

STRATEGIC MANAGEMENT

Course Instructor Marketa Rickley Campus Address: Bryan 434 Office Hours: By appointment via Zoom Email: m_rickle@uncg.edu	Class Meeting Times <ul style="list-style-type: none">• <u>Online course</u> with mandatory virtual class meetings over Zoom on <u>Mondays 2:00-3:30 pm</u>• No physical meetings.• This course is organized using scheduled course work. Students will progress through the course as a cohort and will complete and/or submit course work online.
Academic Course Home Bryan School of Business and Economics Department Chair: Moses Acquaaah	Course Site To access the course site, log into Canvas at UNCG using your UNCG User ID and password.
Required Text and Materials <ol style="list-style-type: none">1. Course Packet, available for purchase and download at https://hbsp.harvard.edu/import/7399222. Additional required readings will be posted on Canvas or disseminated during weekly Zoom sessions.	

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 in domestic and international markets.

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 discussions, individual assignments, and performance on quizzes and 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:

Assignments	Due Date	Fraction of Course Grade
Online quizzes	Mondays, 2 PM – see course schedule	5%
Virtual class session participation	Weekly	15%
Individual assignment #1 – Industry analysis	Monday, September 28 @ 2 PM	20%
Individual assignment #2 – CAGE analysis	Monday, November 9 @ 2 PM	
Discussion board – Cola Wars	Monday, September 14 @ 2 PM	20% - Choose 4 out of 6 discussion boards. You do not need to participate in all 6.
Discussion board – Ducati	Monday, September 21 @ 2 PM	
Discussion board – Walt Disney Co.	Monday, October 12 @ 2 PM	
Discussion board – Enron	Monday, October 26 @ 2 PM	
Discussion board – NFL	Monday, November 9 @ 2 PM	
Discussion board – Tesla	Monday, November 16 @ 2 PM	
Midterm Exam (online, open note)	Monday, October 19 (2-5 PM)	20%
Final Exam (take-home)	Saturday, December 5 @ 11:59 PM	20%
TOTAL		100%

Course Work

Online Quizzes (9):

There will be online quizzes covering material from the pre-recorded lectures and assigned readings. Students may take each quiz 2x, and the highest score will be counted. The quizzes consist of multiple choice or true/false questions. Quizzes are available via Canvas “Quizzes” page. Quizzes must be completed prior to the beginning of the virtual class. Due dates are listed in the course calendar.

Participation:

Due to the nature of the course, students are expected to come to virtual class sessions well prepared. Students can ensure readiness for each Zoom session 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, and attendance.

Individual Assignments (2):

The instructions for Individual Assignment #1 and Individual Assignment #2 are available via the Canvas “Assignments” page. The assignments should be submitted electronically via the Canvas “Assignments” page.

Online Discussions (choose 4 out of 6):

Students will participate in at least four online discussion activities. Discussions will be based on questions from the instructor relevant to the assigned case. For each of the online case discussions, students will choose and answer one instructor question and then discuss the questions with classmates. See the “Course Calendar” for posting deadlines.

Exams (2):

Another requirement of this course is the completion of two online, open note examinations. The Midterm Exam covers Sessions 1-7 and is accessible via Canvas “Quizzes”. The Midterm Exam consists of multiple choice, true/false, short answer, and long answer questions.

The Final Exam is cumulative over all course material. It is a take-home exam in essay format.

Course Policies

Policy on late work: Assignments will be turned in via Canvas “Assignments” and are due before virtual 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.

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 open 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 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

WEEK	DATE	TOPIC	CLASS PREPARATION AND TO-DOs	VIRTUAL CLASSROOM ACTIVITY
1	24-Aug	Introduction to the Course	<ol style="list-style-type: none"> 1. Review the course syllabus (Canvas) 2. Purchase course pack (https://hbsp.harvard.edu/import/739922) 	<ol style="list-style-type: none"> 1. Introduction 2. Getting to know each other 3. Familiarizing ourselves with Zoom 4. Q&A on course structure
2	31-Aug	What is Strategy?	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Introduction to Strategy" (course packet) 2. Watch pre-recorded lecture: "Introduction to Strategy" (Canvas) 3. Take online quiz (Canvas) 	<ol style="list-style-type: none"> 1. Strategy exercise
	7-Sep	<i>Holiday: No Class</i>		
3	14-Sep	Industry Analysis and Porter's Five Forces	<ol style="list-style-type: none"> 1. Read "The Five Forces: Competing for Profits-- Understanding Michael Porter's Best-Known Framework" (course packet) 2. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> a. "Industry Analysis - Purpose and Definitions" b. "Industry Analysis - The Five Forces" c. "Industry Analysis - How to Perform a Five Forces Analysis" 3. Read case "Cola Wars Continue: Coke and Pepsi in 2010" (course packet) 4. Contribute to Discussion board on "Cola Wars" (Canvas) 5. Take online quiz (Canvas) 	<ol style="list-style-type: none"> 1. Case discussion "Cola Wars" 2. Q&A on Individual Assignment #1 (assignment due Sep 28)

4	21-Sep	Competitive Positioning	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Competitive Advantage" (course packet) 2. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> a. "Competitive Advantage and Competitive Positioning" b. "Cost and Willingness-to-Pay Analysis" 3. Read case "Ducati" (course packet) 4. Contribute to Discussion board on "Ducati" (Canvas) 5. Take online quiz (Canvas) 	<ol style="list-style-type: none"> 1. Case discussion "Ducati"
5	28-Sep	Competitive Positioning in Action	<ol style="list-style-type: none"> 1. Submit Individual Assignment #1 (Canvas) 2. Read case "ALDI Invades Greensboro" (Canvas) 	<ol style="list-style-type: none"> 1. Group exercise related to "ALDI" case
6	5-Oct	Corporate Strategy 1	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Corporate Strategy" (course packet) 2. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> a. "Corporate Strategy – Purpose and Definitions" b. "Horizontal Corporate Scope" c. "Vertical Corporate Scope" 3. Take online quiz (Canvas) 	<ol style="list-style-type: none"> 1. Discussion of how to apply the Better Off Test and Ownership Test to contemporary examples
7	12-Oct	Corporate Strategy 2	<ol style="list-style-type: none"> 1. Read case: "The Walt Disney Company" (course packet) 2. Contribute to Discussion board on "The Walt Disney Company" (Canvas) 	<ol style="list-style-type: none"> 1. Case discussion "The Walt Disney Company"
8	19-Oct	MIDTERM EXAM	<ol style="list-style-type: none"> 1. Study content from sessions 1-7 	<ol style="list-style-type: none"> 1. Midterm Exam over sessions 1-7 (access via Canvas, open note)

9	26-Oct	Corporate Governance	<ol style="list-style-type: none"> 1. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> a. "Corporate Governance – Why Is It Important?" b. "The Principal-Agent Problem" c. "Corporate Governance Mechanisms" 2. Watch documentary film "Enron: The Smartest Guys in the Room" 3. Contribute to Discussion board on "Enron: The Smartest Guys in the Room" 4. Take online quiz 	<ol style="list-style-type: none"> 1. NO VIRTUAL SESSION. YOU HAVE DONE ENOUGH FOR THIS WEEK. 2. I will be available on Zoom for office hours.
10	2-Nov	Global Strategy	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Competing Globally" (course packet) 2. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> a. "Introduction to International Strategy" b. "CAGE Analysis" 3. Take online quiz 	<ol style="list-style-type: none"> 1. "Where Have You Been" Exercise 2. Q&A on Individual Assignment #2 (assignment due Nov 9)
11	9-Nov	Global Strategy	<ol style="list-style-type: none"> 1. Submit Individual Assignment #2 (Canvas) 2. Read case "The Globalization of the NFL" (course packet) 3. Contribute to Discussion board on "The Globalization of the NFL" (Canvas) 4. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> a. "Aggregation Strategy" b. "Adaptation and Arbitrage Strategies" 5. Take online quiz 	<ol style="list-style-type: none"> 1. Case discussion "The Globalization of the NFL"
12	16-Nov	Technology Strategy	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Technology Strategy" (course packet) 2. Read case "Tesla, Inc." (course packet) 3. Contribute to Discussion board on "Tesla, Inc." (Canvas) 4. Take online quiz 	<ol style="list-style-type: none"> 1. Case discussion "Tesla, Inc."

13	23-Nov	Strategy Implementation	<ol style="list-style-type: none"> 1. Read "Using the Balanced Scorecard as a Strategic Management System" 2. Watch pre-recorded lecture: "The Balanced Scorecard" 3. Skim simulation instructions 4. Take online quiz 	<ol style="list-style-type: none"> 1. Time for individual practice with the simulation 2. Q&A on The Balanced Scorecard
14	24-Nov	Strategy Implementation	<i>University observes Monday schedule</i> <ol style="list-style-type: none"> 1. Re-read simulation instructions 2. Practice with simulation individually 3. Complete 8 rounds of simulation as a team 	<ol style="list-style-type: none"> 1. Simulation debrief
	5-Dec	FINAL EXAM	<ol style="list-style-type: none"> 1. Study content from sessions 1-14 2. Submit Take-Home Exam to Canvas 	

End of Syllabus