

USC Marshall School of Business

BUAD 497: Strategic Management (4 units)

Syllabus – Spring 2021

Sections:	15102; MW 8:00-9:50am (PT) via Zoom 15109; MW 4:00-5:50pm (PT) via Zoom
Instructor:	Christine El Haddad, Ph.D.
Office:	HOH 421
Office Hours:	By appointment, via Zoom
Email:	elhaddad@marshall.usc.edu

Course Description

This course introduces the key concepts, tools, and principles of strategy formulation and competitive advantage. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, skills and business judgment managers must use to craft strategies to maximize long-term profits in the face of uncertainty and competition.

Strategic Management (BUAD 497) is an integrative and interdisciplinary course. It assumes a broad view of the environment that includes suppliers, buyers, competitors, the economy, technology, capital markets, the government and global forces and views the external environment as dynamic and characterized by uncertainty. The course draws together and builds on the ideas, concepts, and theories from your functional courses such as accounting, finance, marketing and statistics.

The course takes a *general management* perspective, viewing the firm as a whole, and examining how policies in each functional area are integrated into an overall competitive strategy. The key strategic business decisions of concern in this course include selecting competitive strategies, creating and sustaining competitive advantages, defining firm boundaries and allocating critical resources over long periods of time. Decisions such as these can only be made effectively by viewing a firm *holistically*, and over the long term.

Prerequisites. The course prerequisites, as listed in the USC catalogue, are as follows: (ACCT 410x or BUAD 281 or BUAD 305) and BUAD 302 and BUAD 304 and BUAD 307 and (BUAD 310g or BUAD 312g) and (BUAD 351 or ECON 351x) and (BUAD 352 or ECON 352x)

Course Delivery

This course will be taught entirely online. For the technology requirements needed to successfully participate in the course, please see Appendix A. We will use Blackboard as our learning management system and Zoom for all online sessions and office hours. Students should ensure that they can access all the online tools in Blackboard prior to the start of classes. A link and instructions to join the Zoom sessions will be posted in your Blackboard course pages. For more information on using Zoom, visit Zoom Support Tutorials at <https://support.zoom.us/hc/en-us/articles/206618765-Zoom-Video-Tutorials>

Learning Objectives

Theory and Concepts. BUAD 497 provides the key concepts, tools, and principles of strategy formulation and competitive advantage. The course covers theories and frameworks for in-depth industry and competitor analysis, for analyzing the impact of various forces (e.g. technological advances, government regulation) on industry competition and evolution and for anticipating and predicting future industry

developments. The course also examines the economic underpinnings of competitive advantages and the fundamental conditions that allow firms to create and sustain advantageous strategic positions. The course also covers concepts and theories for corporate strategy decisions such as diversification and vertical integration as well as theories and frameworks for global strategy decisions.

Analytical Skills. Theoretical concepts are a great aid to understanding, but by themselves are not enough to solve real business problems. You also need a set of useful analytical tools and skills that can be applied to the data to question and validate the facts and the premises assumed in the theories. Some of the tools are quantitative e.g. analyzing financial statements or calculating the effect of scale on production costs, while others are qualitative. Learning how and when to apply these techniques is a key objective of the course.

The course will offer you experience in conducting a comprehensive strategic analysis of a company. This involves an in-depth external analysis of the firm's industry and competitors and a thorough internal analysis of the firm's objectives, strategies, competitive advantages and performance. You will also identify and analyze the key strategic problems faced by the company and develop effective solutions and an implementation plan.

Critical Thinking Skills. The course will place a special emphasis on developing your critical thinking skills and enhancing your ability to present a thoughtful critique of others' arguments, analyses and supporting evidence. These skills will also help you to gather information, prepare thoughtful analyses and build compelling arguments.

Communication Skills. The best analysis will have little effect if it cannot be communicated to others. Managers must be able to articulate their views coherently and persuasively. Management is a "verbal sport". As much as ninety percent of a typical manager's day can be consumed by communication. Time is often scarce. You must learn to make convincing arguments and to make them quickly. This skill takes practice and we will place a special emphasis on it in class through oral presentations and written reports.

Heuristics. Much of the knowledge that successful managers use consists of "rules of thumb" about what issues are likely to be important in certain kinds of business situations and about how best to deal with certain problems. These rules of thumb or heuristics are often implicit in managers' thinking, yet they have never bothered to articulate them explicitly. An important goal of this course is to help you build up your set of useful rules of thumb or heuristics for your future managerial careers.

In this course, we are as much interested in developing an appreciation for the *art* of management as we are in understanding the *science* of management. Tools alone may make you a good analyst, but they will not make you a good strategist. While the ability to master analytical tools and frameworks is essential, ultimate success is more strongly predicated on vision, insight, good judgment and a willingness to act with conviction.

Upon successful completion of the course, students will have the knowledge and skills to:

1. Explain the fundamental characteristics of a well-conceived strategy and formulate an effective strategy for competitive advantage.
2. Analyze the main structural features of an industry and recommend a strategy that positions a company most favorably in relation to competition.
3. Explain the characteristics of disruptive innovations and recommend a strategy to develop disruptive innovations for competitive advantage.
4. Appraise the resources and capabilities of a firm and explain how they can be leveraged to earn above-average returns.
5. Diagnose a firm's competitive advantage and provide recommendations for creating, enhancing, and sustaining competitive advantages.
6. Analyze the dynamics in competitive rivalry and develop strategies for acting both proactively and defensively.
7. Conduct basic game-theoretic analysis to predict competitive interactions.

8. Describe a firm's corporate strategy, evaluate its effectiveness and recommend vertical and horizontal changes in the boundary of the firm.
9. Describe a firm's global strategy, evaluate its effectiveness and provide recommendations to enhance performance on a global level.
10. Recognize ethical challenges in business situations and develop effective recommendations for addressing them.
11. Explain the concept of shared value and provide recommendations for creating shared value.
12. Perform a comprehensive strategic analysis of a company, analyzing the key strategic problems it faces and providing effective solutions and an implementation plan.
13. Provide a thoughtful critique of others' arguments, analyses and supporting evidence.
14. Communicate your arguments coherently and persuasively.

Course Materials

Required course materials

Harvard Coursepack (CP). Assigned readings and cases for this course are compiled in a digital coursepack available from Harvard Business School Publishing at the following link:

<https://hbsp.harvard.edu/import/787621>

Additional readings may be distributed in class or posted to Blackboard. When necessary, I may assign additional materials for you to purchase.

Blackboard (BB). I will post various course materials to Blackboard including the course syllabus, powerpoints, lecture notes, case discussion questions and assignments. Please check Blackboard regularly for any new information or materials relevant to upcoming sessions. Links to all Zoom sessions will be posted there as well.

Optional course materials

There is **no** required textbook for this course. The only required materials are the readings and cases in the Harvard coursepack. Some students have found that a textbook helps them cement their understanding of the basic concepts of the course. For further reading, I recommend the following **optional** textbook: Frank Rothaermel, *Strategic Management*, 5th edition, McGraw-Hill Education, 2020. It is a good textbook that elaborates on many of the concepts discussed in the course.

Course Format

Online Class. Class attendance and active participation are critical in this course and are expected at all synchronous Zoom class sessions unless accommodated as described in (b) below:

- a. Students are expected to actively participate in our synchronous class sessions via computer or laptop, have their cameras on during all sessions, and preferably use headsets or earphones to ensure the best audio quality. Please advise me if you have circumstances under which you will not be able to meet these expectations.
- b. For students in a time zone where the synchronous class sessions or exams fall outside the window of 8 a.m. to 10 p.m. in your local time zone, please email me on or before the first week of classes. You will not be penalized for not attending the live Zoom class sessions. The Zoom sessions will be recorded and the links posted to Blackboard, and you will be responsible for viewing the recorded sessions. Exams and other synchronous assessments will be scheduled such that you are able to complete them between 8 a.m. and 10 p.m. in your local time zone. Students who do not attend the live Zoom sessions will be required to complete an assignment as an alternate method of contribution to the class.

- c. Our online class meetings will closely mirror the structure and expectations of in-person classes. Students are expected to answer questions from the instructor in a clear and concise manner and to offer relevant comments. The following netiquette is expected during synchronous Zoom sessions.

Please do:

- log into class early and promptly,
- display both your first and last name on Zoom,
- dress respectfully and keep your background professional,
- attend class from a quiet area, free of distractions, where there is a reliable internet connection,
- minimize distractions by muting and/or turning off your video if necessary and when appropriate,
- pay attention and engage in appropriate tone and language with your instructor and your classmates.

Please do not:

- engage in a simultaneous activity, not related to class (e.g. use your phone),
- have other individuals or pets in view of the camera,
- interact with individuals who are not part of the class during the Zoom session,
- leave frequently or not be on camera for extended periods of time.

All Zoom sessions will be recorded and the links posted in your Blackboard course pages.

Case Method. In order to achieve the objectives of the course, we will devote the majority of our class time to the analysis and discussion of selected business cases. Occasional lectures will be given to elaborate on key theoretical concepts and frameworks. These lectures, however, will be subordinate to the case analysis. Cases provide a natural "test-bed" for theory and provide vivid examples that aid the memory of concepts. While nothing can surpass first-hand personal industry and managerial experience as a basis for decision-making, case analysis is an indispensable proxy for the kind of knowledge that can only be gained through years of experience and research. A set of business cases has been selected on a range of companies from a variety of industry settings. Each case is intended to teach us something specific, yet each can teach us many things. We will not attempt to exhaust each case of all its learning experiences, but rather build up a "war chest" of analytical tools, skills and insights, progressively over all the selected cases.

There are other reasons for employing the case discussion method of instruction. First, it allows you to develop skills at problem definition in addition to problem solving. Cases typically do not have an obvious set of tasks whose performance will lead to mastery. Rather, they force you to sift through a mass of information, some of it irrelevant or contradictory, in order to identify the key strategic issues. Second, the case method gives you a chance to deal with ambiguity. Most cases do not have obvious "right" answers. Managers must be able to function in situations where the right answer is not known, without falling into the trap of assuming that any answer is as good as another. Some analyses and proposed strategies are clearly wrong, and some are clearly better than others are. A popular phrase in case analysis classes is **"There are *no* right answers, but there are *wrong* answers."**

These rationales are offered because the case method may be unfamiliar to some of you and may cause initial confusion. There will be many times when I will not reveal my own opinions about a particular issue, and there will be many cases that do not end up neatly packaged with an "answer." You may discover that your preparation "misses" key points of a case, especially at first. This is a normal part of the learning experience.

The quality of your learning experience during our class discussions will be directly determined by: 1) your degree of preparation, listening, and participation, and 2) your classmates' preparation, listening, and participation. Some will not agree with you, and you may be asked to defend your argument. As long as criticism is directed at arguments and not at individuals, is relevant to the issues at hand and coherently argued, it is very much welcomed.

Case Preparation. Cases require careful preparation before coming to class. The following is a suggested list of steps to guide your case preparation.

1. Rapidly read the assigned case to gain a general understanding of the industry, the company and the key strategic issues faced by the company.
2. Carefully review the case discussion questions provided for the case on Blackboard to learn more about what issues require special attention.
3. Carefully re-read the case, taking notes that sort information, facts, and observations under a number of relevant headings.
4. Formulate theories or hypotheses about what is going on as you read ("the company loses money on small orders"), modifying or rejecting them as new information surfaces ("Table 2 shows that shipping costs per unit are higher for small orders, but only for long-distance shipments").
5. Perform quantitative analyses, "crunching" whatever numbers are available. Use these numbers to provide quantitative support wherever possible, particularly when exploring various hypotheses as to the nature and importance of certain phenomena. If the requisite data are not available in the case, precise descriptions of what data are missing often triggers ideas for making creative use of the information that is available.
6. Prepare definitive conclusions before you come to class concerning the key strategic issues faced by the company in the case and how they can be addressed as well as the issues raised in the case discussion questions.
7. Bring your detailed notes to class to help guide your interventions in the class discussion.

Course Evaluation

Your course grade will be determined as follows:

Individual work (80% of total)

Class Participation	15%
Quizzes	10%
Midterm Exam	20%
Final Exam	30%
Research Participation	5%

Team work (20% of total)

Team Final Project Paper and Presentation	<u>20%</u>
	100%

In order to pass this course successfully, a passing grade ($> 50\%$) must be achieved in the combined average of the individual components and in the combined average of the team components. ***Please note that if your individual performance in the course is unsatisfactory, it will not be brought up by a good team grade.***

Final grades represent how you perform in the class relative to other students. Three items are considered when assigning final grades:

1. your weighted score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible),
2. the overall average percentage score within the class, and
3. your ranking among all students in the class.

Attendance Policy. Attendance at our synchronous Zoom class sessions is absolutely essential. All missed classes will be noted. The policy on missed classes is to allow each student three (3) absences, no questions asked, no penalty. All further absences over this limit will reduce the student's participation grade and final course grade, no questions asked, no excuses of any kind accepted. **Students with an excessive number of absences are at risk of failing the course.** Only official university engagements, such as officially

scheduled USC Marshall sponsored case competitions, will be accepted as exceptions to this policy. Job interviews are not excused so choose your absences carefully. Habitual lateness and leaving our sessions early, for whatever reason, will be noted as evidence of low course commitment and penalized. **Simply put, you cannot learn from our class discussions, and your classmates cannot learn from you, if you are not present.** For students in a time zone where the synchronous class sessions fall outside the window of 8 a.m. to 10 p.m. in your local time zone, please refer to paragraph b on page 3 regarding the attendance policy in this case.

Class Participation (15%). Because this course relies heavily on case materials, your active contribution to our case discussions is required to ensure the class' success. Each student has a responsibility to participate in class and to enhance the learning experience of all class participants. If you are not comfortable with oral participation, please let me know at the beginning of the semester and I will work with you to help you overcome this barrier.

Your overall class participation will be closely monitored. In grading oral participation, I will look at both the *quality* and *quantity* of your oral contributions. With regard to quality, the dimensions that I look for include:

- *Clarity* – is the comment succinct and understandable?
- *Relevance* – does the comment bear on the subject at hand? Comments that do not link up with what the discussion is focusing on can actually detract from the learning experience.
- *Causal Linkage* – are the logical antecedents or consequences of a particular argument traced out? Comments that push the implications of a fact or idea as far as possible are generally superior.
- *Responsiveness* – does the comment react in an important way to what someone else has said?
- *Analysis* – is the reasoning employed consistent and logical?
- *Evidence* – have data from the case, from personal experience, from general knowledge been employed to support the assertions made?
- *Importance* – does the contribution further our understanding of the issues at hand? Is a connection made with other cases we have analyzed?

Participation note. To help me track oral participation, students who actively participated in the oral discussion during a class session should email a *participation note* to buad497spring@gmail.com at the end of that session. The note should include a numbered list of your oral contributions during that day's discussion. The participation notes will be used in combination with my own evaluation to determine your participation grade in the course.

Students will have the opportunity to take the lead in various aspects of case discussions. Typically, I will ask one or more students to start the class by answering specific questions such as “If you were the person in charge in this situation, what would you do?” The quality of the contributions made at this time affect a student's participation grade.

It is expected that you will make notes while preparing a case for class discussion. Please use the case discussion questions provided for the case on Blackboard to identify the issues that require special attention in the case. Case notes are typically 1-2 pages long and include your analysis of the industry and key competitors as well as your analysis of the company's strategy and performance. You will also include your analysis of the problems faced by the company and your proposed solutions. I expect you to rely on your notes when contributing to the class discussions. In order to test the level of student preparation for a case discussion, I may give a short *pop quiz* at the beginning of class. The *pop quiz* will generally consist of multiple-choice, true/false and/or short-essay questions related to the case.

Quizzes (10%). I will give two quizzes during the course to test your understanding of material previously covered. Quizzes will consist of multiple choice and true/false questions. Quiz dates are noted on the course schedule. More detailed instructions will be posted to Blackboard.

Midterm Exam (20%). I will give a midterm exam to test your understanding of material previously covered. The exam will consist of multiple-choice, true/false, and/or short mini-case questions. More detailed instructions will be posted to Blackboard.

Final Exam (30%). The final exam will be a two-hour exam and will consist of multiple-choice, true/false and short-essay questions on course readings and on a new case. The date and time of the final exam is determined by the University. You should attend the exam for your specific section. More detailed instructions will be posted to Blackboard.

Research Participation (5%). Please refer to Appendix B for a detailed description of this important component of your grade.

Team Final Project Paper and Presentation (20%). You will prepare a strategic analysis of an existing company as part of a team. You will apply the concepts, analytical tools and frameworks of this course to analyze the firm's external and internal environments, identify and analyze the key strategic problems it currently faces, and present a set of recommendations to maximize the firm's long-term performance. Two days near the end of the course are set aside for oral presentations of your final project. The presentation allows each team to report their analysis and recommendations to the class. The exact presentation date and time for each team will be assigned by a random drawing. Detailed instructions regarding the team final project paper and presentation will be posted to Blackboard.

Peer Evaluations. Each of you will complete a peer evaluation of the members of your team with respect to the team final project. A copy of the peer evaluation form is posted to Blackboard. Scores for individual student contributions to the team final project are assigned by me, based on my assessment of the team's project quality, my observations of the team's working dynamics and thoughtful consideration of the information provided through your peer evaluations.

➤ **If you experience any team-related problems (e.g. conflict, free-rider etc.), please let me know immediately. Do not wait until the end of the semester. If you report this problem too late, there is not much I can do.**

Course Policies

Add/Drop Process. If you are absent three or more times prior to February 2nd, 2021, I may ask you to withdraw from the course by that date if you do not notify me prior to your absence. These policies maintain professionalism and ensure a system that is fair to all students.

Course Communication: Blackboard. A Blackboard website has been created for this course at blackboard.usc.edu. You should develop the habit of checking Blackboard on a regular basis. The course syllabus, powerpoints, lecture notes, assignment information, and additional course materials will be posted on this site throughout the semester. Since e-mails sent to the class originate from the Blackboard system, it is your responsibility to ensure that my emails are forwarded to your preferred email account such as your personal Gmail account. Given the online nature of this course, we will rely on Blackboard heavily.

Communication and Entertainment Devices. Personal communication and entertainment devices such as mobile phones are to be turned off and kept off throughout the class session. Receiving or sending communication during class disrupts the learning environment and is rude to class participants. It is important that you stay engaged with the class discussion, even if you are participating remotely and through video conferencing. Videotaping faculty lectures is not permitted, due to copyright infringement regulations. Audiotaping may be permitted if approved by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in the class.

Academic Integrity and Conduct. USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the

expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. Plagiarism or presenting someone else's ideas as your own, either verbatim or recast in your own words, is a serious academic offense with serious consequences.

Students are expected to make themselves aware of and abide by the University's standards of behavior as articulated in the Student Conduct Code in *SCampus*, Part B, at policy.usc.edu/scampus-part-b, including the discussion of plagiarism in Section 11 under "Behavior Violating University Standards". University policies on scientific misconduct can be found at policy.usc.edu/scientific-misconduct.

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at sjacs.usc.edu. Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Class Notes Policy. Notes or recordings made by students based on a university class or lecture may only be made for purposes of individual or group study, or for other non-commercial purposes that reasonably arise from the student's membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated or in any way displayed for use in relationship to the class, whether obtained in class, via email or otherwise on the Internet, or via any other medium. Actions in violation of this policy constitute a violation of the Student Conduct Code and may subject an individual or entity to university discipline and/or legal proceedings.

No student may record any lecture, class discussion or meeting with me without my prior express written permission. I reserve all rights, including copyright, to my course syllabi, lectures, powerpoints, prior exams, answer keys, and all supplementary course materials available to the students enrolled in my class whether posted on Blackboard or otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites.

Support Systems

International Student Language Support. The American Language Institute provides English language instruction, assessment, and resources to support the academic and professional success of non-native speakers of English pursuing degrees at USC. dornsife.usc.edu/ali

Diversity at USC. Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity liaisons for each academic school, chronology, participation, and various resources for students. diversity.usc.edu; (213) 740-2101

Office of Equity and Diversity (OED) / Title IX Compliance. Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations. The university also prohibits sexual assault, non-consensual sexual contact, sexual misconduct, intimate partner violence, stalking, malicious dissuasion, retaliation, and violation of interim measures. equity.usc.edu, (213) 740-5086; titleix.usc.edu, (213) 821-8298

Reporting Incidents of Bias or Harassment. Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity/ Title IX for appropriate investigation, supportive measures, and response. usc-advocate.symphlicity.com/care_report; (213) 740-5086 or (213) 821-8298

USC Support and Advocacy. Assistance for students and families in resolving complex personal, financial, and academic issues adversely affecting student success. uscsa.usc.edu; (213) 821-4710

Counseling and Mental Health. Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention. studenthealth.usc.edu/counseling; (213) 740-9355 – 24/7 on call

Disability Services and Programs (DSP). USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with DSP. DSP provides certification for students with disabilities and helps arrange the relevant accommodations. Students requesting academic accommodations based on a disability are required to register with DSP each semester. A letter of verification for approved accommodations can be obtained from DSP. Please make sure the letter is delivered to me as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30am - 5:00 pm, Monday through Friday. dsp.usc.edu; ability@usc.edu; (213) 740-0776

Relationship and Sexual Violence Prevention and Services (RSVP). Free and confidential therapy services, workshops, and training for situations related to gender-based harm. studenthealth.usc.edu/sexual-assault; (213) 740-9355 (WELL), press “0” after hours – 24/7 on call

National Suicide Prevention Lifeline. Free and confidential emotional support to people in suicidal crisis or emotional distress, 24 hours a day, 7 days a week. suicidepreventionlifeline.org; 1 (800) 273-8255 – 24/7 on call

USC Emergency. Emergency assistance and avenue to report a crime. Latest updates regarding safety including ways in which instruction will be continued in case of an emergency. dps.usc.edu, emergency.usc.edu; UPC: (213) 740-4321; HSC: (323) 442-1000 – 24/7 on call

Emergency Preparedness and Course Continuity. In case of a declared emergency if travel to campus is not feasible, the USC Emergency information web site (emergency.usc.edu) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC’s Blackboard learning management system (blackboard.usc.edu), teleconferencing, and other technologies.

Emergency Funding Resources. Students with technology or internet needs should communicate their needs with the following Marshall and USC Resources: Marshall Emergency Funding Resources <https://www.marshall.usc.edu/coronavirus/usc-marshall-student-emergency-aid-fund>; USC Basic Needs <https://seip.usc.edu/centers/studentbasicneeds/> (or email basicneeds@usc.edu)

Department of Public Safety. Non-emergency information, assistance and public safety to the USC community. dps.usc.edu; UPC: (213) 740-6000, HSC: (323) 442-1200 – 24/7 on call

Course Schedule MW 8:00-9:50am and MW 4:00-5:50pm

#	Date	Session Topic and Agenda
Introduction to Strategy		
1	W 1.20	Course Introduction and Overview
2	M 1.25	Lecture: What is Strategy? (HBS #96608) (CP); Mission, Vision and Values
3	W 1.27	Case: The Inexorable Rise of Walmart? 1988 - 2016 (HBS #716426) (CP)
4	M 2.1	Case: The Inexorable Rise of Walmart? 1988 - 2016 (HBS #716426) (CP)
Industry Analysis		
5	W 2.3	Lecture: The Five Competitive Forces that Shape Strategy (HBS #R0801E) (CP) Case: The US Airline Industry in 2012 (BB)
6	M 2.8	Case: Cola Wars Continue: Coke and Pepsi in 2010 (HBS #711462) (CP)
7	W 2.10	Lecture: Disruptive Technologies: Catching the Wave (HBS #95103) (CP) Quiz 1
	M 2.15	President's Day – No Class
8	W 2.17	Cases: NH Heart Hospital (HBS #505078) and Health City Cayman Islands (HBS #714510) (CP)
9	M 2.22	Case: Fasten: Challenging Uber and Lyft (HBS #616062) (CP)
Competitive Advantage		
10	W 2.24	Lecture: Creating Competitive Advantage (HBS #798062) (CP) Case: Starbucks: A Story of Growth (#KEL665) (CP)
11	M 3.1	Cases: Patagonia (HBS #711020) and Patagonia (B) (HBS #714465) (CP)
12	W 3.3	Midterm Exam
13	M 3.8	Samsung Electronics (HBS #8532) (CP)
14	W 3.10	Case: Ducati (HBS #701132) (CP) Project Draft due
Competitive Dynamics		
15	M 3.15	Lecture: Competitor Analysis (HBS #701120) (CP); Leading Change
16	W 3.17	Project Feedback Session
17	M 3.22	Case: A350 XWB: Airbus' Answer to Boeing's Dreamliner (#ES1141) (CP)
18	W 3.24	Case: Bitter Competition: Holland Sweetener vs. Nutrasweet (A) (HBS #794079) (CP)
19	M 3.29	Case: Dogfight over Europe: Ryanair (A) (HBS #700115) (CP)
Corporate and Global Strategy		
20	W 3.31	Lecture: Note on Corporate Strategy (HBS #705449) (CP)
21	M 4.5	Case: Grolsch: Growing Globally (#PG0001) (CP)
	W 4.7	Wellness Day – No Class
22	M 4.12	Case: Haier: Taking a Chinese Company Global (HBS #706401) (CP)
23	W 4.14	Case: The Walt Disney Company (HBS #717483) (CP)
Business Ethics and Social Responsibility		
24	M 4.19	Lecture: Creating Shared Value (HBS #R1101C) (CP) Quiz 2
25	W 4.21	Case: Nestle's Creating Shared Value Strategy (HBS #716422) (CP)
26	M 4.26	Final Presentations
27	W 4.28	Final Presentations Final Project Paper due
Final Exam		
Section 15102 (MW 8:00-9:50am): Mon., May 10, 11am-1pm		
Section 15109 (MW 4:00-5:50pm): Wed., May 5, 4:30-6:30pm		

CP = Harvard Coursepack

Appendix A. Technology Requirements, Technical Support and Other Resources

Technology and System Requirements

In order to successfully participate in this online course, you will need a computer with a webcam, earphones or a headset, a reliable (preferably high speed) Internet connection, a current operating system for Windows or Mac and a current browser (e.g. Google Chrome, Firefox or Safari).

If your computer does not have Microsoft Word, Office 365 is available to you free of charge and allows you to install Word, Excel, PowerPoint, Outlook, OneNote, Publisher, and access on up to 5 PCs or Macs as well as Office apps on other mobile devices including tablets. Office 365 also includes unlimited cloud storage on OneDrive. To download Office 365, log into your student (University) email through a web browser, choose Settings (top right corner), and select software. If you have further questions or need help with the software, please contact the USC ITS service portal.

Technical Support

USC Systems (Blackboard, USC Login, MyUSC, USC Gmail, GoogleApps). For assistance with your USC login or other USC systems, please call +1 (213) 740-5555 or email Consult@usc.edu. They are open Monday to Friday, 9:30am – 5pm and weekends from 8am - 5pm (Pacific time).

Zoom Video Web Conferencing System (MarshallTALK). For assistance using Zoom, go to the Zoom support page at <https://support.zoom.us/hc/en-us>. You may also call +1 (888) 799-9666 ext. 2. They are available 24/7.

Marshall Systems (MyMarshall, Marshall Outlook email). For assistance with Marshall systems, you can call +1 (213) 740-3000, Monday to Friday, 8am-6pm (Pacific Time), email HelpDesk@marshall.usc.edu, or use the self-help service portal as shown below. The portal allows you to get immediate assistance by searching for the information you need. You can also use it to chat with a technician or input a request. To access the service portal, follow these steps:

- On a computer or mobile device, go to the MyMarshall Home Page and click the “**Help**” link on the upper right.
- Log in using your Marshall username and password (if you do not know your Marshall login, please follow the onscreen instructions pertaining to login issues)

Funding Resources

Students with technology or internet needs can communicate their needs with the following Marshall and USC resources:

- Marshall Emergency Funding Resources
<https://www.marshall.usc.edu/coronavirus/usc-marshall-student-emergency-aid-fund>
- USC Basic Needs
<https://seip.usc.edu/centers/studentbasicneeds/> (or email basicneeds@usc.edu)

Appendix B. Individual Research Participation

You can choose one of two options to fulfill your research participation requirement. Please note that if you do not complete one of these two options, you will lose the points for this part of your grade.

Option 1. Participation in Research Studies¹

First, you can participate in research studies conducted outside of class by researchers in MOR at Marshall. You will earn ½ credit or 1 credit for each separate study you complete; most sessions are no more than one hour long. You will need to obtain **2.0 credits** during the semester in order to fulfill the research requirement.

If you choose this option, please register for an account at <http://marshall-mor.sona-systems.com> no later than **Friday, February 5, 2021**. Those who do not register or reactivate by this date will be required to complete Option 2 (research papers, see below). After you verify your SONA account, you will need to check the site regularly to find open studies and sign yourself up to participate in them. Sometimes, email announcements are made as well but please do not rely on them. Studies are scheduled throughout the semester, on various days and times, both online and in-person. While there are usually enough studies to accommodate all students, it is important that you complete your credits early for your own peace of mind and to make sure you can find all the studies you need. You are not guaranteed an available study spot. As a courtesy to the researcher and other students waiting for spots, please use the online system to cancel your appointment within 6 hours if you cannot make it. To receive full participation credits, you must earn your first credit by **Friday, February 26, 2021**. Your other credits can be earned any time before **Friday, April 30, 2021** (the last day of classes).

Please note the following regarding Option 1:

- If you already have a SONA research study account from a past BUAD 304 or BUAD 497 course, you will still need to email the administrator from the website (mor.sona@marshall.usc.edu) by **Friday, February 5, 2021** in order to request **account reactivation**. Past credits earned CANNOT be used for current courses. If you see past credits appearing in your profile, you must notify the administrator immediately.
- If you are enrolled in BUAD 307 (Marketing), please make sure you visit the Marketing research study website your Marketing professor has given you (see your Marketing course syllabus). Each course has its own unique SONA Systems web address. Credits will NOT transfer from one course to the other for credit fulfillment - no exceptions.

Option 2. Research Papers

Your second way to complete the research requirement is to write 2 short, 3-page research papers on topics prearranged with your Instructor. Papers must be turned in by **Friday, April 30, 2021** (the last day of classes) to your Instructor.

- **Questions about the completion of the research studies (Option 1) should be directed to the administrator** (mor.sona@marshall.usc.edu). Please review the MOR SONA Frequently Asked Questions on the next page for additional assistance.
- Option 2 topics should be discussed with your instructor (not the administrator).

¹ Please note that you must be aged 18 years or older by **Sunday, February 28, 2021** in order to choose Option 1; otherwise, you will need to select Option 2.

Research Participation Frequently Asked Questions

1. I have questions, comments, or concerns. Who can I talk to?

Please email all questions and concerns related to research participation, requirements, and technical issues to mor.sona@marshall.usc.edu. We will reply to your email within 2 business days.

2. What if I already have a SONA account from a past course?

All accounts are automatically deactivated at the end of each semester. If you previously had an account for your BUAD 304 or BUAD 497 course, you will have to email mor.sona@marshall.usc.edu to request manual reactivation of your account using your USC email address. Please note the deadlines for reactivation.

3. How do I set up a SONA account?

You can create an account on the MOR SONA website by clicking on the blue "Request Account" button on the homepage.

Note: You must create an account only using your USC email address. Other personal emails (such as gmail, yahoo, etc.) will not be accepted/activated. DO NOT enter your student ID# as the user ID.

4. All the timeslots are full. What can I do?

Timeslots tend to fill up quickly because there are over 1,000 other students looking for credits. If you cannot make it to a session, please CANCEL as soon as possible to allow someone else to sign up for the slot. You can cancel your slot by logging into the website and going to "My Studies".

If, by the time you check online, no timeslots are available, there are a few things you can do:

- 1) Keep on checking to see whether somebody cancels.
- 2) You can show up for a session that works with your schedule and see if somebody does not show up and take their spot. However, you will only be admitted if somebody cancels. Please have your USC email address ready.

5. I switched sections. How do I make updates so my credits are routed to the right Professor?

You can update this by logging into your account (<https://marshall-mor.sona-systems.com>), then clicking on "My Profile" at the top right corner of the web page. Here you can check and/or change the section as necessary.

6. Where are the studies located?

In-person studies will be held in the Lower Level (LL) of Verna and Peter Dauterive Hall (VPD). Depending on your study, the room may be in one of three rooms: LL102, LL110 or LL112. All rooms are on the Lower Level. After you enter the building, take the wooden stairs or elevator down and follow the signs. VPD is located across from the Law School and Popovich Hall. Here is a Google Maps link: <https://goo.gl/maps/tsF1JmV9MP62>

**Appendix C. Relationship between Course Learning Goals
and Marshall Undergraduate Program Learning Goals**

Marshall Undergraduate Program Learning Goal	Course objectives supporting this goal
<p>1. Our graduates will demonstrate critical thinking skills so as to become future-oriented decision makers, problem solvers and innovators. Specifically, students will:</p> <p>1.1 Understand the concepts of critical thinking, entrepreneurial thinking and creative thinking as drivers of innovative ideas.</p> <p>1.2 Critically analyze concepts, theories and processes by stating them in their own words, understanding key components, identifying assumptions, indicating how they are similar to and different from others and translating them to the real world.</p> <p>1.3 Be effective at gathering, storing, and using qualitative and quantitative data and at using analytical tools and frameworks to understand and solve business problems.</p> <p>1.4 Demonstrate the ability to anticipate, identify and solve business problems. They will be able to identify and assess central problems, identify and evaluate potential solutions, and translate a chosen solution to an implementation plan that considers future contingencies.</p>	1-14
<p>2. Our graduates will develop people and leadership skills to promote their effectiveness as business managers and leaders in the 21st century's evolving work and organizational structures.</p> <p>2.1 Students will recognize, understand and analyze the roles, responsibilities and behaviors of effective managers and leaders in diverse business contexts e.g., functionally diverse, culturally diverse, geographically diverse, etc.</p> <p>2.2 Students will understand factors that contribute to effective teamwork including how to elicit, manage and leverage diverse perspectives and competencies.</p> <p>2.3 Students will recognize, understand, and analyze the motivations and behaviors of stakeholders inside and outside organizations (e.g., teams, departments, consumers, investors, auditors).</p>	1-14
<p>3. Our graduates will be effective communicators to facilitate information flow in organizational, social, and intercultural contexts. Specifically, students will:</p> <p>3.1 Identify and assess diverse personal and organizational communication goals and audience information needs.</p> <p>3.2 Understand individual and group communication patterns and dynamics in organizations and other professional contexts.</p> <p>3.3 Demonstrate an ability to gather and disseminate information and communicate it clearly, logically, and persuasively in professional contexts.</p>	14
<p>4. Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities and aspire to add value to society. Specifically, students will:</p> <p>4.1 Understand professional codes of conduct.</p> <p>4.2 Recognize ethical challenges in business situations and assess appropriate courses of action.</p>	10, 11
<p>5. Our graduates will develop a global business perspective. They will understand how local, regional, and international markets, and economic, social and cultural issues impact business decisions so as to anticipate new opportunities in any marketplace. Specifically, students will:</p> <p>5.1 Understand how local, regional and global markets interact and are impacted by economic, social and cultural factors.</p> <p>5.2 Understand that stakeholders, stakeholder interests, business environments (legal, regulatory, competitor) and business practices vary across regions of the world.</p>	9
<p>6. Our graduates will understand types of markets and key business areas and their interaction to effectively manage different types of enterprises. Specifically, students will:</p> <p>6.1 Demonstrate foundational knowledge of core business disciplines, including business analytics and business economics.</p> <p>6.2 Understand the interrelationships between functional areas of business so as to develop a general perspective on business management.</p> <p>6.3 Apply theories, models, and frameworks to analyze relevant markets (e.g. product, capital, commodity, factor and labor markets).</p> <p>6.4 Show the ability to utilize technologies (e.g., spreadsheets, databases, software) relevant to contemporary business practices.</p>	1-14