategy and why is it important?
- Why do companies need a creative strategy?
- How do strategies impact a company's success?

Assignments Due:

No Assignments

Readings Due:

Gamble Ch 1

Session 2, 01/29/24

Learning about diverse strategic views that set a company apart from competitors

Learning Objectives:

- Identify 3 tests of a winning strategy
- Why a company evolves over time?
- A Bird's eye view of Apple Inc.'s successful business strategy
- **In class Exercise:** Case study Discussions on Assignment #1

Assignments Due:

Assignment #1: Netflix's successful business strategy

Read the case and be prepared to discuss the following questions:

- What makes Netflix superior to other web series platforms?
- How does Netflix develop a strategic competitive advantage?
- Examine the evolution of the Netflix company over time
- What is Netflix's future?

Readings Due:

Gamble Ch 2

Session 3, 02/05/24

How can the strategy be formulated and executed effectively?

Learning Objectives:

- Why it is critical for managers to have clear strategic vision of where a company needs to head and why?
- How to create and evaluate business strategies?
- Company strategy as a Process
- **In class Exercise:** Vision and Mission Statement Analysis
- Discussion on Assignment #2

Assignments Due:

Assignment #2: Walmart case study

Create a comprehensive case report that summarizes the Walmart business strategy. Ensure that all sources used are properly cited and referenced. The report should be of at least 6-10 Pages. Submit via Brightspace.

Readings Due:

Gamble Ch 2

Session 4, 02/12/24

Ethics, Corporate Governance and Business Strategy

Learning Objectives:

- What is the role of BODs in setting strategy?
- Insights into corporate governance failures
- Discussion on Volkswagen corporate governance failures
- Case Write-Up and Discussion

Assignments Due:

No Assignments

Readings Due:

Gamble Ch 9

Session 5, 02/26/24

Individual Presentations on Twitter Case Analysis

Assignments Due:

Assignment #3: Twitter Case Analysis

- Analysis of Twitter's Internal and External Env.
- Future trends and Implications
- Conclusion

Readings Due:

Gamble Ch 3, 4

Session 6, 03/04/24

Examining the Company's Internal and External Environments and its Impact on Business and Crafting a Strategy

Learning Objectives:

- How to use SWOT analysis tools?
- Reviewing Porter's Five Generic Competitive Strategies
- Identifying strategic moves
- What are the industry's (Key Success Factors) KSFs and strategic group mapping?
- Enhancing the company's competitive position and operational timing
- Group Project discussion

Assignments Due:

Assignment #4: Group Projects

Choose a company: Tesla or Whole Foods Market

Discussion Points:

- Investigate the reasons behind the company's success
- How does a company achieve competitive advantage in market?
- What are the strategies adopted by the company?
- What are the prospective strategies that a company can adopt to improve its market share?

Readings Due:

Gamble Ch 5,6

Session 7, 03/11/24

In-class Group Project Presentations: Team 1 and Team 2

Assignments Due:

No assignments

Readings Due:

Gamble Ch 7

Session 8, 03/25/24

How do Companies Design a Global Business Strategy?

Learning Objectives:

- Recognizing the tactics for competing in global markets
- How can MNCs leverage international markets to increase their overall competitiveness?
- Analyzing diversification strategy
- Strategies for Competing in the Markets of Developing Countries
- In-class Group Project Presentations: Team 3

Assignments Due:

Assignment #5: Amazon Case Study

Discussion Points:

- Investigate Amazon's strategic business plan
- How the 'Ecommerce Giant' Amazon manages to expand its reach?
- Provide an overview of Amazon's diversification strategy

Readings Due:

Gamble Ch 8

Session 9, 04/01/24

Corporate level Strategy and its Components

Learning Objectives:

- Understanding diversification
- Analyzing diversified company strategy
- Discussion on case: Walt Disney
- Nine-Cell Industry Attractiveness– Competitive Strength Matrix

Assignments Due

No assignments

Readings Due:

Gamble Ch 9

Session 10, 04/09/24 , Tuesday, Make up Class via NYU Zoom

Environmental Sustainability and Strategy

Learning Objectives:

- Why should corporate strategies be sustainable?
- Delving into business ethics and corporate social responsibility (CSR)

- Real world examples of environmental strategic failures using multimedia
- Discuss assignment #6

Assignments Due:

Assignment #6: H & M CSR initiatives

- Is H&M genuinely sustainable, or are they greenwashing?

Readings Due:

<https://mygreencloset.com/is-hm-actually-sustainable-or-are-they-greenwashing/>
<https://www.forbes.com/sites/retailwire/2022/07/13/hm-case-shows-how-greenwashing-breaks-brand-promise/?sh=55d965dc1171>

Session 11, 04/15/24

What are the Essential Steps in Successfully Executing a Strategy?

Learning Objectives:

- Process of strategy execution
- Value chain model
- Discussion on strategies for optimizing value in each stage
- Case studies illustrating successful strategy execution and value realization
- Review assignment #6
- **In class Exercise:** Case Discussion
- Case 3: Under Armour's Strategy in 2019—Its Struggle to Revive North American Sales and Profitability

Assignments Due:

No assignments

Readings Due:

Gamble Ch 10

Session 12, 04/22/24

What are the Implications of AI for Business Strategy?

Learning Objectives:

- How is AI affecting the way businesses develop and implement their strategies?
- Unfolding AI in Business
- How can you come up with a successful and value-driven AI strategy?
- **In class Exercise:** In class Group Discussions on Alexa Case Study
- Discuss assignment #7

Assignments Due:

Assignment #7: Critical analysis of Starbucks and its value driving strategy

Readings Due:

<https://hbr.org/2023/07/build-a-winning-ai-strategy-for-your-business>

Session 13, 04/29/24

In class Exercise: Navigating business strategy through the prism of news articles

Session 14, 05/06/24

ePoster Presentations

Assignments Due:

Assignment #8: Final ePoster Presentations. Submit via Brightspace.

NOTES:

The syllabus may be modified to better meet the needs of students and to achieve the learning outcomes.

The School of Professional Studies (SPS) and its faculty celebrate and are committed to inclusion, diversity, belonging, equity, and accessibility (IDBEA), and seek to embody the IDBEA values. The School of Professional Studies (SPS), its faculty, staff, and students are committed to creating a mutually respectful and safe environment (*from the [SPS IDBEA Committee](#)*).

New York University School of Professional Studies Policies

1. Policies - You are responsible for reading, understanding, and complying with [University Policies and Guidelines](#), [NYU SPS Policies and Procedures](#), and [Student Affairs and Reporting](#).
2. Learning/Academic Accommodations - New York University is committed to providing equal educational opportunity and participation for students who disclose their dis/ability to the [Moses Center for Student Accessibility](#). If you are interested in applying for academic accommodations, contact the [Moses Center](#) as early as possible in the semester. If you already receive accommodations through the Moses Center, request your accommodation letters through the Moses Center Portal as soon as possible (mosescsa@nyu.edu | 212-998-4980).
3. Health and Wellness - To access the University's extensive health and mental health resources, contact the [NYU Wellness Exchange](#). You can call its private hotline (212-443-9999), available 24 hours a day, seven days a week, to reach out to a professional who can help to address day-to-day challenges as well as other health-related concerns.
4. Student Support Resources - There are a range of resources at SPS and NYU to support your learning and professional growth. For a complete list of resources and services available to SPS students, visit the [NYU SPS Office of Student Affairs site](#).
5. Religious Observance - As a nonsectarian, inclusive institution, NYU policy permits members of any religious group to absent themselves from classes without penalty when required for compliance with their religious obligations. Refer to the [University Calendar Policy on Religious Holidays](#) for the complete policy.
6. Academic Integrity and Plagiarism - You are expected to be honest and ethical in all academic work. Moreover, you are expected to demonstrate how what you have learned incorporates an understanding of the research and expertise of scholars and other appropriate experts; and thus recognizing others' published work or teachings—whether that of authors, lecturers, or one's peers—is a required practice in all academic projects.

Plagiarism involves borrowing or using information from other sources without proper and full credit. You are subject to disciplinary actions for the following offenses which include but are not limited to cheating, plagiarism, forgery or unauthorized use of documents, and false form of identification

[Turnitin](#), an originality detection service in NYU Brightspace, may be used in this course to check your work for plagiarism.

Read more about academic integrity policies at the NYU School of Professional Studies on the [Academic Policies for NYU SPS Students](#) page.

7. Use of Third-Party Tools - During this class, you may be required to use non-NYU apps/platforms/software as a part of course studies, and thus, will be required to agree to the “Terms of Use” (TOU) associated with such apps/platforms/software.

These services may require you to create an account but you can use a pseudonym (which may not identify you to the public community, but which may still identify you by IP address to the company and companies with whom it shares data).

You should carefully read those terms of use regarding the impact on your privacy rights and intellectual property rights. If you have any questions regarding those terms of use or the impact on the class, you are encouraged to ask the instructor prior to the add/drop deadline.