

## General Course Information

**Course Title:** STGY 5900 Corporate and Business Strategy

**Credit Weight:** 0.5 credits

**Prerequisites:** All other core MBA courses

## Course Description

Strategic management focuses on the evaluation of opportunities and threats in external environments in light of an organization's strengths and weaknesses, in order to determine a sustainable competitive advantage. Emphasis on corporate and business level strategic analysis and formulation. Organizational capstone project required.

## Course Rationale

Why are some organizations more successful than others? This is the fundamental question of strategy. This course analyzes the sources of competitive success among organizations and develops the knowledge and skills necessary to effectively analyze and formulate strategy, be it as a manager, a management consultant, a policy maker, or an investment banker. The most important purpose of this class is to teach you to be better—meaning a more systematic, logical, complete, critical—strategic thinker.

This is a “big picture” course. The emphasis is not on teaching facts or formulas, but instead on applying simple ideas to think about how an organization achieves the goal of exceptional performance. There is usually no single right answer; rather there is stronger analysis versus weaker analysis and better answers versus poorer answers. We will not always agree on the best course of action for a firm, but with practice, you will get better at identifying the strategic elements of a situation and distinguishing better solutions from others.

## Course Learning Objectives

After successfully completing this course, you will be able to:

CO 1: Critically analyze the contribution of key thinkers on what strategy is and how it is formulated.

CO 2: Evaluate business strategies by implementing different strategic frameworks to their internal and external environments.

CO 3: Assess the potential of different Strategies to provide the firm with a Sustainable Competitive Advantage

CO 4: Identify the sources of value in different Corporate Strategies

CO 5: Recognize and Evaluate the strategic role of Corporate Social Responsibility (CSR).

CO 6: Analyze and Evaluate an existing firm's strategy and develop one that better provides the firm with a sustainable competitive advantage.

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Module	Topics	Materials	Deliverables
1	Introduction to Strategy	<p><b>Textbook:</b> Chapter 1: Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage</p> <p><b>Readings:</b> Porter: What is strategy? (HBR) Mintzberg et al: Of strategies, deliberate and emergent (SMJ) Mintzberg et al: The “Honda effect” revisited (CMR)</p> <p><b>Videos:</b> Lecture 1: What is Strategy? Lecture 2: What is a Good Strategy? Video 1.3: Rumelt, Good Strategy Bad Strategy <a href="https://www.youtube.com/watch?v=UZrTI16hZdk">https://www.youtube.com/watch?v=UZrTI16hZdk</a> Lecture 3: Strategy Formulation Mintzberg Video: <a href="https://www.youtube.com/watch?v=CV_OEZ49sSA">https://www.youtube.com/watch?v=CV_OEZ49sSA</a></p>	Group Formation
2	External and Internal Analysis	<p><b>Textbook:</b> Chapter 2: External Analysis: The Identification of Opportunities and Threats Chapter 3: Internal Analysis: Resources and Competitive Advantage</p> <p><b>Readings:</b> Grant, The resource-based theory of competitive advantage: implications for strategy formulation (CMR)</p> <p><b>Videos:</b> Lecture 4: External Analysis Overview Shilling video on Porter's Forces <a href="https://youtu.be/1wvSWGHKj4">https://youtu.be/1wvSWGHKj4</a> Lecture 5: Macro Environment and the Evolution of the Car Industry Lecture 6: Resources and Capabilities</p>	Forum Discussion on case 2: Small Package Express Delivery Industry, 1973–2018
3	Sustainable Competitive Advantage	<p><b>Textbook:</b> Chapter 4: Competitive Advantage Through Functional-Level Strategies Chapter 5: Business-Level Strategy Chapter 7: Strategy and Technology</p> <p><b>Readings:</b> Ghemawat &amp; Rivkin: Creating Competitive Advantage (HBR)</p> <p><b>Videos:</b> Lecture 9: Sustainable Competitive Advantage Lecture 10: Types of Business Strategies Shilling video on leveraging technology into new markets: <a href="https://youtu.be/15DCeacHq5M">https://youtu.be/15DCeacHq5M</a> Lecture 12: Blue Ocean Strategies Lecture 13: Technology and Strategy</p>	<p>Forum discussion on Case 3: Airborne Express: The Underdog</p> <p>Quiz 1: Take the first quiz on your own for chapters 1-5, on Brightspace (15% of grade).</p>
4	Corporate Strategy	<p><b>Textbook:</b> Chapter 9: Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing Chapter 10: Corporate-Level Strategy: Related and Unrelated Diversification</p> <p><b>Readings:</b> Porter: From Competitive Advantage to Corporate Strategy (HBR)</p>	Forum discussion on Case 18 General Electric

sample

		<p>Eccles, Lanes, &amp; Wilson: Are you paying too much for that acquisition? (HBR)</p> <p><b>Videos:</b>  Lecture 13: Corporate Strategy 1  Video by Anita McGahan on Corporate Strategy:  <a href="https://www.youtube.com/watch?v=bZi42MT4yqw">https://www.youtube.com/watch?v=bZi42MT4yqw</a>  Lecture 14: Corporate Strategy 2  Lecture 15: Vertical Integration  Video by Melissa Schilling on Mergers and Acquisitions:  <a href="https://youtu.be/2dQ7mcBdpm0">https://youtu.be/2dQ7mcBdpm0</a></p>	
5	International Diversification	<p><b>Textbook:</b>  Chapter 8: Strategy in the Global Environment</p> <p><b>Readings:</b>  Ghemawat: Managing differences: The central challenge of global strategy (HBR)  Williamson, &amp; Yin: Accelerated innovation: The new challenge from China. (MIT Sloan Management Review)</p> <p><b>Videos:</b>  Lecture 17: International Diversification 1  Lecture 18: International Diversification 2  Williamson Video on Chinese MNCs:  <a href="https://www.youtube.com/watch?v=GksnviyqA5I">https://www.youtube.com/watch?v=GksnviyqA5I</a>  Video by Ghemawat on Globalization:  <a href="https://www.youtube.com/watch?v=m1mF8336Y">https://www.youtube.com/watch?v=m1mF8336Y</a></p>	<p>Forum discussion on Case 28: JCB in India</p> <p>Take Home Individual Case study, due next week (20% of grade)</p>
6	Corporate Social Responsibility	<p><b>Textbook:</b>  Chapter 11: Corporate Governance, Social Responsibility, and Ethics</p> <p><b>Readings:</b>  Carroll: Corporate social responsibility: The centerpiece of competing and complementary (OD)  Porter &amp; Kramer: Strategy and society: The link between competitive advantage and corporate social responsibility (HBR)  Flack &amp; Hebllich: Corporate Social Responsibility: Doing Well by Doing Good (HBR)</p> <p><b>Videos:</b>  Lecture 19: Corporate Social Responsibility 1  Lecture 20: Corporate Social Responsibility 2  Video by Carroll:<a href="https://www.youtube.com/watch?v=k5HANKhPEmQ">https://www.youtube.com/watch?v=k5HANKhPEmQ</a>  Video by Ioannou:  <a href="https://www.youtube.com/watch?v=7EquLX6mwbG&amp;t=1s">https://www.youtube.com/watch?v=7EquLX6mwbG&amp;t=1s</a>  Video by the CEO of Patagonia:  <a href="https://www.youtube.com/watch?v=p6Vd2aPkC9w">https://www.youtube.com/watch?v=p6Vd2aPkC9w</a></p>	<p>Forum discussion on Case 20: Nike</p> <p>Quiz 2: Take the second quiz on chapters 7, 8 and 11 your own on Brightspace (15% of grade)</p>
7	Group Presentations	<p><b>Videos:</b>  Freeman:  <a href="https://www.youtube.com/watch?v=7dugfwJthBY&amp;t=289s">https://www.youtube.com/watch?v=7dugfwJthBY&amp;t=289s</a></p>	

# Learning Materials

## Textbook

Hill, CWL, Schilling, MA & Jones, G. 2020. Strategic Management Theory: An Integrated Approach, 13<sup>th</sup> edition.

## Grading Scheme

Activity	Scored Out of	Percent of Total Grade
Quiz 1	100	15%
Quiz 2	100	15%
Participation in Discussion Forums (4)	4X5	20%
Individual Take Home Exam	100	20%
Moderation of a Discussion Forum	10	10%
Final Group Presentation	20	20%
<b>TOTAL</b>	<b>420</b>	<b>100%</b>

## Late Assignment

To ensure fairness to all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on.

Requests for extension without penalty will be considered in cases of illness, family emergency, or other exceptional circumstances.

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