



MGT 4800J: Business Strategy

SYLLABUS

Dr. Marcelo Cano-Kollmann | Fall 2023

This syllabus, the lectures, classroom activities, and all materials associated with this class and developed by the instructor (except for articles and cases authored by others) are copyrighted in the name of Marcelo Cano-Kollmann. Unauthorized reproduction and sharing of these materials without written consent of the author is prohibited.

Marcelo Cano-Kollmann, 2023.

Basic Course Information

Class days, times, and locations (see full calendar at the end of this document):

Mondays and Wednesdays, 03:05-04:25 pm, Bentley Hall 011.

Office hours: by appointment (send me an email or text to schedule).

Professor's email: canokoll@ohio.edu

Professor's cell phone: 919-943-3003.

The Instructor

Dr. Marcelo Cano-Kollmann is an Associate Professor of Strategy and International Business and has worked at the Ohio University College of Business since 2015. He earned his Ph.D. with a dual concentration in international business and strategic management, from the Fox School of Business at Temple University (Philadelphia). He also has two MBA degrees, one from the University of North Carolina at Chapel Hill, and one from Universidad of Buenos Aires (Argentina).

At OU, he has taught various courses in strategy and international business. He has also taught undergraduate and graduate courses at Temple University, Università Politecnica delle Marche (Ancona, Italy) and Universidad de San Andrés (Buenos Aires, Argentina).

His research lies at the intersection of international business, economic geography, demography, and innovation. He is a Certified Public Accountant in Argentina and prior to joining academia, he worked for 15 years in different corporate positions in accounting, finance, and marketing.

Course Prerequisites

FIN 2400, MGT 2100, MIS 2020, MKT 2400, MGT 3200 (or concurrent) and SR 470J (not BA 470 J).

Required Course Text

We will be using the book Strategic Management by Frank Rothaermel, from McGraw-Hill Education.

The fifth edition of the book can be acquired using the link below at the following prices:

eBook rental (180 days): \$59

eBook lifetime purchase: \$94

Print version rental: \$70

Print version purchase: \$179.79

Here is the link:

<https://www.mheducation.com/highered/product/strategic-management-rothaermel/M9781260261288.html#buying-options>

If you acquire the eBook instead of the paperback edition, you can have immediate access to the book. We will be using the 5th edition, but if you have access to the 3rd or 4th editions, the content is close enough, although there are some chapters that have changed. If you use an older edition, it is your responsibility to obtain the study materials for the missing or outdated sections (let me know if you need help).

Course Description

Strategy is an exciting field of study and practice. Strategy (also referred to as strategic management) is defined as an integrated set of commitments, decisions, and actions that an individual/organization intends to take in their quest to gain and sustain competitive advantage. To gain such an advantage, actors must create, deliver, and capture value from their customers/end users.

This course, Business Strategy (MGT 4800) analyzes three stages of the strategic management process: 1) Analysis, 2) Formulation, and 3) Implementation. The basic goal of the course is to teach you how to 1) conduct an analysis of both an industry and a firm, 2) formulate a strategy (both at the corporate and at the business level) and 3) design an organization capable of implementing it.

The course is primarily concerned with the strategic management process as it affects firms and executives, although insights gained from this course are also applicable to students, professors, politicians, athletes, governments, nonprofits, and military organizations.

To enhance our learning process, cases, exercises and videos are used to provide practical meaning for many of the concepts that are explored throughout this course. Students are expected to apply learning from class, critical reasoning, and creativity in the analysis of the cases.

Course Learning Outcomes

By the end of this course, you should be able to:

1. Understand and explain what strategy is and how managers can use it to gain and sustain a competitive advantage for their organization.

2. Integrate and apply your prior business training and experience to identify and address key business problems and opportunities.
3. Conduct a strategic analysis of an organization and its competitive environment using a variety of different conceptual approaches.
4. Generate and assess alternatives for resolving a strategic issue and recommend an actionable plan to address that issue.
5. Understand and explain the dynamic nature of crafting and implementing strategy in a competitive environment.
6. Communicate your ideas more effectively in both written and oral formats.

Preparation

For an effective learning process, it is vital that you spend time carefully preparing before class. You are expected to have read the book chapters and articles beforehand, watched the videos, and completed your homework.

This will allow you to actively participate in the discussions that will form a vital part of the learning process. At various times you will be expected to start a discussion or answer a specific question, so unless you have thought about and adopted a personal position on relevant issues, it is difficult to contribute to, and learn from, the other members of the group. If the thought of starting such a discussion makes you feel particularly uncomfortable, please talk to me. A sound preparation for the class will also consist of reading the assigned chapters before we discuss them in class.

I expect that you will

- Come to class prepared to discuss the materials assigned for the week.
- Complete your weekly assignments.
- Participate actively in class discussions.
- Take responsibility for your own learning.
- Check established communication mechanisms (e.g., e-mail, blackboard) daily.
- Attend all classes and complete the assigned tasks and readings within the specified time frames.
- Notify the course leader if circumstances prevent the completion of any assigned readings or tasks, or attendance to a class.
- Communicate any difficulties that might impair learning or academic performance.
- Follow the guidelines provided for the submission of written work.
- Provide constructive feedback to the instructor regarding the content and delivery of the course.

You can expect that I will

- Provide a course outline that clearly states the objectives of the course.
- Provide a weekly breakdown of the course content, reading requirements and any tasks.
- Provide a program of study that is challenging, intellectually stimulating, and allows for opportunities to analyze practical and theoretical aspects of strategic management.
- Provide a clear indication of the forms of assessment and dates for exams and submission of written work.
- Create a climate that enhances student learning and achievement and is conducive to the open sharing of ideas.
- Provide constructive feedback on work within a reasonable time frame.

Guidelines for preparation for class

Before:

1. Read the book chapter assigned for that week.
2. Read any articles assigned.
3. Watch the videos assigned.
4. Complete the online assignments.

After:

1. After the class, make sure you make note of what you missed and how you can enhance or continue to enhance the level of preparedness for the next class session. As well, take notes during the class to help you learn and to integrate your learning.
2. If you have any questions, please do not hesitate to ask me.

Basic class etiquette

- NO answering a cell phone or texting during class meetings.
- NO late arrivals and early departures. Late arrivals or early departures are disruptive and will affect your participation grade.
- No disruptive behavior, like interacting with someone else on camera during online sessions.
- Blackboard: I will use BlackBoard extensively to post reading material, presentation slides and for other communication. Please make sure that you have access to BlackBoard and please check it regularly for course related updates.

Student Accessibility & Disabilities

Any student who may need accommodation based on the impact of a disability should contact the class instructor privately to discuss the student's specific needs and provide written documentation from the Office of Student Accessibility Services. Students not yet registered as a student with a disability should contact the Office of Student Accessibility Services.

For questions about accommodation or Student Accessibility Services please contact 740-593-2620 or disabilities@ohio.edu.

Emotional and psychological assistance

We recognize that university life can bring its own stresses and strains, especially considering the circumstances we are all experiencing during this pandemic. If you feel that you are having difficulties coming to terms with any aspect of your personal, work, or university career, the Counseling and Psychological Services (CPS) is available to OU students who have chosen Wellbeing for the current semester, free of charge. Feel free to talk to me at any time, and/or contact the CPS staff at 740-593-1616 or visit CPS website at <http://www.ohio.edu/counseling>. A 24/7 Crisis Intervention Service is also available at 740-593-1616.

Fostering an inclusive environment

Ohio University and The Department of Management believes it is important to respond to insensitive and inappropriate behavior in a spirit of collegiality, mutual respect, and professionalism. If you believe that you have been the target of discrimination by another student, a faculty member, or staff member, due to age, disability, ethnicity, gender, race, political beliefs, religious beliefs, sexual orientation, or cultural group membership, you can choose to pursue one or more of the following avenues:

1. The most direct approach, if you feel comfortable doing so, is to speak directly to the person whose behavior you consider to be inappropriate.
2. You may also speak to the instructor, another faculty member, or the University's Office for Institutional Equity.

It is important that you speak immediately to someone with whom you feel comfortable in order that your concerns can be handled promptly and fairly.

Plagiarism and academic misconduct

Next, a note on plagiarism and academic misconduct. To plagiarize means to attempt to pass off the ideas or words of somebody else as your own. Plagiarism includes, but is not limited to, the

use, paraphrase, or direct quotation, of the published or unpublished work of another person without full or clear acknowledgement. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. This is an academic offence that the University takes very seriously. Any attempt to copy from another student during exams will be viewed in a similarly serious manner. See Section VIII.F of the student Code of Conduct for more information on academic misconduct.

The submission of work used in other classes will equally not be accepted. Any student found guilty of cheating or plagiarism may receive a grade of F for the class as well as referral to the Office of Community Standards. Students may appeal academic sanctions through the grade appeal process; the Office of Community Standards and Student Responsibility, however, may impose additional sanctions.

Use of Artificial Intelligence

The use of Generative AI, such as ChatGPT and Microsoft Bing-Chat, must maintain the highest standards of academic integrity and adhere to the OU Code of Student Conduct.

The use of Generative AI should be seen as a tool to enhance academic research, not as a replacement for critical thinking and originality in assignments. Students are not permitted to submit assignments that have been fully or partially generated by AI unless explicitly stated in the assignment instructions. All work submitted must be the original work of the student. Any ideas garnered from Generative AI research must be acknowledged with proper in-text citation and reference. Students may be asked to save the AI chat as a PDF file for verification.

Rights to revise

The instructor reserves the right to revise this syllabus. If there is a change, then it will be announced to the class either during a regularly scheduled class meeting or by email.

Copyright

All materials contained in the course outline, handouts, presentations, Blackboard, etc., represent intellectual property of the instructor or of the author of the materials. No duplication, sharing, electronic storage, audiotaping, videotaping, or other copyright-infringing use of these materials is permitted without express written permission.

Grading Scale

The following scale will be used for this course:

The following scale will be used for this course:

A 930-1000	A- 900-929	B+ 870-899	B 830-869	B- 800-829	C+ 770-799
C 730-769	C- 700-729	D+ 670-699	D 630-669	D- 600-629	F Below 600

Course Grading

Individual online assignments:

8 assignments at 40 points each	320 points
---------------------------------	------------

(There are 9 online assignments -you can skip one or complete all and the lowest grades will be dropped)

Engagement:

Attendance	40 points
Participation	60 points

Exams:

Midterm exam	150 points
Final exam	150 points

Strategy Reports (in teams):

1 st Strategic Report and presentation	140 points
2 nd Strategic Report and presentation	140 points

TOTAL	1,000 points
--------------	---------------------

Attendance Bonus Points (extra)	20 points
---------------------------------	-----------

Online Assignments (320 points -40 points each)

There will be 9 individual online assignments. Those assignments will be either multiple choice or open-ended questions related to the module and the case assigned for that week. See calendar for deadlines.

You only need to complete 8 assignments out of 9. If you complete all 9 assignments, I will only consider the best 8. However, completing all 9 assignments can potentially increase your grade, because your assignment with the lowest grade will be dropped.

You will find the links and instructions to complete these assignments on Blackboard.

Attendance (40 points)

There are 28 classes in the course. You will get 2 points for each class you attend. That means that need to attend 20 classes to obtain all 40 points for attendance. In other words, you can miss up to 8 classes with no penalty, for any reason. This includes personal reasons, job interviews, religious holidays, medical emergencies, and covid (including both testing positive or simply being exposed). I believe this gives you more than enough flexibility to deal with any situation, expected or unexpected. I do not need to know the reasons for your absences.

Religious/spiritual holidays, celebrations or organized activities: the university establishes that students/you may be absent for up to three (3) days each academic semester, without penalty, to take time off for reasons of faith or religious or spiritual belief system or to participate in organized activities conducted under the auspices of a religious denomination, church, or other religious or spiritual organization. According to the policy, students are required to notify the instructor in writing of specific dates requested for alternative accommodations no later than fourteen (14) days after the first day of instruction. These requests will remain confidential (for more information about this policy, students may contact the Director and Title IX Coordinator, Equity and Civil Rights Compliance, Lindley Hall, 006, 740-593-9140, Equity@ohio.edu). **Since the course attendance policy already allows for up to 8 absences with no penalty, the 3 absences for religious/spiritual reasons are included in those 8 absences. Please plan accordingly.**

Bonus for attendance: If you attend 25 classes, you will get a 10-point bonus on top of the 40 points for attendance. If you attend all 28 classes, the bonus will be 20 points. This may help you get a better grade at the end of the course. These 10-20 points are extra credit, on top of the 1,000 points for the course.

Final comment on attendance: Even though you can technically miss 8 classes with no penalty for attendance, this may affect your participation grade (see next section), because you obviously cannot participate if you are not in class. Also, keep in mind that attendance is critical for your success in this course, because if you miss classes, you will miss a significant amount of learning and will have to do a much bigger effort on your own to catch up. In other words, missing a few classes may not affect your attendance grade, but it may affect your grade in other ways. In sum, unless you have a serious reason not to come to class, I strongly recommend you attend.

Participation (60 points)

You are expected to be able to discuss the topic for that week and the assigned homework, which is usually related to a case. You need to be able to explain your answers, elaborate other potential arguments or explanations, and articulate them with the concepts studied in class. In sum, quality of participation is more important than quantity.

The ability to contribute to a group discussion is an important managerial skill, and this course provides you with a low-risk opportunity to develop and practice this skill. Also, a significant part

of the learning comes from the shared experience that is created when you engage in a lively conversation with your peers and your instructor. The willingness to engage in class discussions (and the necessary preparation to do so) is important for your own learning and that of your classmates.

As a rule of thumb, students who make meaningful contributions at least once a week will get full points for participation at the end of the course. Smaller comments or short answers may earn you less credit but will still be counted. I strongly recommend that you participate regularly instead of waiting until the last few weeks. A glut of participation in the last one-two weeks will not make up for the lack of work during the rest of the semester. After the first couple of weeks, I will keep you updated about your participation on Blackboard, where you will be able to verify if your participation is above average, average, or below average.

Exams (300 points)

There will be a midterm and a final exam (150 points each). Both will be online, timed and will consist of multiple-choice questions. At the end of each module, I will provide a list of key concepts/terms/potential questions that you need to know for the exam.

Strategy Analysis (280 points total)

You will work in teams conducting a strategic analysis of a company facing a **strategic challenge**. The detailed instructions will be provided separately and discussed in class 3 (Wednesday, September 6th).

Course Calendar

Week	Date	Class	Topic and Activities	Deadlines & Deliverables	Readings & Materials
1	Monday, August 28, 2023	1	Introductions		Blackboard/Learning Modules/Introduction Rothaermel sections 1.1, 1.3, 2.1, 2.2, 2.3, 2.5.
	Tuesday, August 29, 2023			Assignment 1 due at 11:59 pm	
	Wednesday, August 30, 2023	2	What is strategy? - Assignment 1 discussion.		
2	Monday, September 4, 2023		NO CLASS - LABOR DAY		
	Wednesday, September 6, 2023	3	Team project discussion, team formation, and	Bring 1-2 potential companies to discuss	Blackboard/Learning Modules/Team Project
3	Monday, September 11, 2023	4	External analysis: macro (lecture)		Blackboard/Learning Modules/External analysis (macro); Rothaermel section 3.1.
	Tuesday, September 12, 2023			Assignment 2 due at 11:59 pm	
	Wednesday, September 13, 2023	5	External analysis: macro (discussion)		
4	Monday, September 18, 2023	6	External analysis: industry (lecture)		Blackboard/Learning Modules/Industry analysis; Rothaermel sections 3.2, 3.3, 3.4, 3.5.
	Tuesday, September 19, 2023			Assignment 3 due at 11:59 pm	
	Wednesday, September 20, 2023	7	External analysis: industry (discussion)		
5	Monday, September 25, 2023	8	Internal analysis (lecture)		Blackboard/Learning Modules/Internal analysis; Rothaermel sections 4.1, 4.2, 4.3, 4.4, 4.5, 4.6.
	Tuesday, September 26, 2023			Assignment 4 due at 11:59 pm	
	Wednesday, September 27, 2023	9	Internal analysis (discussion)		
6	Monday, October 2, 2023	10	Project work - no class: Teams 1-2-3-4 must meet with the professor to discuss their progress.		
	Wednesday, October 4, 2023	11	Project work - no class: Teams 5-6-7-8 must meet with the professor to discuss their progress.		
	Sunday, October 8, 2023				Presentation slides and 1st report due at 11:59 pm
7	Monday, October 9, 2023	12	1st Presentation, teams 1-2-3-4		
	Wednesday, October 11, 2023	13	1st Presentation, teams 5-6-7-8		
8	Monday, October 16, 2023	14	No class - MIDTERM EXAM	Take exam online	
	Wednesday, October 18, 2023	15	Generic business strategies (lecture)		Blackboard/Learning Modules/Business strategies; Rothaermel sections 6.1, 6.2, 6.3.
9	Monday, October 23, 2023	16	Blue ocean and platform strategies (lecture)		Blackboard/Learning Modules/Business strategies; Rothaermel sections 6.4, 6.5, 6.6, 7.5.
	Tuesday, October 24, 2023			Assignment 5 due at 11:59 pm	
	Wednesday, October 25, 2023	17	Business strategies (discussion)		
10	Monday, October 30, 2023	18	Firm performance and business models (lecture)		Blackboard/Learning Modules/Performance and business models; Rothaermel sections 5.1, 5.2, 5.3.
	Tuesday, October 31, 2023			Assignment 6 due at 11:59 pm	
	Wednesday, November 1, 2023	19	Firm performance and business models (discussion)		
11	Monday, November 6, 2023	20	Corporate strategy (lecture)		Blackboard/Learning Modules/Corporate strategy; Rothaermel sections 8.1, 8.2, 8.3, 8.4, 8.5, 9.1.
	Tuesday, November 7, 2023			Assignment 7 due at 11:59 pm	
	Wednesday, November 8, 2023	21	Corporate strategy (discussion)		
12	Monday, November 13, 2023	22	Global strategy (lecture)		Blackboard/Learning Modules/Global strategy; Rothaermel sections 10.1, 10.2, 10.3, 10.4, 10.6.
	Tuesday, November 14, 2023			Assignment 8 due at 11:59 pm	
	Wednesday, November 15, 2023	23	Global strategy (discussion)		
13	Monday, November 20, 2023	24	Project work in class - Progress report and Q&A		
	Wednesday, November 22, 2023		NO CLASS		
14	Monday, November 27, 2023	26	Organizational design (lecture)		Blackboard/Learning Modules/Organizational design; Rothaermel sections 11.1, 11.2, 11.4, 11.5, 11.6.
	Tuesday, November 28, 2023			Assignment 9 due at 11:59 pm	
	Wednesday, November 29, 2023	25	Organizational design (discussion)		
	Sunday, December 3, 2023				Presentation slides and 2nd report due at 11:59 pm
15	Monday, December 4, 2023	27	Second presentation: teams 1 to 4		
	Wednesday, December 6, 2023	28	Second presentation: teams 5 to 8		
Final Exam Week	Monday, December 11, 2023		FINAL EXAM	Take exam online	