

THE OHIO STATE UNIVERSITY
Fisher College of Business
Department of Finance

COURSE SYLLABUS

MBA 6243 (Online weekend WP MBA)

ORGANIZATIONS, MARKETS, AND MANAGEMENT

Autumn Semester 2022

Saturdays/Sundays, 10:00AM – 2:00PM

Instructor Information

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Course Description

This is a core course for the online WP MBA program and is designed to provide students with a way of analyzing and solving problems in business. This is achieved by looking at a wide variety of business problems through the lens of economics. Students will apply selected topics in economics in conjunction with concepts from business coursework to:

- Predict firm and individual behavior using the rational actor paradigm
- Correctly identifying the relevant costs associated with a decision or investment
- Identify opportunities to profitably consummate wealth-creating transactions
- Set optimal prices and price discrimination structures
- Predict industry-level changes using demand/supply analysis
- Develop long-run strategies to prevent profit erosion and to increase firm value
- Use elements of game theory to predict how actions influence those of others
- Analyze potential outcomes in uncertain environments
- Identify and solve problems caused by moral hazard and adverse selection

- Identify and solve principle agent problems within and between firms
- Aligning individual and division incentives with the goals of a company

Note that the above list is not a toolkit, it is an outline applying the economic way of thinking to different situations. Students will learn to think like economists, but as the purpose of this course is to train managers, discussion will often go beyond economic theory in recognizing its limitations and incorporating discussion of student experience, cases studies, strategy, data analysis, and other ideas.

Also note that this course is condensed, and it is very easy to fall behind. Students are strongly encouraged to work ahead when possible and to reach out to the instructor if they are having trouble.

Pedagogy

This is an online course delivered on a 50-50 synchronous-asynchronous mode over six weeks in autumn term I (September 23 – October 10). The course will use the “flipped classroom” teaching approach. For the asynchronous portion of the course, students are expected to watch lecture videos for each topic and read the corresponding chapters from the required text, read a weekly case to be discussed in class, and practice with some problem problems. Students are expected to devote about 5-7 hours per week to asynchronous learning and preparation for the synchronous portion of the course.

The synchronous portion of the course involves meeting for four hours on six weekends (Saturday or Sunday following the course schedule) to review material and work through practice problems as well as apply course concepts through a case discussion.

A breakdown of weekly time spent in asynchronous direct instruction (time engaging with online content such as videos, discussion boards, quizzes) and time spent in synchronous direct instruction is provided at the end of the syllabus.

Course Prerequisites

There are no prerequisites for this course other than enrolment in the weekend online MBA program at Fisher College of Business.

Course Delivery

Mode of delivery: This course is 100% online. Course lectures will be held synchronously on Zoom during the assigned course dates and times. You must be logged in to Carmen at the scheduled time and **ATTENDANCE IS MANDATORY**.

Pace of online activities: Students are expected to keep pace with weekly deadlines but may schedule their efforts freely within that time frame.

Attendance and participation requirements: Because this is an online course, your

attendance is based on your online activity and participation. The following is a summary of everyone's expected participation:

- **Participating in online activities for attendance:** **YOU ARE REQUIRED TO ATTEND ALL LIVE SESSIONS AND TO ARRIVE ON TIME.** This is much more important in a case-oriented course than in a lecture-oriented course. To a significant extent, the value you get from the course depends on your presence in class, and your classmates' opportunities to learn from your insights depend on your presence in class.
- You are also expected to log in to the course in Carmen every week outside of class time to access any assignments or class announcements. (During most weeks you will probably log in many times.) If you have a situation that might cause you to miss an entire week of class, discuss it with me *as soon as possible*.
- **Office hours:** **OPTIONAL** All live office hours are optional and provided for the student to bring up questions or discuss any concerns in a one-on-one setting.
- **Participating in discussion forums:** Each week you are expected to post a short answer to a question related to the case or article to be discussed on the synchronous meeting. For one of these weeks, you are also expected to post a comment on a classmate's response.

Textbooks and Course Materials

I have assigned one required textbook and a list of cases for class discussion.

The required textbook is:

- *Managerial Economics: A Problem-Solving Approach*, by Froeb, McCann, Shor, and Ward, 5th edition, Cengage, 2017

You can purchase an e-book through a link on the course web page on Carmen. Videos, practice problems, quizzes, case discussion questions, will also be posted on the course web page. The course web page is available through Carmen, the university's course management system (<http://carmen.osu.edu>). Materials will be posted on Carmen no later than one week prior to class.

A course packet will be available from Harvard Business Publishing. You are expected to purchase a copy of each case. Note that cases are copyrighted material and thus no form of copying is allowed without the explicit permission of the publisher. This is a violation of academic integrity standards. Students who fail to comply with this expectation will be reported to the Committee on Academic Misconduct.

I strongly recommend that you check the course web page regularly. Under "Classlist" you can see the students in the course.

Case Discussions

To enhance your understanding of course material, we will discuss several cases in class. Cases present real-world, complex problems faced by financial managers that require analysis and use of judgment to reach important business decisions. Cases are used extensively in most graduate business courses.

The use of case studies is a very effective learning method because it emphasizes student self-learning rather than a passive absorption of knowledge. Students learn to develop their critical thinking and use their judgment to make decisions. Case studies do not always lead to the “right” or “one” course of action for the decision maker. Rather, decisions are justified based upon sound financial assumptions and a thorough analysis of the situation at hand. Therefore, the analysis and discussion of cases is very useful because it teaches students how to use the principles of finance to define and analyze problems, work as a member of a team, and make recommendations for the best course of action.

You are expected to purchase the following cases – all cases are from Darden Business School – as a course packet from *HARVARD BUSINESS SCHOOL PUBLISHING* (a web link will be provided by email):

- *Delhi Metro Airport Express Line: Making it Viable*
- *Global Wine War 2015: New Versus Old*
- *Pricing the EpiPen: This is Going to Sting*
- *Uber in Hong Kong: A Regulator's Dilemma*
- *Bauzentral: Compensation and Governance in the Family Firm*

Each team is **expected to submit ONE CASE BRIEF (PLEASE SEE COURSE SCHEDULE) on the day of that case discussion.**

Case briefs should be of **MAXIMUM 2 PAGES** and include the following: a) statement of main issue(s) in the case; b) financial analysis of main issues; c) recommendations to upper management. You **MUST** use 12-point font, double-spaced paragraphs, and default Microsoft Word margins. There is no limit on the number of attached exhibits.

PLEASE NOTE THAT ACCORDING TO STANDARD CASE DISCUSSION PRACTICE THE INSTRUCTOR IS NOT ALLOWED TO DISCUSS THE CASE WITH ANY STUDENT BEFORE THE SCHEDULED CLASS DISCUSSION.

Teamwork

A major aspect of any graduate business program is to provide students multiple opportunities to develop leadership, teamwork, and presentation skills. These so-called *soft skills* are crucial for an effective job search and a successful career in the financial world. You will be assigned to teams of 4-5 students with diverse ethnic, educational, and professional backgrounds. This working environment will challenge you as you learn to become an effective leader and a productive team member.

There will be three team problem sets. Each team member is responsible for his/her performance. I strongly advise you to read the suggestions for effective team performance provided further below.

Each student will be asked toward the end of the course to evaluate the performance of his/her teammates. A student's performance evaluation by his/her peers will be taken into consideration for the final grade. You should be fair and honest in your evaluation of your peers' performance. Each team member should exhibit enough effort throughout the course. This will be your ONLY opportunity to evaluate your teammates. A team that fails to submit evaluations from all team members will receive ZERO POINTS on the team assignments of this course.

TEAM EVALUATIONS WILL BE TAKEN INTO ACCOUNT IN ASSIGNING COURSE GRADES. A student who receives below average scores across multiple areas from the majority of his/her teammates will have a grade reduction on all team projects of this course.

Grading Procedures and Policies

- **Course Grade:** The course grade will be based on class participation and contributions, weekly quizzes, responses to weekly case question and coment, and a final examination.

The final grade composition is as follows:

Class Contribution	25%
Individual quizzes	15%
Team Case Brief	20%
Discussion Board	5%
Final examination	35%

As required by school policy, grading will be based on relative rather than absolute standards. The average grade in this course will be a 3.6 or lower.

- **Team Case Brief:** You will be asked to submit one a team brief for the **Uber in Hong Kong: A Regulator's Dilemma** case. The case brief will account for 20% of your final grade. **Your team case brief must be submitted electronically through Carmen and will be checked through Turnitin for plagiarism (please see section on Academic Integrity below for more information on Turnitin). Please see formatting instructions in the section titled "Case Discussions" above.**
- **Final Team Case Examination:** The final team case examination will comprise 30% of your total grade. Teams will have 4-5 members. This will be a take-home examination and the assigned case will be available online on the last day of classes. A completed case analysis shall be no more than FOUR double-spaced typewritten pages. Exhibits are not included in this limit. The final exam will be administered during October 8 - 16, 2022. The structure of the final case report will be similar to that of the case briefs. Detailed instructions will be provided as we approach the dates of the final exam.

Upon completing the case exam, teams will submit their report to me by e-mail. In the e-mail, you must also include the following statement: *"On my honor as a student of the Fisher College of Business I have neither given nor received unauthorized aid on this exam"*. Please type the names of all team members below the pledge, which affirms the credibility of your pledge. **Your names should NOT appear elsewhere on the report.**

I would like you to form teams and inform me of each team's members **as soon as possible, but no later than September 9**. In the final case examination, each team member will receive the grade assigned to the submitted team report. In addition, each of you will be asked to rank your fellow team members in terms of their effort and contribution to the case final examination as well as the team case brief. Team evaluations will be taken into consideration in assigning final individual grades for any team assignments. Students **MUST** submit a team evaluation in order to receive a grade in the course.

- **Participation grades:** The quality of your participation will be graded after each class discussion on a scale of zero to three points. Participation will account for 25% of your course grade and will be based on the following criteria:
 - 0 points: No participation or observations
 - 1 point: Contributes relevant information or facts, asks critical questions concerning the discussion in class, reading assignments and responses to comments of classmates
 - 2 points: Provides an interpretation of relevant information and/or facts that is based on analysis and, in turn, advances the discussion to other related topics
 - 3 points: Provides contributions that leads the discussion to a significantly higher level of thought; or presents an analysis and interpretation of the relevant information that results in a solution to the case

You are encouraged to work independently in preparing each case. However, it will be very helpful to form a study group in order to discuss your analysis and interpretation of each case, which will help you to prepare more effectively for class.

Each student is permitted to have NO MORE THAN ONE excused absence from a case discussion throughout the term. Please notify me of your absence before the specific date by e-mail.

Quizzes: There will be weekly individual quizzes that will account for 15% of your course grade. These multiple-choice quizzes will test your understanding of the material covered in the assigned book chapters and videos for each week. Due dates for the quizzes are listed under course schedule on the last page of this syllabus. Quizzes will be administered through Carmen and answers will be provided through the system.

Practice Problems: Each week, I will also assign a few practice problems. These problems will focus on intuition and applications of the concepts in more real-life

scenarios. You are strongly encouraged to think through these problems, individually or in collaboration with teammates/classmates. We will be reviewing these problems and discuss answers in the first part of each weekend class. Through these questions, you will gain more practice of how to use economics to analyze and solve managerial problems. They will also offer an opportunity to review material covered in each week and answer student questions.

Discussion Boards: To ensure you prepare for our weekly case discussion, I will also ask you to submit a brief answer to each week's case. To also encourage interaction among classmates, you are expected to COMMENT ONCE on another student's answer.

- **Office Hours:** I will have office hours via Zoom by appointment during the week or right after our class on weekends. If you need to meet with me during the week, please do not hesitate to contact me by email and we will find a time that works for both of us. I prefer NOT to discuss material-related questions through the phone. The best way to address your questions is to discuss them with me either during my office hours or by appointment.

Course Technologies

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24/7.

- **Self-Service and Chat support:** <http://ocio.osu.edu/selfservice>
- **Phone:** 614-688-HELP (4357)
- **Email:** 8help@osu.edu
- **TDD:** 614-688-8743

BASELINE TECHNICAL SKILLS FOR ONLINE COURSES

- Basic computer and web-browsing skills
- Navigating Carmen: for questions about specific functionality, see the [Canvas Student Guide](#).

REQUIRED TECHNOLOGY SKILLS SPECIFIC TO THIS COURSE

- CarmenConnect text, audio, and video chat
- Recording a slide presentation with audio narration
- Recording, editing, and uploading video

REQUIRED EQUIPMENT

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Webcam: built-in or external webcam, fully installed and tested
- Microphone: built-in laptop or tablet mic or external microphone
- Other: a mobile device (smartphone or tablet) or landline to use for BuckeyePass authentication

REQUIRED SOFTWARE

- [Microsoft Office 365](#): All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program. Full instructions for downloading and installation can be found [at go.osu.edu/office365help](http://go.osu.edu/office365help).

Carmen Access

You will need to use [BuckeyePass](#) multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

- Register multiple devices in case something happens to your primary device. Visit the [BuckeyePass - Adding a Device](#) help article for step-by-step instructions.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click "Enter a Passcode" and then click the "Text me new codes" button that appears. This will text you ten passcodes good for 365 days that can each be used once.
- Download the [Duo Mobile application](#) to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357 (HELP) and the IT support staff will work out a solution with you.

Academic Integrity

From the Fisher College statement on your obligation to maintain academic integrity:

"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 accountable to adhere to these standards. As a leader in the community and business environment, I will pledge to live by these principles and celebrate those who share these beliefs."

Students are responsible for knowing and abiding by these standards.

Academic Misconduct

Cheating is grounds for failing this course and additional sanctions. In accordance with faculty rule 3335-5-487, all instances of alleged academic misconduct will be reported to the university Committee on Academic Misconduct. If the committee concludes that a violation has occurred, it recommends appropriate sanctions to the Office of Academic Affairs. As stated in the university's Code of Student Conduct (<http://studentaffairs.osu.edu/resources/>), students have an obligation to report academic misconduct. Such misconduct can be reported to the appropriate faculty member or program dean; confidentiality is protected.

Permitted collaboration for this course is as follows:

- **Weekly case question, Quizzes – No collaboration**
- **Case Brief, Final Case Exam – Collaboration with *teammates only*. Sources outside the information included in the case, such as case solutions or briefs available for purchase or free on the web or case briefs submitted by other students at OSU or elsewhere in the past or during this semester are **STRICTLY PROHIBITED**. Students caught violating this guideline will be reported to the Committee on Academic Misconduct.**

Student COVID-related Accommodation Process

The university is committed to supporting students and program participants with COVID-19 based risk factors. Student Life Disability Services, in conjunction with the Office of Institutional Equity, will work with students who are vulnerable to complications from COVID-19 to ensure that they have the necessary resources to participate in university life as safely as possible. Ohio State students from any campus may submit a [COVID-related accommodation request](#). Students registered with Student Life Disability Services can work directly with their [assigned Access Specialist](#) to modify their accommodations or make additional COVID-based accommodation requests.

Disability Accommodation

To ensure that disability-related concerns are properly addressed from the beginning, students with disabilities who require reasonable accommodations to participate in this class are asked to contact the Office of Disability Services (150 Pomerene Hall, 292-3307). Please also inform me of any arrangements you are making with ODS.

Suggestions for Effective Team Performance

The following suggestions (taken from Robert Bruner's cases textbook) are necessary, but not sufficient, conditions for effective team performance. A major factor in a team's success is each member's effort and dedication to the success of the team. It is crucial that you develop a good working relationship with your teammates. Each member should hold every other member accountable for their contribution to the team's performance.

- ✓ Members commit to the success of the team.
- ✓ The team plans ahead, leaving time for contingencies.
- ✓ The team meets regularly.
- ✓ Members show up for meetings and are **prepared** to contribute.
- ✓ There may or may not be a formal leader, but the assignments are clear. Team members meet their assigned obligations.

COURSE SCHEDULE

(Assigned readings are from the required text by Froeb, McCann, Shor, and Ward)

Week/unit	MODULE TOPIC	ASSIGNED READINGS
<u>Week 1</u> Saturday, 8/27 10AM – 2PM	1. Analyzing Behavior and Creating Value 2. Considering Cost I	Chapters 1, 2, 3
<u>Week 2</u> Sunday, 9/11 10AM – 2PM	1. Considering Cost II 2. Demand and Pricing	Chapters 4, 5, 6, 7 CASE: Delhi Metro Express Line: Making it Viable
<u>Week 3</u> Sunday, 9/18 10AM – 2PM	1. Market Structure and Profitability 2. Strategy and Competitive Advantage	Chapters 8, 9, 10 CASE: Global Wine War, 2015: New World versus Old
<u>Week 4</u> Sunday, 9/25 10AM – 2PM	1. More Realistic and Complex Pricing 2. Price Discrimination	Chapters 12, 13, 14 CASE: Pricing the EpiPen: This is Going to Sting
<u>Week 5</u> Sunday, 10/2 10AM – 2PM	1. Basic Game Theory 2. Dealing with Uncertainty 3. Risk and Asymmetric Information	Chapters 15, 17, 19, 20 CASE: Uber in Hong Kong: A Regulator's Dilemma
<u>Week 6</u> Saturday, 10/8 10AM – 2PM	1. Aligning Incentives in Business	Chapters 21, 22, 23 CASE: BauZentral: Compensation and Governance in the Family Firm

COURSE ASSIGNMENTS AND DELIVERABLES

Date	Time	Deliverable
Friday, August 26	11:59PM	Quiz 1 – Covering Chapters 1, 2, 3
Saturday, September 10	11:59PM	Quiz 2 – Covering Chapters 4, 5, 6, 7
Saturday, September 17	11:59PM	Quiz 3 – Covering Chapters 8, 9, 10
Saturday, September 24	11:59PM	Quiz 4 – Covering Chapters 12, 13, 14
Saturday, October 1	11:59PM	Team Case Brief
Friday, October 7	11:59PM	Quiz 6 – Covering Chapters 21, 22, 23

Hourly Course Sketch

Below is a mapping of each of the seven hours of course time. Hours in blue represent time that is spent in *asynchronous direct instruction* (time engaging with online content such as videos, discussion boards, and quizzes), while the time in orange represents time spent in *synchronous direct instruction* (Zoom-hosted class instruction). Finally, time in white/grey represents *out-of-class work* (work that is completed outside direct instruction hours, typically constituting the homework we'd imagine for an in-person course).

H1	H2	H3	H4	H5	H6	H7
Watching Videos (likely two 30-minute videos)	Practice Problems	Individual Response to the Case	Problem Review	New problems/Case discussion	Cases discussion	Extra Time – Office Hours, Check-Ins, Review
2-3 Hours: Reading 2-3 chapters of the textbook			1-3 Hours: Reading the Case	1-2 Hours: Studying for and completing the weekly quiz	1-3 Hours: Additional team-work, discussion board time, and studying time	
	2-3 Hours: Additional time working on practice problems					