

MGMT 351 STRATEGY IN A GLOBAL ENVIRONMENT

Koç University
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Course Overview:

A couple of years ago, Nokia was a glamorous, unbeatable mobile phone maker. In 2014, Nokia could not resist Apple's competitive pressures and had no choice but to exit the business. Yahoo, the first big portal of internet, is having hard time in justifying its business against Google's continuous attacks. Amazon squeezed brick-and-mortar booksellers including the infamous Barnes & Noble. Samsung entered household appliances and is now threatening the market shares of established appliance manufacturers including Siemens and Arçelik.

Today's business world is characterized with rapid change and hyper-competition. Even large, established firms are no longer immune to disruptive strategic attacks by their rivals. Therefore, strategic thinking and strategy formulation are of utmost importance for firms' success and survival. This course is designed to help participants understand the complexities of **competitive interaction** and to learn **effective strategy formulation**.

Strategy formulation is a critical skill for **entrepreneurs** of the future who strive for establishing a market presence for their newly founded firms. It is also critical for those who will pursue their **careers in corporations**; strategy formulation skills help the person to choose the right firm to work at and to climb up the corporate ladders faster by changing (or suggesting to change) the strategic path of the whole or part of the firm. Third, a sound understanding of business strategy is a good friend for the **individual investor**, who makes frequent decisions of buying and selling corporate stock. Needless to say, strategy formulation skills are vital for those who aspire for **consultancy** ranks. Most importantly, strategy is mind-opening, challenging, and fun.

Learning Objectives:

This course is designed to improve the following skills:

Analytical Thinking: Analyzing information in the Footwear Industry Report and Competitive Intelligence Report, and identifying ways to improve company performance.

Strategic Analysis and Planning: Analyzing current competition and planning strategic direction including strategic attacks and defenses.

Collaboration and Teamwork: Working as the top management team of a Athletic Footwear Firm and making all strategic decisions collectively.

Corporate Social Responsibility: Awareness of and commitment to operating the company in a socially responsible manner and being a "model corporate citizen".

Teaching Approach:

Strategic thinking is a skill which can only be obtained through active learning. Therefore, this course is designed to include **The Business Strategy Game**.

The Business Strategy Game is a simulation of competition in an athletic footwear industry. The students form 5-member top management teams. The teams work together throughout the semester to formulate the competitive strategy of the firm and make the supporting operational decisions. The success of the firm depends highly on the competitive evolution in the industry.

To make effective decisions in the game, the students will be provided cutting-edge knowledge about competition and strategy by the use of the textbook “Strategy: Core Concepts and Analytical Approaches”. We will make a short summary of each chapter in the first sessions of each week and continue with in-class exercises and short cases to apply the received knowledge.

Evaluation:

Business Strategy Game	:	30%
BSG Quiz 1&2	:	10%
Strategic Plan & Presentations	:	20%
Final	:	30%
Participation	:	10%
Attendance	:	0%

Business Strategy Game: Based on the cumulative score of the team’s company performance in the Game. Further details are provided in the Player’s Guide. It is vital for the participants to read the guide carefully. Negligence will surely lead to disastrous performance of the company.

BSQ Quizzes: There are two *announced* short quizzes to ensure your learning about the Game.

Strategic Plan & Presentations: After the 5th year of competition, the teams will prepare a 3-year strategic plan for their companies and present their plans to the Board of Directors (BOD). The BOD will consist of professionals with significant background in strategy formulation.

Final: The final will consist of 3 open-ended questions based on a case to be distributed one week ahead of the final. Your answers will be evaluated based on you knowledge of the relevant material and the structure and the logic of your arguments.

Participation: This course is designed to incorporate cases and exercises for active learning. The benefits of such course design can only be achieved through collective efforts. Your participation in class discussions is vital for the development of your analytical skills. It is also necessary for bringing up the best mix of ideas and arguments. Therefore, you have a responsibility not only for your own learning but also for helping others learn.

The Rewards:

Industry Champion Certificate: The co-managers of the best performing company will receive an “Industry Champion Certificate” by the producers of the BSG.

Best Strategy Invitational: The best performing team will be invited to a global competition for the “Global Industry Champion” Certificate.

Leap-frog Award: Certificate to be awarded to the team with best performance recovery.

Bull’s Eye Award: Certificate to be awarded to the team with most accurate projections.

Industry Champion and Leap-frog teams will get **personalized reference letters** from the instructor. Upon request, the instructor undertakes to contact recruiters to provide high praise for the students.

The Classroom:

Our course will take place in the state-of-the art **active learning classroom** which will provide us the infrastructure for team-based exercises.

It is very important that the participants come to the class **on time**. Late-comers not only impair the group’s concentration but also miss important information and learning opportunities.

Laptops and/or tablets are welcome in the classroom. The participants are encouraged to use them in exercises and following their ideas or arguments.

Textbook:

“Foundations of Strategy”.
Robert M. Grant & Judith Jordan
McGraw Hill Education

COURSE CONTENT & SCHEDULE

Week	Session	Assignment/Activity
W1	1	Orientation and course preview <ul style="list-style-type: none"> • <i>Assignment: Read the Business Strategy Game Player Guide</i>
	2	Orientation and course preview
W2	3	Introduction to <i>The Business Strategy Game</i> <ul style="list-style-type: none"> • Formation of Companies & Top Management Teams • <i>Assignment: Quiz 1 – What is Business Strategy Game?</i>
	4	The first BSG Practice Round
W3	5	CH1: The Concept of Strategy
	6	CH1: The Concept of Strategy <ul style="list-style-type: none"> • <i>BSG Decisions: The second BSG practice round</i>
W4	7	CH4: The nature and sources of competitive advantage
	8	CH4: The nature and sources of competitive advantage <ul style="list-style-type: none"> • <i>BSG Decisions: Year 11</i>
W5	9	CH2: Industry Analysis
	10	CH2: Industry Analysis <ul style="list-style-type: none"> • <i>BSG Decisions: Year 12</i>
W6	11	CH3: Resources and Capabilities <ul style="list-style-type: none"> • <i>Assignment: Quiz 2 – Understanding Business Operations</i>
	12	CH3: Resources and Capabilities <ul style="list-style-type: none"> • <i>BSG Decisions: Year 13</i>
W7	13	CH8: Global Strategies and the Multinational Corporation
	14	CH8: Global Strategies and the Multinational Corporation <ul style="list-style-type: none"> • <i>BSG Decisions: Year 14</i>
W8	15	CH9: Realizing Strategy
	16	CH9: Realizing Strategy <ul style="list-style-type: none"> • <i>BSG Decisions: Year 15</i>
W9	17	CH5: Industry Evolution and Strategic Change
	18	CH5: Industry Evolution and Strategic Change <ul style="list-style-type: none"> • <i>BSG Decisions: 3-Year Strategic Plan</i>

Week	Session	Assignment/Activity
W10	19	Presentations to the Board of Directors
	20	Presentations to the Board of Directors
W11	21	CH7: Corporate Strategy
	22	CH7: Corporate Strategy <ul style="list-style-type: none"> • <i>BSG Decisions: Year 16</i>
W12	23	CH6: Technology-based Industries and the Management of Innovation
	24	CH6: Technology-based Industries and the Management of Innovation <ul style="list-style-type: none"> • <i>BSG Decisions: Year 17</i>
W13	25	Ch10: Current Trends in Strategic Management
	26	Ch10: Current Trends in Strategic Management <ul style="list-style-type: none"> • <i>BSG Decisions: Year 18</i>
W14	27	Group Presentations
	28	Group Presentations