

MAN 5721 Strategy and Business Policy – Online Section



Course Information

- **Course Meeting Location:** Fully Online Section
- **Credit Hours:** 3 hours

Course Instructors:

Instructor: Horacio Rousseau, Ph.D.

Teaching Assistant: Holly Simmons, MBA

E-mail Policy: The faculty member to be contacted depends on the initial of your last name. If your last name begins with:

- **A to M,** please contact Horacio at hrousseau@business.fsu.edu
- **N to Z,** please contact Holly at has06@fsu.edu

Office Hours: Office hours are Mondays, 12 PM to 1 PM EST and are held via Zoom. Prior appointment is always required. Please send an email to receive a link/invitation.

Please email us with questions about the course. We will try to respond within 48 hours. Please send me a reminder if you do not hear back from me within this time frame (which I hope does not happen). However, please do not contact me via the Canvas Messaging function.

Course Description

Business Policy and Strategy is a capstone course for the Florida State University Master of Business Administration (MBA) program. It integrates concepts from other functional areas (e.g., finance, marketing, supply chain management) with knowledge and training about firm strategies and contexts to provide practical insights. Overarching objectives include improving your understanding of factors contributing to firm performance and providing tools to manage such factors.

To accomplish these ends, the course requires reading, watching videos, taking (six) quizzes, completing (two) case assignments (choosing from a pool of three), and taking (two) exams.

It is vital for you to understand the insights in the assigned videos, articles, and cases. These materials give depth to course material, describe real-world phenomena, and explain the behaviors and experiences of actual managers and firms. I also provide Course Notes, which are PowerPoint and Word documents that summarize and offer more insight into the materials.

As you can see, the course is challenging. However, to the extent that you provide the effort the course demands, it may help you develop a more advanced and sophisticated understanding of business in general and the management of organizations in particular, potentially making you a more valuable asset to future employers (perhaps including yourself).

Learning Objectives

At the end of the course, you should be able to do the following:

1. Define the core elements of a robust strategy and assess the importance of strategic thinking.
2. Appraise the importance of strategic leadership, its influence on firms, and the factors that shape this influence.
3. Identify and assess environmental factors influencing firms (i.e., the external environment).
4. Identify and assess firm resources and capabilities (i.e., the internal environment). Evaluate which resources are more critical to a firm and its intended strategy.
5. Differentiate business unit, corporate, and international structures and strategies. State why such structures and strategies are chosen and the factors influencing their success.
6. Evaluate firms' tactical and strategic actions and factors that affect the success of such efforts.
7. Explain how firms' actions shape their competitiveness vis-à-vis other firms.
8. Describe the principles of corporate governance, ethics, and corporate social responsibility. Discuss the benefits and costs of different mechanisms to improve corporate governance, ethics, and social responsibility.
9. Integrate concepts to identify potential sources of competitive advantage and disadvantage.
10. Integrate knowledge about multiple business functions to make decisions about firm strategy.
11. Learn the principles of organizational design and assess how innovative firms use them.
12. Explain how managers can promote entrepreneurship and innovation in their firms.
13. Identify and access leading scientific and practitioner publications in strategic management. Conduct a deep search of available datasets and publications that inform strategic decision-making.
14. Prepare and communicate high-quality, professional analyses and recommendations based on solid logic and robust data.

Course [Schedule](#)

The course is divided into 12 Modules, divided in 16 weeks. A complete **Course Schedule** is provided at the end of this syllabus. Please check the full **Schedule here**.

As the course progresses, this schedule may be revised. If it is revised, I will announce the revision via email and on Canvas, post a new copy on Canvas, and identify this new copy with the calendar date on which it was created.

Course Materials

Course Website (required): I use Canvas to post and receive class materials. If necessary, I may use Canvas to notify you of other important information also. Link to course: <https://canvas.fsu.edu/courses/252074>

Readings and Cases (required):

Many of the concepts developed in the course can be found in: Edwards, J., Try, D., Ketchen, D., & Short, J. (2014). Mastering Strategic Management. Available here: <https://opentextbc.ca/strategicmanagement/>

Readings (e.g., from *Harvard Business Review* and similar periodicals) and videos are required and available here: <https://guides.lib.fsu.edu/MAN5721>, with the instructions on how to download them. All course materials are copyrighted and for your use only; please do not disseminate them to others.

For Cases and the Simulation, a link to the Harvard Business School Publishing website is provided on the Canvas site, and [here](#). These readings are designated *HBSP* on the Course Schedule and must be purchased (remember you need to select two out of three cases, so you will only need to purchase those two).

Short Videos (required): Each week contains short videos summarizing the materials. These videos are required, as they overview key concepts and provide more information about the materials (e.g., examples).

Course Notes (required): There also are course notes (often PowerPoint files but sometimes PDF files) that provide essential and often additional information about the week's materials. Each item listed under Materials on the Course Schedule should have accompanying notes and a corresponding video (see above).

Course Web Site:

Office Hours: **Mondays from 12 to 1 PM,** with prior appointment.

Canvas and Email: Please complete your personal profile on Canvas to include your FSU email account. When contacting me via email, please use your FSU webmail account only.

First Day Attendance Verification Assignment: Please make sure you complete it in Canvas. Those who complete it will be kept on the roster.

Grade Calculation Method

Grading Policy:

Midterm Exam (Multiple Choice).....	100
Final Exam (Multiple Choice).....	100
6 Quizzes (10 pts. each)	60
Leadership Essay	30

Simulation.....	30
Case Analysis (40 pts. each).....	80
Total*.....	400

The following grading standards will be used in this class:

Grade	Range
A	93% to 100%
A-	90% to 92%
B+	87% to 89%
B	83% to 86%
B-	80% to 82%
C+	77% to 79%
C	73% to 76%
C-	70% to 72%
D+	67% to 69%
D	63% to 66%
D-	60% to 62%
F	59% and below

Although grade break points are fixed, I reserve the right to adjust class grades if deemed necessary. After submitting final grades, only grade changes based on computational errors are entertained.

GRADED ASSIGNMENTS INFORMATION

In the following section, I detail each of the **five** types of graded assignments:

1) EXAMS (100 Points Each – 200 Points in Total). Exams will be taken using Proctoring services (information here: <https://testing.fsu.edu>).

The exams consist of about 50 multiple-choice questions, *based on: i) lectures (videos and corresponding notes), ii) readings, and iii) the (open source) textbook.* PowerPoint slides will **not be enough to excel in the exam.** Questions will also include examples of firms studied in class. The Midterm covers all material from the beginning of the course until that exam. The Final covers all material following the Midterm. Exam weeks are in the Schedule, at the end of this document.

PROCTORED EXAMS

This course requires proctored exams administered by a testing provider that has been approved by the FSU Office of Distance Learning. Authorized providers include the main campus Testing Center and over 700 preapproved facilities worldwide.

1. You are responsible for scheduling your exam appointment(s) with the testing provider and familiarizing yourself with their policies, including when to arrive, what to bring and not bring, allowed and prohibited activities, and instructions for missed appointments.
2. Please visit testing.fsu.edu for instructions on taking your exam with an approved provider.

*Students who are unable to access an approved proctored testing facility should contact me **within the first two weeks of class** for further instructions.*

PROCTORED TESTING FEES

- **Main Campus Testing Center:** Course exams administered in the main campus Testing Center are free for FSU students.
- **Panama City Testing Provider:** Course exams for Panama City students are proctored free of charge at Gulf Coast State College Testing Center. Please review the [FSU Panama City Proctored Exams](#) page for instructions.
- **All Other Testing Providers:** Expect to pay the provider a fee for proctoring your exam. Fees vary by provider, and some require pre-payment. Financial aid may be used to cover the cost of proctored testing.

TESTING ACCOMMODATIONS FOR A DISABILITY

If you need testing accommodations for a disability, follow instructions on the Testing Center's [Need Accommodations?](#) page.

2) QUIZZES (10 Points each – 60 Points in Total).

Quizzes are intended to discourage you from falling behind and to encourage you to remain up to date with course material. The quizzes ask high-level questions relating to core content that is central to the material for that week or class. They are not meant to be difficult, assuming you have studied the material. Unless you provide an FSU-approved excuse (see University Attendance Policy below), you will receive a zero for each missed quiz. The quizzes must be done individually (i.e., do not to collaborate with others).

There will be six graded quizzes (10 points each) throughout the course. Students need to finish each quiz in the corresponding topic-week to obtain the points (no points for delayed assignments).

Proctoring is NOT required for Quizzes. Please remember quizzes must be accessed in Canvas.

3) LEADERSHIP ESSAY (30 Points) (Please upload it in Canvas).

We can learn effective leadership styles by emulating others. A 1-page, single space assignment with three (3) paragraphs: 1) Identify the person, provide background on them and some of their accomplishments, 2) Describe their “capabilities” (i.e., work ethic) that contributed to their success, and 3) their impact on your life. The assignment can be on anyone (e.g., alive/dead;

someone you know/stranger; fictional/nonfictional). Due Week 2. Note: I recommend picking someone you know well enough to write about them without having to search for external information.

4) VALUE CHAMPION SIMULATION (30 Points)

Read the materials on Value Champion and run the simulation. You will obtain 30 points if you make the company **profitable** in 3 attempts, but will still receive 80% of the assignment's grade (25 points) otherwise.

5) CASE ANALYSES (40 Points each, choose only 2 out of the 3 cases to complete)

Although there are three cases available -Apple Music, Amazon, and Maersk- you only need to conduct 2 analyses on the ones you prefer (2 pages, single-spaced - references don't count toward the page limit). A guide to the goals of case analysis can be found [here](#). Cases might be based on the provided information but may require additional research and analysis.

Note: Be sure to reference any external material, but any citation format is acceptable. The case studies are provided in Canvas, and they cover:

The questions below can guide your analysis, but you should not seek to address every question. Just focus on the ones you think are more relevant for the strategic challenge faced by each firm.

APPLE MUSIC (Due date 09/17 11:59 p.m.)

Case Assignment Questions:

- Applying industry analysis, explain how the music industry evolved from physical sales to digital downloads. Apply Porter's Five Forces Model and examine the attractiveness of the industry from the perspective of recording companies both before and after Napster's entry.
- Examine how, in the case of the music industry, political, economic, sociocultural, and technological (PEST) factors relate to the Five Forces.
- Who are the winners and losers in the industry as it evolved?
- What is Apple's strategy in the music industry, and what are the underlying economics of that strategy?
- What strategic options are available to various players in the industry (for example, recording companies, retailers, and online distributors)? How can each of these players set a strategy in this dynamic industry?
- What are Apple's primary threats and opportunities in the era of streaming music? How can the company best address them?

AMAZON (Due date 11/12 11:59 p.m.)

Case Assignment Questions:

- What are the advantages and risks of opening your retail platform to third parties?
- What is the logic of Amazon Prime? Kindle Fire? Amazon Content Development?
- What do you think Amazon will look like 10 years from now?
- If you were a traditional retailer in Tallahassee, how would you respond to the threat of

Amazon?

MAERSK (Due date 12/3 11:59 p.m.)

Case Assignment Questions:

- Should Maersk join the GTZC? Why or why not? If not, is there related individual action Maersk should be taking?
- What does Maersk have to gain and/or lose by joining GTZC?
- What risk factors does Maersk need to contend with regarding pre-competitive collaboration?
- Are the GTZC's goals achievable? Why or why not? What might the implications be for economic growth and end prices to consumers? (See Exhibit 2 for a Maersk balance sheet).
- Are there other companies or stakeholders with whom Maersk should consider forming a coalition?
- How else could Maersk pursue its sustainability goals? What consequences would the company face if it didn't make a public commitment around environmental impact reduction?

OTHER IMPORTANT INFORMATION

Keeping up with Remote Learning

The responsibility falls to each student to remain abreast of course information and assignments. The ability to manage your time and to self-motivate is critical. Students should set aside several hours per week to (1) read and view course material; (2) review the Course Notes (i.e., the PowerPoint slides and Adobe files); (3) take quizzes and other graded assignments; (4) work on the writing assignment (see below); and (5) prepare for exams.

Selecting the Right Web Browser

FSU's Canvas site is accessed through an Internet web browser. **Do not use cell phones to complete or submit course assignments**, including quizzes, writing assignments, and exams.

The site should work (e.g., in terms of speed and reliability) best with recent (and updated) versions of Google Chrome and Mozilla Firefox. Consider experimenting to find which of these browsers works best. If you have questions or problems, please contact the Canvas Support Center (<https://support.canvas.fsu.edu>; 850-644-8004).

Communication

Please email the instructor (see above) with questions. However, please check the syllabus, announcements, or other class materials before asking questions. Please send a reminder if you do not receive a reply within 48 hours (which is unlikely).

It is critical to inform me as soon as possible if you have emergency or other personal issues. Please ensure your email includes your name and section, a complete description of your

concern, and a recommendation for resolution (if appropriate). Please keep the 48-hour window in mind when deciding when to view course materials, start assignments, send emails, etc.

Please do not contact me via the Canvas messaging function or by phone. Occasionally, it may be helpful for us to speak via Zoom, but it is necessary to make an appointment beforehand (via email).

Lastly, **please check your email regularly** for communication about the course.

Code of Conduct

In this course, professionalism, respect, and courtesy are expected. College work online occasionally comes with certain difficulties, such technological limitations, that can lead to frustrations. Few things in education are worse than going through an entire course frustrated and upset, especially if the instructor is not aware to mitigate. I intend to attend to your concerns to the best of my ability (within reason) providing you act professionally, respectfully, and with courtesy. I aim to treat you likewise.

I need your help and communication to make the course effective. If you have a suggestion for how the course can be improved, please provide a recommendation. A successful class depends on the cooperation between you and me. I hope to make the course rewarding, interesting, and informative for you.

In addition, not all information you need is provided by me directly. You occasionally need to seek additional information proactively on your own. Of course, you should never plagiarize this material.

Netiquette Standards for This Course

Netiquette, or Internet etiquette, are guidelines for maintaining civilized, professional, and effective communication in the online environment and email exchanges. Instructors and students should demonstrate appropriate netiquette when interacting with each other.

Here are some basic guidelines:

- Professional and respectful tone and civility are used in communicating with fellow learners and the instructor, whether the communication is by electronic means or by telephone or face-to-face.
- Written communication, both formal and informal, uses Standard English rather than popular online abbreviations and regional colloquialisms.
- Video interactions reflect a respectful tone in verbal communications and body language.
- Spelling and grammar are correct.

Please see the [FSU Student Handbook](#) for more information on what it means to be a responsible student at FSU.

Remember

The FSU Academic Honor Policy and Student Conduct Code remain in force and suspected violations continue to be referred for investigation as appropriate.

Technology Requirements

Course content is accessible through Canvas. Students will need to be able to view videos, upload assignments, and take assessments (i.e., quizzes and exams).

Each student is expected to have access to a sufficiently powerful computer (i.e., hardware), a reliable internet connection, and appropriate software (i.e., an internet browser). To view the most current technology requirements, visit the [FSU Canvas support site](#). FSU also provides several computer labs throughout its campus and FSU's computers meet all of the course's online technical requirements.

Students who do not have [Adobe Acrobat](#) or [PowerPoint software](#) can download it for free via the instructions linked to each product above or use a campus computer in order to open and view lecture notes and other course-related materials. Mobile devices may be used to view the course content, upload assignments, and take assessments as determined by the instructor.

Technology Support

[Canvas Help Desk](#)

Help with Canvas is available by clicking on the Help menu located on the left-hand most menu on each student's Canvas menu. There are multiple ways to request help, including using any of the contact options below:

- o **Email:** canvas@fsu.edu
- o **Phone:** 850.644.8004
- o **Website:** support.canvas.fsu.edu
- o **Hours:** 8:00AM - 5:00PM EST; Monday - Friday

[FSU ITS Service Desk](#)

FSU's ITS Service Desk is the first point of contact for assistance with [ITS Services](#) at Florida State University. There are multiple ways to request help, including using any of the contact options below:

- o [Submit A Service Center Ticket](#)
- o **Phone:** 850.644.HELP
- o **Website:** its.fsu.edu/its-service-desk/
- o **Hours:** 8:00AM - 6:00PM EST; Monday - Friday

Unauthorized Third-Party Tools

It is expected that each student will complete all work related to the course by their own effort without the aid of other students or outside services. For this course, use of any site other than this Canvas site; instructor-provided external resources and any associated text publisher resources are considered unauthorized and use of them may be in violation of the Academic Honor Policy. Use of course TAs / online mentors and the ACE Tutoring Center are considered authorized services.

Tutoring and/or study groups may be used to gain the skills necessary to be successful in the course, but can also rise to a level that can be a violation of the Academic Honor Policy. Work submitted, whether answers to homework questions or completion of an exam, should be your own without the intervention of other students or services.

College of Business Policies

College of Business Integrity Code

The Florida State University College of Business expects all of its students, faculty, and staff to adhere to the highest standards of academic excellence, integrity, and to the norms of a serious intellectual community. We pledge that:

As business students and professionals
We understand and accept the
significance of integrity in
our language, actions, and work

With Seminole pride,
we choose to be responsible, honest,
trustworthy, caring, and fair

In business and in life,
we choose integrity

Students are expected to be familiar with and abide by the [Student Academic Honor Policy](#) which outlines the University's expectations for students' academic work, and the [Student Conduct Code](#) which informs students about their rights and responsibilities as members of the University community. In addition, the College of Business expects all members of its community to be familiar with and accept the moral norm of **responsible freedom** as outlined in the [FSU General Bulletin](#) and to adopt the [Seminole Creed](#).

College of Business Learning Goals

1. Graduates will demonstrate the ability to think critically and manage risk and reward to solve global business problems.
2. Graduates will demonstrate the ability to use technology competently and effectively in global business applications.

3. Graduates will demonstrate in-depth knowledge of core business functions and be able to demonstrate the ability to integrate business functions in organizations.
4. Graduates will demonstrate the ability to communicate effectively, orally and in writing, individually and in teams.
5. Graduates will demonstrate an understanding of and sensitivity to culture, diversity, and professional and ethical responsibilities in business.

University Policies

University Attendance Policy

Excused absences include documented illness, deaths in the family and other documented crises, call to active military duty or jury duty, religious holy days, and official University activities. These absences will be accommodated in a way that does not arbitrarily penalize students who have a valid excuse. Consideration will also be given to students whose dependent children experience serious illness.

First Day Attendance Policy (Mandatory)

FSU has a mandatory first-day attendance policy for all classes, including online courses. Students who do not attend the first day of class will be dropped from the course. Students should confirm their enrollment in this course prior to the end of the add/drop period. Simply because a student continues to have access to this course's Canvas website does not mean that the student is enrolled in the class. Trust only the FSU's registrar's office to determine whether you are registered for any course.

For the online version of the course, students can satisfy the first-day attendance requirement by accessing the course's Canvas site before the end of the first day of the semester and following the instructions provided by your instructor. Only students who are enrolled on the first day of the semester must satisfy the first-day attendance requirement. **All students who register for this course after the first day of the semester are exempt from the first-day attendance requirement.** Any student who has been dropped for failing to comply with the first-day attendance requirement can re-register for the course during the add/drop period pending seats are still available.

Academic Honor Policy

The Florida State University Academic Honor Policy outlines the University's expectations for the integrity of students' academic work, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty members throughout the process. Students are responsible for reading the Academic Honor Policy and for living up to their pledge to "...be honest and truthful and...[to] strive for personal and institutional integrity at Florida State University." (Florida State University Academic Honor Policy, found at <http://fda.fsu.edu/Academics/Academic-Honor-Policy>)

Americans With Disabilities Act

Florida State University (FSU) values diversity and inclusion; we are committed to a climate of mutual respect and full participation. Our goal is to create learning environments that are usable, equitable, inclusive, and welcoming. FSU is committed to providing reasonable accommodations for all persons with disabilities in a manner that is consistent with academic standards of the course while empowering the student to meet integral requirements of the course.

To receive academic accommodations, a student:

1. must register with and provide documentation to the Office of Accessibility Services (OAS);
2. must provide a letter from OAS to the instructor indicating the need for accommodation and what type; and,
3. should communicate with the instructor, as needed, to discuss recommended accommodations. A request for a meeting may be initiated by the student or the instructor.

Please note that instructors are not allowed to provide classroom accommodations to a student until appropriate verification from the Office of Accessibility Services has been provided.

This syllabus and other class materials are available in alternative format upon request.

For more information about services available to FSU students with disabilities, contact the

Office of Accessibility Services

874 Traditions Way

108 Student Services Building

Florida State University

Tallahassee, FL 32306-4167

(850) 644-9566 (voice) (850) 644-8504 (TDD)

oas@fsu.edu

<https://dsst.fsu.edu/oas>

Confidential Campus Resources

Various centers and programs are available to assist students with navigating stressors that might impact academic success. These include the following:

[Victim Advocate Program](#)

- University Center A, Rm. 4100
- **Phone:** (850) 644-7161; Available 24/7/365
- **Hours:** 8:00AM - 5:00PM EST; Monday - Friday
- **Website:** <https://dsst.fsu.edu/vap>

University Counseling Center

- Askew Student Life Center, 942 Learning Way, 2nd floor
- **Phone:** (850) 644-8255
- **Website:** <https://counseling.fsu.edu/>

University Health Services Health and Wellness Center

- **Phone:** (850) 644-6230
- **Website:** <https://uhs.fsu.edu/>

Free Tutoring From FSU

On-campus tutoring and writing assistance is available for many courses at Florida State University. For more information, visit the Academic Center for Excellence (ACE) Tutoring Services' comprehensive list of on-campus tutoring options - see <http://ace.fsu.edu/tutoring> or contact tutor@fsu.edu. High-quality tutoring is available by appointment and on a walk-in basis. These services are offered by tutors trained to encourage the highest level of individual academic success while upholding personal academic integrity.

Syllabus Change Policy

Except for changes that substantially affect the implementation of the evaluation (grading) statement, this syllabus is a guide for the course and is subject to change with advance notice. However, the syllabus may have minor amendments as the course progresses. Generally, these changes will be to the Course Schedule. The procedure for adopting and communicating such changes is described above.

Course Schedule

All course assignments and texts with due dates are listed below. To be successful in this course, be sure to complete all required assignments and tests by the due date.

Schedule MAN 5721 Strategic Management and Business Policy Fall 2024

MODU LES	Main Topic	Goals for the Session	Reading Assignments	Dates	Activities	Graded Assignm ent
Modul e 1	What is Strategy ?	Define what strategy <i>is</i> and what <i>is not</i> Identify critical components of strategic thinking Recognize how managers' choices impact firm performance	- o Readings on the week's topics (here) - o Resources for researching companies (here) - o Textbook (free version here)	Week #1 Aug 26 -Sept. 1	Evaluate what these readings have in common/ how they are different. Reflect on how these readings changed (or did not) your view on strategy Search for strategy-related articles via EBSCO Library Activity: 1. How to Search for a Particular Article Using Business Source Complete • Students will search for Harvard Business Articles for class assignments, and how to ILL an article if not available. 2. Review Company Research Overview How to find basic information on a company. • Find the company profile, financial data, and company's 10K. • Research articles on a business leader in major business magazines to understand their strategy decisions. Additional Readings • Fundamental Issues in Strategy (Harvard Business Review on Advances in Strategy)	Quiz #1 (Due date 09/1 11:59 PM)
Modul e 2	Strategic Leadersh ip	Distinguish strategic leadership from other forms of leadership Describe the elements of clear vision and mission statements Judge a few firm	- o Readings on the week's topics (here). - o Textbook (free version here)	Week #2 Sept. 2-8	Conduct a 30-minute interview with an admired leader and write a brief essay (1 page) explaining how their decisions shaped firm strategy and performance Library Activity: 1. How to Search for a Particular Article Using ABI/INFORM Complete 2. Review Industry Research Resources How to find basic information on industries. Additional Readings • The Innovators: How a Group of Hackers,	Leader Essay (upload 1-page interview to Canvas). (Due date 09/08 11:59 p.m.)

		statements in terms of quality and value for stakeholders			Geniuses, and Geeks Created the Digital Revolution. • Playing to win: how strategy really works • Competitive Strategy: Techniques for Analyzing Industries and Competitors: with a New Introduction.	
Module 3	External Analysis	Discriminate environmental variables and their specific effects Apply PESTEL and 5-Forces frameworks to a particular sector Discover and assess industry data and link it to a firm's performance	- o Readings on the week's topics (here). - o HBSP Case. - o Industry research resources (here) - o Database resources for case analysis (here) - o Textbook (free version here)	Week #3 Sept 9-15	Read Apple Music Case and conduct a 2-page analysis on the streaming music context (PESTEL and Industry) Library Activity: 1. How to Search for a Particular Article Using ABI/INFORM Complete 2. Case Studies Guide Review Case Studies Guide suggestions on reading and responding to case studies. Apple Case Evaluation 3. Review "PESTEL Analysis Resources" Students will read and apply a 5-Step model for researching a company within an industry using a PESTLE methodology Students will create a PESTLE analysis for Apple Music Case Additional Readings • Understanding Michael Porter: The Essential Guide to Competition and Strategy	Case #1 Apple Music (upload 2-page analysis to Canvas). (Due date 09/15 11:59 p.m.)
Module 4	Resources and Value Chain	Distinguish the different types of value chain activities Judge the value of activities based on the pursued strategy Evaluate a	- o Readings on the week's topics (here). - o Textbook (free version here)	Week #4 Sept 16-22	Reflect on how these readings affect your view on strategy analysis and implementation. Plot a firm's value chain and disentangle its most significant value and cost drivers Library Activity: Review "Value Chain Analysis Resources" Additional Readings • Harvard Business Review on Managing the	Quiz #2 (Due date 09/22 11:59 PM)

		firm's internal resources and competences Relate firm resources to strategic positioning			Value Chain • Understanding the Dynamics of the Value Chain • The Lean Business Guidebook • How finance works: the HBR guide to thinking smart about the numbers	
Module 5	Business Strategy	Identify different business-level strategies and required skills Relate generic strategies with successful businesses Locate inconsistencies in firms' strategies	- o Readings on the week's topics (here). - o Textbook (free version here)	Week #5 Sept 23- Sept 29	Discuss how consistency drives firm performance Identify firms currently failing to position themselves Library Activities 1. Review "Finding Company Strategy" suggestions Additional Readings: Blue Ocean Strategy	Quiz #3 (Due date 09/29 11:59 PM)
Module 6	Corporate Strategy	Recognize fundamentals of corporate strategy Evaluate how diversification relates to performance	- o Readings on the week's topics (here). - o HBSP Simulation. - o Database resources for simulation (here) - o Textbook (free version here)	Week #6 Sept 30 - Oct 6	Appraise the degree of diversification of different firms Run the Value Champion Simulation and reflect on your results Library Activity: 1. Review "Simulation Resources" Additional Readings and Material • Dynamic Business Strategy • The Art of Strategy/ Podcast (here)	Simulation (Due date 10/13 11:59 p.m.)
REVIEW WEEK				Week #7 Oct 7-13		
Midterm Exam (Week #8 Oct. 14 - 20) Modules 1 to 6. Date: October 14 to 20 11:59 PM EST (via proctoring services)						

Module 7	International Strategy	Appraise the risks and benefits of going global Explain the human challenges of internationalization Predict the complexity of international strategies	- o Readings on the week's topics (here) - o Textbook (free version here)	Week #9 Oct 21-27	Preparation week for the final video. Coaching session via Zoom Library Activity: Additional Readings • The Global Leadership Challenge	Session on Consulting with Holly - TBD
Module 8	Organizational Structure	Differentiate the core elements of organizational structure and design Assess the degree of alignment between structure and strategy	- o Readings on the week's topics (here) - o Textbook (free version here)	Week #10 Oct 28-Nov 3	Reflect on why Apple organizes itself differently than expected. What could go wrong? Reflect on your current organization and its challenges. How can organizational design help the firm? Library Activity: - Additional Readings • Innovation	Quiz #4 (Due date 11/3 11:59 PM)
Module 9	Culture and Control	Identify strategic controls and their importance Define firm culture and its components	- o Readings on the week's topics (here) - o HBSP Case. - o Database resources for case analysis (here) - o Textbook (free version here)	Week #11 Nov 4-10	Read Amazon Case and conduct a 2-page analysis of the firm's corporate strategy Library Activity: 1. Case Studies Guide • Review Case Studies Guide suggestions on reading and responding to case studies Additional Readings: Leading Change: John P. Kotter on What Leaders Really Do Harvard Business Review on Change	Case #2 Amazon (upload 2-page analysis to Canvas). (Due date 11/10 11:59 p.m.)

Module 10	Governance and Ethics	Describe the elements of corporate governance Evaluate how governance impacts firm performance Question governance decisions of firms involved in wrongdoing	- o Readings on the week's topics (here) - o Textbook (free version here)	Week #12 Nov 11-17	Research a few wrongdoing cases in the last decade. Reflect on governance shortcomings in each case and propose a fix to avoid future wrongdoing Library Activity: 1. Governance Resources • Students will review resources for researching corporate malfeasance. Additional Readings • The Black Box of Governance • Better Boardrooms: Repairing Corporate Governance for the 21st Century • Unfolding Stakeholder Thinking	Quiz #5 (Due date 11/17 11:59 PM)
Module 11	Corporate Social Responsibility	Identify key trends in CSR discussion Justify CSR as a key strategic resource Evaluate how CSR can be a cornerstone of a firm's strategy	- o Readings on the week's topics (here) - o HBSP Case - o Database resources for case analysis (here) - o Textbook (free version here)	Week #13 Nov 18-24	Investigate different forms of innovation and estimate which ones may have more significant value potential for firms. Analyze what type of innovation may be better for the firm you are currently working with Library Activity: Additional Readings • Competing in the Age of AI Creating Desired Futures	Case #3 Maersk (upload 2-page analysis to Canvas). (Due date 12/1 11:59 p.m.)
THANKSGIVING (Week #14 - Nov 25-Dec 1) - Enjoy the Break!						
Module 12	Innovation	Define innovation and explore different innovation types Identify current trends in strategic innovation	- o Readings on the week's topics (here) - o Textbook (free version here)	Week #15 Dec 2-8	Read Maersk Case and conduct a 2-page analysis on the risks/benefits of CSR Library Activity: 1. CSR Resources • Students will review resources for researching the CSR activities of the company in the case study. 2. Case Studies Guide • Review Case Studies Guide suggestions on reading and responding to case studies	Quiz #6 (Due date 12/13 11:59 PM)

					Additional Readings • Reframing Organizations Making Sustainability Work • The Cambridge Handbook of Stakeholder Theory	
FINAL EXAM (Week #16 Dec 9-13) Modules 7 to 12. Date for Exam: December 9-13 11:59 PM EST (via proctoring services)						