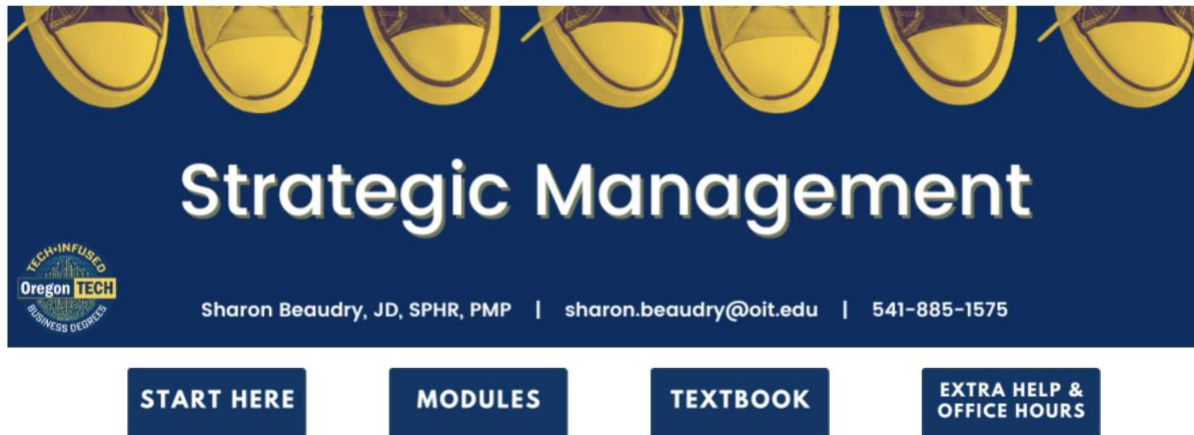


## BUS478 Strategic Management

2023 OER Project | Sharon Beaudry, JD, SPHR, PMP

### Project Description

Strategic Management is one of two capstone courses for the eleven programs in the Management department. The course focuses on the evaluation of strategic and operational decision-making in a competitive environment while applying strategic management theory. Four sections of the class are offered annually. One of the best ways to learn strategy is to be able to apply it, so a key aspect of this course has been its integration of the Business Strategy Game simulation (an online simulation in which students run a global shoe company while competing against each other for market share). This OER grant allowed for the elimination of a textbook and the complete revamp of the course.



### Textbook Elimination

The textbook for this class was \$65 to \$150 book from McGraw-Hill as a companion to the simulation. The text was replaced with a “Dynamic Textbook” which is a combination of open-source articles and materials along with an OER textbook developed out of Virginia Tech. Each week a page was added to the weekly module called “Readings, Materials & Key Terms.” This page changed each week and served as a dynamic textbook for students to review before completing the weekly assignments. In addition to this weekly page, all assignments included recommended open-source materials and videos. Along with the “Dynamic Textbook” approach, the course was completely updated with new assignments, graphics, instructional videos, exams and accessibility.

### Challenges

Normally an upper division course can be challenging to create an OER course. However, since strategic management is a common required course for undergraduate and graduate business degrees, there were not challenges finding needed materials. In addition, there are common theories and theorists referred to in strategy.

### Week 3 | Readings, Materials & Key Terms



This week we will focus on how to analyze the external environment. In doing so, we will be introduced and be applying Michael Porter's Five Forces Model - our first strategic theory. We also start competitive play in the BSG game. This is your opportunity to develop and apply your strategy based on the vision, mission, values and objectives statements that you developed last week. Remember, your goal is not to copy what others do, but create a unique space in the marketplace that meets the needs of customers.

#### Readings

- [Chapter 3: Evaluating the External Environment](#) ↗
- [PowerPoint Chapter 3](#) ↗
- Charter Management Institute. (2014). Michael Porter. [https://switcheducation.com/wp-content/uploads/2017/06/SEB\\_CMI\\_MYQ\\_PorterWhatIsStrategy.pdf](https://switcheducation.com/wp-content/uploads/2017/06/SEB_CMI_MYQ_PorterWhatIsStrategy.pdf) ↗ (this is a good overview of Michael Porter, his theories, and work)
- Pavan, K. (2023). Pestle Analysis Cheat Sheet. LinkedIn. <https://www.linkedin.com/pulse/pestle-analysis-comprehensive-strategic-management-tool-kumar-bs/> ↗
- Mind Tools. (2023). Porter's Five Forces - The Framework Explained. MindTools. <https://www.mindtools.com/at7k8my/porter-s-five-forces> ↗

## **Student Observations**

As with many OER classes, students can jump right into the course materials without having to wait for the textbook. The updated course continues to use the BSG simulation for a total cost of \$44.95 for students, so it can be tagged as an “under \$50” course.

Students feedback included the following quotes:

*“I thought that the resources were helpful and set you up for success on the assignments.”*

*“The instruction in the class was clear and I understood exactly what I needed to do. “*

*“Professor Beaudry set up this course very well and it was easy to follow along with great assignments that complimented the readings and videos that came with it.”*

## **Lessons Learned**

During the last few years, when I have developed a new OER class, my approach has been to use this “dynamic textbook” approach by the development of a weekly “Materials, Readings & Key Terms” page. This allows for easy updates. For example, after learning about the concept of the 4<sup>th</sup> industrial revolution, it was easy to add materials and this topic to an assignment. This approach keeps the course fresh and updated.