



Miami University
Farmer School of Business
Winter Semester 2016

Executive Decision Making & Strategy – Syllabus MGT 495

Professor	Rhett Brymer, Ph.D., M.S. M.B.A.	Sections	A & B
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Required Course Materials

Crafting A Strategy subscription: To register, go to [CRAFTING A STRATEGY CUSTOM REGISTRATION URL]. Cost is \$[PRICE].

Optional Course Reference Material

Strategic Management: Competitiveness and Globalization, 9th, 10th, 11th, or 12th editions by Michael A. Hitt, R. Duane Ireland and Robert E. Hoskisson, South-Western College Publishing. Paperback or hardcover is acceptable in either edition: concepts and cases or just concepts versions are acceptable. There are some very inexpensive used copies of this on Amazon, among other places.

Strategic Management is a capstone undergraduate business course which will integrate your knowledge from all core business disciplines studied to date: operations, finance, marketing, economics, accounting, decision making, and general management. By gaining a deeper understanding of one particular context, you will be better able to apply the frameworks of strategy and gain more complete insight into the decision making by executives in these industries. In a Fortune article Dr. Newman and I coauthored, the benefits of this approach are explained further.

<http://fortune.com/2015/07/23/what-beer-making-can-teach-you-about-the-business-world/>

Content Schedule – Readings and Videos

Week 1

- Milton Friedman NYT article “The Social Responsibility of the Corporation”
<http://graphics8.nytimes.com/packages/pdf/business/miltonfriedman1970.pdf>
- Lynn Stout video “What do shareholders really value?”: <http://www.youtube.com/watch?v=s5Eoy988728>
- Ferraro, Pfeffer & Sutton, “Economic Language and Assumptions: How Theories can become Self-Fulfilling”

Week 2

- CAS Multi-business model strategy Penn State video: <http://craftingstrategy.com/core-curriculum/value-chain>
- CAS on RBV: <http://craftingstrategy.com/resource-based-strategy-0>
- CAS on Bargaining Power: <http://craftingstrategy.com/bargaining-power>
- Optional Hitt book - Chapter 1: Overview

- Porter: <http://www.youtube.com/watch?v=ibrxIPOH84M>
- Barney: http://www.youtube.com/watch?v=-KN81_oY11s
- HBR blog, Don't let strategy become planning: <http://blogs.hbr.org/2013/02/dont-let-strategy-become-plann/>

Week 3

- CAS: <http://craftingstrategy.com/case-study-help>
- Porter: <http://www.youtube.com/watch?v=ibrxIPOH84M>
- Barney: http://www.youtube.com/watch?v=-KN81_oY11s
- HBR blog, Don't let strategy become planning: <http://blogs.hbr.org/2013/02/dont-let-strategy-become-plann/>

Week 4

- CAS: <http://craftingstrategy.com/casestudy/pok-pok>
- Optional Chapter 10 Hitt: pp. 294 - 297, pp. 302 (start with BOD section) - 306
- Optional Chapter 3 Hitt.
- Nature of Man article by Jensen & Meckling
- Resource Management article by Sirmon, Hitt & Ireland (2007)

Week 5

- Framing: http://www.ted.com/talks/dan_ariely_asks_are_we_in_control_of_our_own_decisions.html
- Optional reading: Chapters 2&4, Hitt et al. book
- CAS: CA through routines: <http://craftingstrategy.com/competitive-advantage-through-consistent-routines>
- CAS: Corporate Identity Management: <http://craftingstrategy.com/creating-coherence-through-corporate-identity-management>

Week 6

- CAS: Strategic Controls: <http://craftingstrategy.com/introduction-strategic-controls>
- Motivating at three levels: <http://craftingstrategy.com/secret-workplace-motivation>

Week 7

- CAS: Magic Barrel Case: <http://craftingstrategy.com/casestudy/magic-barrel>
- CAS: Internal Value Chain: <http://craftingstrategy.com/internal-value-chain-put-your-good-where-it-will-do-most>
- CAS: Industry Disruption: <http://craftingstrategy.com/core-curriculum/business-model>

Week 8

- CAS: Fragmentation: <http://craftingstrategy.com/fragmentation-beer-industry>
- CAS: Consolidation: <http://craftingstrategy.com/industry-consolidation>

Week 9

- Entrepreneurship and Diversification: Besides ShockTop and Blue Moon, why can't the mega-breweries enter the craft beer market on their own?
- Ownership and CSR: <http://portlandtribune.com/pt/9-news/292521-168575-will-influx-of-big-money-spoil-the-brew> <http://portlandtribune.com/pt/9-news/292522-168574-brewing-a-new-model-for-sharing-the-wealth>

Week 10

- Growth and Expansion: <http://www.brewbound.com/news/odell-brewings-five-year-plan>
- <https://s3.amazonaws.com/podcasts.craftingstrategy.com/2016/Growing+Pains+with+Tom+Schmidlin+-+Postdoc.mp3>

Week 11

- Internationalization: Stone vs. BrewDog
- Internationalization: Logic behind AB-InBev acquisition of SAB Miller

Week 12

- Acquisition: AB-InBev's acquisitions of SAB Miller and Grupo Modelo
- Acquisition: AB-InBev's acquisition of 10 Barrel, Constellation's acquisition of Ballast Point

Weeks 13

- Alliances: Craft Beer Alliance
- Competitors or Comrades? Craft beer ethos and collaboration beers

Week 14-15: Final projects and simulations