



THE OHIO STATE UNIVERSITY

FISHER COLLEGE OF BUSINESS

STRATEGIC MANAGEMENT BUSMHR 4490

Spring Semester 2018

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Lecture Section: 4098 Online “Hybrid” Course

Course Text: *Strategic Management 3e* by Frank T. Rothaermel
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Course Case Studies:

Cola Wars Continue: Coke and Pepsi	711-462
Apple Inc.	MH0027
Amazon.com, Inc.	MH0031
Tesla Motors, Inc.	MH0032
Walt Disney Co.	701-035
eBay’s Strategy in China	HKU701
Bank of America	MH0007
McDonald’s Corporation	MH0037

The required course text is available at the OSU Bookstores at a very special rate, and the case studies are available on the Harvard Business School publishing website at this link:
<http://cb.hbsp.harvard.edu/cbmp/access/70968601>

Course Prerequisites:

BUSMHR 4490 is an introduction to the concepts and analytic tools in the field of strategic management to understand the competitive position of firms. Prerequisites include: BUSMHR 2290 and 2291, or BUSADM 499; and BUSMHR 3200 (701), BUSFIN 3220 (620), 3500 (510), BUSMGT 3230 (630), and BUSML 3250 (650); and Senior standing; and enrollment in Fisher College of Business. Not open to students with credit for BUSADM 799. Not open to students in UUSS, UEXP, or PREBSBA-PR.

Course Overview:

Strategic management is an integrative management field that combines the three macro learning objectives of the course—how to *analyze*, *formulate* and *implement* strategy in the quest for competitive advantage.

Strategy is the set of goal-directed actions a firm takes to gain and sustain superior performance relative to competitors. In any competitive situation, therefore, a good strategy enables a firm to achieve superior performance.

Expected Learning Outcomes:

A good strategy consists of three elements. Students taking this class will master the learning outcomes inherent in these three elements. After taking this class, you will therefore be able to do the following:

1. Complete a *diagnosis* of the competitive challenge facing a firm. This element is accomplished through *analysis* of the firm's external and internal environments.
2. Develop a *guiding policy* to address the competitive challenge. This element is accomplished through *strategy formulation*, resulting in the firm's corporate, business, and functional strategies.
3. Construct a *set of coherent actions* to implement the firm's guiding policy. This element is accomplished through *strategy implementation*.

By understanding good strategy, and how to use the analysis, formulation and implementation (AFI) framework, we can learn how to develop a strategy/ structure relationship that helps the firm achieve and sustain competitive advantage.

"There is nothing so practical as good theory" Lewin (1951) wrote. Here we use the practical applications the literature of strategic management has developed through time, in both our large lecture and case-based recitation sections.

Learning Objectives:

LO Part 1 Analysis: Understanding what strategy and strategic leadership are; being able to scan the internal and external environment. Know how to manage from the "inside out" and "outside in" and also measure the firm's advantage.

LO Part 2 Formulation: Understanding business strategy; (i.e., differentiation, cost leadership, and blue ocean), innovation and entrepreneurship; and corporate strategy (e.g., vertical integration and diversification, alliances and M&A), as well as global strategy.

LO Part 3 Implementation: Understanding the strategy/ structure relationship—including organizational design; structure, culture and control, and the overall relevance of sound corporate governance and business ethics practices.

Satisfying these objectives involves individual and experiential learning and demonstrating understanding the AFI strategy framework (e.g., by taking quizzes, conducting group case studies, doing a group presentation, and also completing an individual writing assignment).

Course Workload:

The university and college expectation is that students spend two hours outside of class for every hour spent in class. For example, you should expect to spend approximately six hours per week outside of class on course-related work for the average course.

Attendance and Participation Policy:

Attendance and participation are very important in creating a class environment that is both interesting and meaningful to the student. You should attend class (in person and online) regularly and be on time. Be prepared to ask and answer questions. Fisher College of Business strongly enforces University attendance policies. As per University rule 3335-8-33, any student who fails to attend (or activate online) without giving prior notification to the instructor will be dis-enrolled after the third instructional day of the term, the first Friday of the term, or the second scheduled class meeting of the course, whichever occurs first.

Lecture and Recitation Grading:

This course has two main components: (1) a lecture component where we cover the theories and background material of strategy; (2) a recitation component focused on case analysis, discussion, and the application of the ideas of strategy.

Lecture Component (40% of your final grade):

- There will be two exams based on lecture material (30%). The quizzes are multiple-choice. They will be taken in your recitation class.
- Each exam covers lecture and text material, is non-cumulative, and does not cover specific case-based questions from recitation.
- Other will be based on online LearnSmart® assignments and quizzes you will complete online after reading the chapter and watching the lecture videos (10%).

Recitation Component (60% of your final grade):

- You will be assigned groups that will conduct a strategy term project (20%), and do a group write-up using a memo format.
- Your group will also do a presentation. The presentations require addressing the case study questions (20%) of a specific case.
- The remainder comes from attendance and participation and other recitation assignments (20%).

OSU Standard Grading Scale:

A = 93 – 100%	C = 73 – 76.9%
A- = 90 – 92.9%	C- = 70 – 72.9%
B+ = 87 – 89.9%	D+ = 67 – 69.9%
B = 83 – 86.9%	D = 63 – 66.9%
B- = 80 – 82.9%	D- = 60 – 62.9%
C+ = 77 – 79.9%	F = below 60%

Examination Policy:

Missed quizzes can only be made-up in extreme cases and with proper documentation. Each decision of potentially allowing a make-up is made by the lecture instructor on a case-by-case basis. Additionally, you must contact the lecture instructor as soon as you know of a potential problem or conflict with a quiz/ exam date. Alternative methods (e.g., oral exam, essay) of testing may be used for make-ups. If you are experiencing an extreme situation or emergency, please attempt to notify the instructor as soon as possible.

Lecture and Recitation Calendar:

The course follows a Monday (lecture) and weekly Monday through Friday (recitation) format. Please see your recitation syllabus for details. On or before Monday of each week go online and read the chapter and review the lecture material in the modules section (e.g., videos, PPT slides), then complete assigned online LearnSmart® assignments and chapter quizzes through McGraw-Hill Connect (follow the course calendar on Carmen) on or before 11:59PM the following Monday.

Lecture Chapters and Recitation Cases	Week	Day	Date
Part I: Analysis			
CH 1: What is Strategy and Why Is It Important?	1	Mon	Jan 8
Martin Luther King Day	2	Mon	Jan 15
CH 3: External Analysis, Industry Structure, Competitive Forces	3	Mon	Jan 22
CH 4: Internal Analysis: Resources, Capabilities, Core Competencies	4	Mon	Jan 29
Internal Analysis (cont'd)	5	Mon	Feb 5
Part II: Formulation			
CH 6: Business Strategy: Differentiation, Cost Leadership	6	Mon	Feb 12
CH 7: Business Strategy: Innovation and Entrepreneurship	7	Mon	Feb 19
Exam I (Taken in recitation and covers chapters 1, 3, 4, 6 and 7).			*****
CH 8: Corporate Strategy: Vertical Integration and Diversification	8	Mon	Feb 26
CH 9: Corporate Strategy: Strategic Alliances and M&A	9	Mon	Mar 5
Spring Break	10	Mon	Mar 12
Corporate Strategy (cont'd)	11	Mon	Mar 19
CH 10: Global Strategy: Competing Around the World	12	Mon	Mar 26
Part III: Implementation			
CH 11: Organizational Design, Structure, Culture and Control	13	Mon	Apr 2
CH 12: Corporate Governance and Business Ethics	14	Mon	Apr 9
Corporate Governance (cont'd)	15	Mon	Apr 16
Exam II (Taken in recitation and covers chapters 8 through 12).			*****

Some coaching tips: The exams are non-cumulative although the lecture/ recitation material builds on itself. The quizzes do not cover the recitation cases. The cases line up with the lecture material and the AFI framework, although case questions (as below) may have you look ahead in the lecture text material and also refresh on earlier elements of the AFI Framework covered—this is dynamic by design.

Case Study Questions:

Cola Wars Continue: Coke & Pepsi

1. Why, historically, has the soft drink industry been so profitable?
2. Using the competitive forces model compare the attractiveness of the concentrate business to that of the bottling business.
3. How profitable is the concentrate industry segment versus the bottling segment? Which competitive forces best explain why profitability is so different between these two industry segments?
4. How has the competition between Coke and Pepsi affected the industry's profits?
5. How can Coke and Pepsi sustain their profits in the wake of flattening demand and the growing popularity of non-CSDs?
6. Analyze shareholder return and compare and contrast Pepsi and Coke with each other and broader market averages in terms of stock price and relevant historical and updated financial data. Who is winning the cola wars?

Apple Inc.

1. Conduct an internal and external environmental analysis for Apple using the SWOT matrix.
2. Next, conduct a SWOT analysis for one of the following (Samsung, Google, Xiaomi, Amazon, or Microsoft) and compare Apple with it, and how the technology changes and the convergence of markets have increased competition between technology firms.
3. Summarize Apple's product segments and suggest where it can pursue continued growth. Use data in and outside the case to assess Apple's profitability in these segments. Is it likely to continue? If yes, how so? If not, why not?
4. Pick one of Apple's product segments and use the VRIO decision tree to decide if the resources, capabilities, and/ or competencies that underpin it can help Apple achieve and sustain competitive advantage.
5. Dynamic capabilities (DCs) are essential to move beyond a short-lived advantage and create a sustained competitive advantage. For a firm to sustain advantage, any fit between its internal strengths and the external environment must be dynamic. Give an example of DCs Apple has used or can use to transform itself.
6. Identify the top challenges Tim Cook faces and how he should address them.

Tesla Motors, Inc.

1. Conduct a PESTEL analysis to identify the forces affecting car manufacturing of alternate energy vehicles.
2. Using VRIO analysis, evaluate whether Tesla has a sustained competitive advantage.
3. How has Tesla departed from existing auto industry practices? Use aspects of the strategy formulation area of the AFI framework here (e.g., any partnerships and alliances).
4. What short-term objectives are required in order for Tesla to survive?
5. What are the primary elements of Tesla's internal and external environment that need to be addressed for it to achieve a sustained competitive advantage?
6. Conduct a SWOT analysis to analyze internal and external conditions Tesla must consider going forward.

Amazon.com, Inc.

1. Assess Amazon's resources and capabilities using the VRIO framework. Can Amazon gain and sustain a competitive advantage? Why or why not?
2. Perform a SWOT analysis for Amazon.com. Pay particular attention to industry convergence. What are the strategic implications for Amazon?

3. Which business strategies and business models are being employed by the major competitors in this case? Which are most successful, and why?
4. Formulate a business strategy and business model that would allow Amazon to become and remain profitable.
5. What are the implications of your strategy formulation at the business level for Amazon's corporate strategy?
6. How should Jeff Bezos go about implementing any changes to the business and corporate strategy recommended earlier? What changes to structure and process need to take place?

eBay's Strategy in China: Alliance or Acquisition

1. eBay first entered the Chinese market in 2002 by acquiring a 33% stake in its local counterpart, EachNet, followed by a full acquisition a year later in 2003. Critically assess eBay's choice of market entry strategy for China, listing both the advantages and disadvantages of its acquisition strategy.
2. Assess the potential benefits and risks of eBay's joint venture with Tom Online.
3. eBay will have a 49% stake in the new joint venture while Tom Online will have 51% ownership. Critically assess both companies' decisions on their respective percentage of stake.
4. Identify and explain alternative ownership and governance structures that would help to mitigate the risks of the joint venture with Tom Online. What alternative expansion modes might mitigate these risks and why?
5. eBay's expansion modes in China included acquisition and joint venture. Critically evaluate each mode of diversification by identifying the advantages and disadvantages for eBay given the competitive environment within the overall industry and specifically in China.
6. Why did eBay lose out to Alibaba in China? What lessons can be learned for non-Chinese ecommerce companies as a result?

Walt Disney Co.: The Entertainment King

1. Why has Disney been successful for so long? What did Michael Eisner do to rejuvenate Disney? Specifically, how did he increase net income? What are some major things Bob Iger has done more recently to increase net income?
2. Regarding corporate strategy—consider three dimensions of scope (vertical, geographic, product). Which expansion modes has Disney been pursuing?
3. How specifically does Disney pursue vertical integration? Give examples from the case. Apply transaction cost economics to understand Disney's vertical expansion decisions.
4. Is there any evidence of Disney destroying value via diversification?
5. Identify and explain the types of diversification/ integration within Disney's overall corporate strategy you determine to be successful. Use financial data from the case or outside sources.
6. Does it make sense for Disney to be expanding domestically or internationally at present?

Bank of America and the New Financial Landscape

1. Perform an internal (VRIO) analysis of BAC's resources, capabilities, and core competencies. Which competencies should be the basis of the bank's future strategy?
2. What should be BAC's corporate-level strategy moving forward? What should the newly integrated bank look like and do in terms of activities?
3. How did corporate governance policies (or lack thereof) contribute to the financial crisis of 2008?

4. Did BAC breach ethical standards by failing to disclose the extent of Merrill's losses and its agreement to pay year-end bonuses to Merrill executives?
5. Consider the effects of BAC's actions on stakeholders in light of the five questions listed in the stakeholder analysis framework.
6. Analyze the leadership changes at BAC after the financial crisis. Do you think they will be effective? Why or why not? Consider the strategy implementation framework.

McDonald's Corporation

1. Which trends in McDonald's external environment are likely to have the greatest impact on the company's ability to sustain a competitive advantage?
2. How is McDonald's positioned vis-à-vis its major competitors?
3. Which business-level strategy does McDonald's employ? Is it effective? How so?
4. Which international strategy does McDonald's employ? Is it effective? How so?
5. How should Easterbrook adapt the organizational structure of McDonald's to achieve his strategic plan?
6. Among all the roles played by strategic leaders, which ones will be most important as Easterbrook implements his strategic plan?

Strategy Term Project and Case Study Guidelines:

The strategy term group project should be approximately ten pages of text, using a 12-point font and 1.5-line spacing (about 4,000 words). Answer the strategy term project questions at the end of each chapter in the Rothaermel text, and then edit them down for the final memo. Pick a company your group is interested in (*different from the cases we discuss*). Three additional models/ frameworks are to be included from the strategy text using your own analysis unique to the company you choose (e.g., PESTEL, Five Forces, VRIO, Value Chain, SWOT, Diamond), although would not be counted in the ten pages. You are also expected to use other evidence in your analysis to substantiate your claims (e.g., financial company/ industry data). Use the memo format for your group strategy term project write-ups. The group strategy term project is due in the recitation dropbox before 11:59PM on April 10th, no exceptions.

The case studies covered in recitation should be prepared in advance by each group prior to class. Your answers to the case questions will not be collected, although may be reviewed. Your group is expected to participate in class and have a thorough working knowledge of the case.

The group presentations to class should be approximately 30 minutes (but can be longer) and then we will have class discussion. You are expected to answer the case questions in full detail from the syllabus and may expand beyond them. On the day you present, have one of your group members put the presentation notes in the dropbox under "presentations" please. You may be asked to assess the teamwork in your group at the end of the semester.

Fairness in Grading:

We will do everything we can to grade fairly according to the quality of work produced in student assignments. If you carefully review your assignment and become convinced that a particular grade should be reviewed, you may submit a written justification for the reevaluation of the assignment with two copies of all supporting materials. Your appeal will not be successful unless you provide an extensive and well-crafted argument detailing the request. No re-grading will occur before the end of the semester (besides obvious administrative errors).

Syllabus Updates:

Information on this syllabus may be updated at your instructor's discretion. You are responsible for keeping up to date as such (via online and/ or in class). Thank you for your cooperation.

Academic Integrity:

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's *Code of Student Conduct*, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's *Code of Student Conduct* and this syllabus may constitute "Academic Misconduct."

The Ohio State University's *Code of Student Conduct* (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's *Code of Student Conduct* is never considered an "excuse" for academic misconduct, so I recommend that you review the *Code of Student Conduct* and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct.

If COAM determines that you have violated the University's *Code of Student Conduct* (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

Fisher Honor Statement:

Fisher students are expected to be familiar with and abide by the principles and standards set forth in The Ohio State University's code of student conduct and code of academic conduct. It is also expected that each student will behave in a manner that is consistent with the Fisher Honor Statement, which reads as follows:

"As a member of the Fisher College of Business community, I am personally committed to the highest standards of ethical behavior. Honesty and integrity are the foundation from which I will measure my actions. I will hold myself, and my peers accountable to adhere to these standards. As a leader in the classroom, community and business environment, I will pledge to live by these principles and celebrate those who share these ideals."

- Honor Statement of the Fisher College of Business

Disability Policy:

The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know immediately so that we can privately discuss options. You are also welcome to register with Student Life Disability Services to establish reasonable accommodations. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slids@osu.edu; 614-292-3307; slids.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

Strategy Analysis, Formulation, and Implementation (AFI) Framework

Strategic management is an integrative management field that combines analysis, formulation, and implementation in the quest for competitive advantage. **Strategy** is the set of goal-directed actions a firm takes to gain and sustain superior performance relative to competitors.

In strategic management, you often take the perspective of the CEO or person responsible for the strategy of the organization. You normally use an inductive approach to the analysis. The following is a helpful overview of strategy AFI—analysis, formulation and implementation areas covered in the course used in the practical application of theory.

Analysis

Performed an **external environmental** analysis of the:

- Macrolevel environment (PESTEL)
- Industry environment (Porter's five forces)
- Competitive environment

Performed an **internal analysis** of the firm using RBV/ RBT:

- Identified resources, capabilities and competencies
 - Used VRIO analysis
- Identified value chain primary and support activities

Analyzed competitive advantage and firm performance:

- Used financial and market-based measures
- Comparison of firm to competitors, peers, industry average
- Assessment of achieving and sustaining competitive advantage

Formulation

Provided analysis of firm's **business-level** and **corporate-level** strategies:

- Business strategy
 - Differentiation, cost leadership, integration
 - Innovation and strategic entrepreneurship
- Corporate strategy
 - Vertical integration and diversification
 - Potential acquisitions, alliances, networks
- International strategy
 - Competing around the world

Implementation

Explain how to put strategy into action and align strategy/ structure relationship:

- Organizational design, structure, culture, control
 - Functional, multidivisional, matrix structure
 - Control and reward systems
 - Strategy/ structure relationship
- Corporate governance and business ethics
 - Agency theory
 - Shared value