

STRATEGIC MANAGEMENT

Course Instructor Marketa Rickley Campus Address: Bryan 434 Email: m_rickle@uncg.edu Office Hours: Mondays 12:30-1:30 pm	Class Meeting Times Mondays 2-4:50 pm Room: Bryan 202
Required Text and Materials <ol style="list-style-type: none">1. Grant, R.M. (2019). Contemporary Strategy Analysis: Text and Cases, 10th edition, John Wiley & Sons, ISBN 978-1-119-49572-72. Thompson, A.J., Stappenbeck, G.J., Reidenback, M.A., Thrash, I.F., & Harms, C.C. (2019). The Business Strategy Game: Competing in a Global Marketplace (2019 edition). McGraw Hill-Irwin: New York, NY. (access at www.bsg-online.com)	

Course Description

This course examines the tools and techniques of strategic analysis, including the formulation and implementation of competitive and corporate strategy for creating and sustaining competitive advantage.

Course Objectives

1. **Describe** the tools of strategic and competitive analysis in different industry contexts.
2. **Demonstrate** how to integrate strategic analysis, strategy formulation and strategy implementation in an organization.
3. **Discriminate** relevant from irrelevant information in company and industry case studies and assess the activities of top managers that allow them to create sustainable competitive advantage for their companies.
4. **Apply** the tools of strategic and competitive analysis in the global environment by analyzing a firm's industry and strategy, and developing strategic recommendations.
5. **Analyze** the managerial task associated with crafting, implementing, and executing company strategies and the actions managers can take to promote competent strategy implementation.
6. **Synthesize** the knowledge gained in a variety of different business and related courses, and the case discussions to craft and implement future business strategies for competitive advantage.

Course Structure

The course format will involve a combination of lectures/discussions, case discussions about organizations from around the world, case analyses, and experiential exercises. Final course grades will be based on class participation, case written assignments and presentations, the team simulation exercise, and performance on exams.

Grading Criteria

Final course grades will be assigned as according to a distribution where:

A to A-	B+ to C	F
< 50% of students	> 50% of students	As needed for lack of mastery

Final course grades will be assessed based on the student’s performance in the following items:

Assignment	Due Date	Percent of Course Total
Participation	Weekly	10%
Case Analyses <ul style="list-style-type: none"> • Kering SA (team) • US Legal Marijuana Industry (team) • Harley-Davidson, Inc (team) • Starbucks Corporation (team) • Zynga (individual) • The New York Times (team) • Tesla (team) • Zara (team) 	September 16 September 23 September 30 October 7 October 21 November 4 November 11 November 18	20%
BSG Simulation	Frequently, follow schedule in syllabus	30%
Midterm Exam	October 21	40%
Final Exam	Finals Week, TBA	
TOTAL		100%

Course Work

Participation (10%):

Due to the nature of the course, students are expected to come to class well prepared. Students can ensure readiness for each class by completing the required readings and assignments. I will assume that everyone is prepared for every class unless you inform me prior to class that you are unprepared.

I plan on incorporating “cold calling” into every class. The purpose of cold calling is not to create anxiety but to ensure that participation is equitable, that all class members contribute to class discussions, that different perspectives are heard, and that all members are prepared for these discussions.

Participation has many facets, including: providing constructive comments that move the discussion forward, providing critique of reading materials, offering an alternative viewpoint to the mainstream, asking insightful questions, attentiveness, courtesy (absence of side conversations, no use of phones), and attendance.

Case Analyses (20%):

Each team will be assigned two cases to analyze.

Your first case analysis will be a team group presentation. Your second case analysis will be an individual written assignment.



BSG Simulation (30%):

Your team will manage a company, which would be required to make a set of decisions relating to the functional areas. To learn the simulation, you will need to read the Player's Guide thoroughly. To register for the BSG simulation, I will provide each student with his/her industry/company registration code at the first day of class after the formation of groups. You will then have to go to www.bsg-online.com to register for the simulation exercise. You will need to complete the registration process by paying with a credit card.

There will be a practice round to help you familiarize yourself with the dynamics of the game. You will be evaluated on the following activities:

1. 1% - **Simulation quiz** (open-book, to be completed online at www.bsg-online.com).
2. 4% - **Statement of company mission, objectives, and strategy** (submit to Canvas).
3. 15% - **Simulation Performance**: You will be awarded points based on how well your company meets its different performance objectives in comparison with other companies in the same industry. Your company's performance will be based on five performance measures, with weights in parentheses: (a) earnings per share (EPS) (20%); (b) return on stockholders' equity (ROE) (20%); (c) stock price appreciation (20%); (d) the company's credit rating (20%); and (e) corporate/brand image (20%).
4. 10% - **Final Written Report** (submit to Canvas).

Exams (40%):

Another requirement of this course is the completion of two closed note examinations. The Midterm Exam covers Sessions 1-6. The Final Exam is cumulative. Together, the exams are worth 40% of the final grade. The exams are INDIVIDUAL activities, and will include short answer, mini case analyses, and essay questions. As the exam dates are posted well in advance, it is your responsibility to ensure that you are free during the exam period.

Course Policies

Policy on late work: Assignments will be turned in via Canvas "Assignments", and are due before class begins on their due date. Late submissions will automatically be marked down 5% for every day they are late. I will grant exceptions to this rule for documented medical emergencies. No late submissions are allowed for the BSG simulation.

Exams: Students are expected to take the exams at the regularly scheduled times, unless permission has been granted by the instructor at least 2 weeks in advance in writing. All exams are individual work and collaboration on exams is not permitted under any circumstance. All exams are closed book.

Canvas and Electronic Communications: Having access to and frequently checking Canvas and your UNCG e-mail will be important to your success in this course. Students can expect to receive communications from the instructor (via course "Announcements" or via email). You can expect to receive responses to your inquiries within 24-48 hours. Students are responsible for all official correspondence sent to their standard UNCG e-mail address (@uncg.edu). I will assume that you check your UNCG e-mail account daily, and that you are aware of any communications or requests sent at least 24 hours prior to any assignment related to class meetings. (Privacy considerations, such as federal law, may apply when using an address other than the standard University e-mail address. For this reason, I cannot respond to any electronic communications that are not from a UNCG e-mail account.)



Inclement Weather: The University of North Carolina at Greensboro will remain open during adverse weather conditions unless the Chancellor makes the administrative decision to make a schedule change. Students can obtain details on those decisions from the Adverse Weather Line at (336) 334-4400 or the web address: <http://www.uncg.edu/iss/weather.htm>

Statement of Students' Rights and Responsibilities

As a student in this class, you have explicit rights and responsibilities. Your full understanding and acceptance of the following rights and responsibilities can lead to more useful time in the class and more effective learning.

You have the right to expect:

- Your professor to be prepared for each class, to start the class promptly at the designated time, and to end the class at the designated time.
- Your professor to teach all scheduled classes or to arrange for a qualified substitute if it is necessary to miss class because of University or departmental approved commitments.
- Clear statements of course expectations, policies, testing, and grading practices and student performance.
- Your professor to hold a reasonable number of office hours to discuss assignments or to assist you with course matters.
- Knowledgeable assistance from your professor regarding class assignments and course contents.
- Your professor's behavior to reflect equitable treatment, ethical practices, and respect for human rights.
- Opportunities to challenge ideas and defend your beliefs in a professional manner.
- To be challenged so as to grow both academically and professionally.
- Your professor to abide by University policies and to have fairness and clarity in the evaluation of your performance.
- Adequate opportunity to appeal any perceived violations of the above rights.

You have specific responsibilities to:

- Plan your study and work schedule appropriately to allow sufficient time to do quality work in the course. (Please review "Suggested Academic Workload Guidelines" for the Bryan School of Business and Economics published in the UNCG Undergraduate Bulletin.)
- Attend each class on time and be prepared to discuss readings and participate in discussions.
- Complete assignments by due date and submit quality work.
- Understand and follow course policies as explained in class and in the syllabus.
- Commit yourself to grow academically and professionally.
- Work effectively and cooperatively as a team member on group projects as assigned.
- Practice ethical behaviors and display respect for the rights of others.
- Contact your professor and discuss circumstances that may prevent you from achieving acceptable performance and to make contact on a timely basis.
- Fully understand and abide by the UNCG Honor Policy and other University policies on student conduct.



- Report observed violations of the UNCG Honor Policy.

You are encouraged to read the Bryan School's guidelines for student conduct at http://www.uncg.edu/bae/faculty_student_guidelines.pdf



Course Calendar

Note: Grant (2019) = Grant, R.M. (2019). Contemporary Strategy Analysis: Text and Cases, 10th edition, John Wiley & Sons (the textbook)

WEEK	DATE	TOPIC	REQUIRED READINGS AND ASSIGNMENTS	IN-CLASS ACTIVITY
1	26-Aug	Course Overview What is Strategy? BSG Simulation Introduction	1. Read course syllabus 2. Read Grant (2019): Chapter 1 3: Read Porter (1996) "What is Strategy?" Harvard Business Review (HBR)	1. Introductions and overview of course expectations 2. Strategy game 3. Lecture on Ch. 1 4. Introduction to BSG simulation
	2-Sep	<i>Holiday</i>		
2	9-Sep	Goals, Values, and Organizational Performance Analyzing Strategic Management Cases	1. Read case "Tough Mudder Inc.: The Business of Mud Runs" - <i>aligns with Ch. 1</i> 2. Read Grant (2019): Chapter 2 3. Register for BSG simulation game 4. Print and read BSG Players' Manual 5. Submit BSG Quiz 6. BSG practice decision due	1. Case discussion "Tough Mudder" 2. Lecture on Ch. 2 3. Time for BSG teams
3	16-Sep	Industry and Competitive Analysis	1. Read case "Kering SA: Probing the Performance Gap with LVMH" - <i>aligns with Ch. 2</i> 2. Read Grant (2019): Chapters 3 and 4 3. Optional: Read Porter (1979) "How Competitive Forces Shape Strategy." (HBR) 4. BSG simulation Decision 1 due	1. Case discussion & team presentations "Kering SA" 2. Lecture on Ch. 3 and 4 3. Time for BSG teams
4	23-Sep	Analyzing Resources and Capabilities	1. Read case "Pots of Gold? The US Legal Marijuana Industry" - <i>aligns with Ch. 3 and 4</i> 2. Read Grant (2019): Chapter 5 3. BSG simulation Decision 2 due	1. Case discussion & team presentations "Pots of Gold" 2. Lecture on Ch. 5 3. Time for BSG teams



5	30-Sep	Organizational Structure and Management Systems	<ol style="list-style-type: none"> 1. Read case "Harley-Davidson, Inc. in 2018" - <i>aligns with Ch. 5</i> 2. Read Grant (2019): Chapter 6 3. Optional: Read Kim & Mauborgne (2009) "How Strategy Shapes Structure" (HBR) 4. BSG simulation Decision 3 due 5. BSG statement of Mission, Objectives, and Strategy due 	<ol style="list-style-type: none"> 1. Case discussion & team presentations "Harley-Davidson, Inc." 2. Lecture on Ch. 6 3. Time for BSG teams
6	7-Oct	The Sources and Dimensions of Competitive Advantage	<ol style="list-style-type: none"> 1. Read Grant (2019): Chapter 7 2. Read case "Starbucks Corporation" - <i>aligns with Ch. 7</i> 3. BSG simulation Decision 4 due 	<ol style="list-style-type: none"> 1. Lecture on Ch. 7 2. Case discussion & team presentations "Starbucks Corporation" 3. Time for BSG teams
	14-Oct	<i>Fall Break</i>		
8	21-Oct	MIDTERM EXAM NO CLASS	<ol style="list-style-type: none"> 1. Study content from sessions 1-6 2. Submit individual case analysis over Zynga case 2. BSG simulation Decision 5 due 	Midterm Exam over sessions 1-6 (access via Canvas, open note)
9	28-Oct	Industry Evolution and Strategic Change	<ol style="list-style-type: none"> 1. Read case: "Aldi Invades North Carolina" (access via Canvas) - <i>aligns with Ch. 7</i> 2. Read Grant (2019): Chapter 8 3. BSG simulation Decision 6 due 	<ol style="list-style-type: none"> 1. Class exercise "ALDI" 2. Lecture on Ch. 8 3. Time for BSG teams
10	4-Nov	Competitive Advantage in Technology-Based Industries	<ol style="list-style-type: none"> 1. Read case "The New York Times: Adapting to the Digital Revolution" - <i>aligns with Ch. 8</i> 2. Read Grant (2019): Chapter 9 3. BSG simulation Decision 7 due 	<ol style="list-style-type: none"> 1. Case discussion & team presentations "New York Times" 2. Lecture on Ch. 9 3. Time for BSG teams
11	11-Nov	Vertical Integration and Scope of the Firm	<ol style="list-style-type: none"> 1. Read case "Tesla: Disrupting the Auto Industry" - <i>aligns with Ch. 9</i> 2. Read Grant (2019): Chapter 10 3. BSG simulation Decision 8 due 	<ol style="list-style-type: none"> 1. Case discussion & team presentations "Tesla" 2. Lecture on Ch. 10 3. Time for BSG teams
12	18-Nov	Diversification Strategy	<ol style="list-style-type: none"> 1. Read case "Zara: Super Fast Fashion" - <i>aligns with Ch. 10</i> 2. Read Grant (2019): Chapter 12 3. BSG simulation Decision 9 due 	<ol style="list-style-type: none"> 1. Team-led case discussion & team presentations "Zara" 2. Lecture on Ch. 12 3. Time for BSG teams

13	25-Nov	Global Strategy and the Multinational Corporation	<ol style="list-style-type: none"> 1. Read Grant (2019): Chapter 11 2. BSG simulation Decision 10 due 	<ol style="list-style-type: none"> 1. Lecture on Ch. 11 2. Class exercise "Where Have You Been?" 3. Class exercise on virtual teams
14	2-Dec	Implementing Corporate Strategy: Managing the Multibusiness Firm	<ol style="list-style-type: none"> 1. Read Grant (2019): Chapter 13 2. Read case "Restructuring General Electric" - <i>aligns with Ch. 13</i> 2. BSG Final Reports due 	<ol style="list-style-type: none"> 1. Case discussion & team presentations "General Electric" 2. Final Review
	TBD	FINAL EXAM		

End of Syllabus