

# STRATEGIC MANAGEMENT

<b>Course Instructor</b> Marketa Rickley Campus Address: Bryan 434 Office Hours: By appointment via Zoom Email: <a href="mailto:m_rickle@uncg.edu">m_rickle@uncg.edu</a>	<b>Class Meeting Times</b> <ul style="list-style-type: none"><li>• <u>Online course</u> with optional virtual class meetings over Zoom on <u>Thursdays 7-8 pm</u></li><li>• No physical meetings.</li><li>• 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.</li></ul>
<b>Academic Course Home</b> Bryan School of Business and Economics Department Chair: Moses Acquaah	<b>Course Site</b> To access the course site, log into <a href="#">Canvas at UNCG</a> using your UNCG User ID and password.
<b>Required Text and Materials</b> <ol style="list-style-type: none"><li>1. Course Packet, available for purchase and download at <a href="https://hbsp.harvard.edu/import/791465">https://hbsp.harvard.edu/import/791465</a> (cost: \$53.05)</li><li>2. Thompson, A.J., Stappenbeck, G.J., Reidenback, M.A., Thrash, I.F., &amp; Harms, C.C. The Business Strategy Game: Competing in a Global Marketplace (2020 edition). McGraw Hill-Irwin: New York, NY. (access at <a href="http://www.bsg-online.com">www.bsg-online.com</a>) <b>Look for instructions on Canvas for how to access the simulation. You must use the registration code provided to you in Canvas.</b> (cost: \$44.95)</li><li>3. Additional required readings will be posted on Canvas or disseminated during weekly Zoom sessions.</li></ol>	

## 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 case discussions, individual assignments, business simulation performance, 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	Thursdays, 7 PM – see course schedule	5%
Individual assignment – Industry analysis	Thursday, Feb 18 at 7 PM	15%
Discussion board – Cola Wars	Thursday, Feb 4 at 7 PM	20% - Choose 4 out of 5 discussion boards. You do not need to participate in all 5.
Discussion board – Ducati	Thursday, Feb 11 at 7 PM	
Discussion board – Walt Disney Co.	Thursday, Mar 4 at 7 PM	
Discussion board – Enron	Thursday, Mar 18 at 7 PM	
Discussion board – NFL	Thursday, Apr 8 at 7 PM	
Midterm Exam (online, open note)	Thursday, Mar 11 6-10 PM	30%
BSG simulation	Frequently, follow Canvas Modules schedule	30%
<b>TOTAL</b>		<b>100%</b>

## Course Work

### Online Quizzes (7):

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 optional virtual class. Due dates are listed in the course calendar.

### Individual Assignment (1):

The instructions for the Individual Assignment are available via the Canvas “Assignments” page. The assignment should be submitted electronically via the Canvas “Assignments” page.

### Online Discussions (choose 4 out of 5):

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 responses with classmates. See the “Course Calendar” for posting deadlines.

### Exam (1):

Another requirement of this course is the completion of an online, open note examination. 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.

### BSG Simulation:

Pre-determined teams of 5 students will be used for the BSG Simulation exercise. Each team will manage a company, which will be required to make a set of decisions relating to the various functional areas in a company in the simulation Business Strategy Game (BSG). To learn the mechanics of playing the simulation, you will need to read the Player’s Guide thoroughly. To register for the BSG simulation, I will provide each student with her/his industry/company registration code at the outset of the course. You will need to go to [www.bsg-online.com](http://www.bsg-online.com) and register for the simulation exercise. You will need to complete the registration process by paying with a credit card. The cost is \$44.95.

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. **One Simulation quiz** (open-book, to be completed online by the due date shown in the schedule).
2. **3-Year Strategic Plan** for Years 14 to 16 (Decisions 4 to 6). It must be completed on-line in the BSG website.
3. **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, bounded by a maximum of 100 points and a minimum of 50 points (contingent on submission of all decisions). Your company’s performance out of 100 points 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. **Simulation Meetings:** Team members need to demonstrate that they can effectively schedule, plan and document meetings. Ideally, team members should seek the highest quality encounter on-line. Suggestions for meetings include: a conference call; a meeting through an asynchronous series of postings on the discussion board in BSG. Irrespective of the meeting modality, there needs to be an agenda prepared (the plan) and minutes kept (documentation). With respect to scheduling, given the on-line nature of the course, it is reasonable to expect your team members to respond within one business day to asynchronous posts or within shorter windows if you should so agree. It may be beneficial to e-mail your team members that you have posted a message. **I take free-riding very seriously and team members who free-ride will obtain a zero score for each of the BSG exercises. Team members who help others to free-ride (e.g., lying in the peer evaluation about their contribution, etc.) will receive a penalty of 10% for each of the BSG exercises.**
5. **Team Written Report:** A written report of a review of your company’s strategy and performance in the athletic shoe industry at the end of the simulation.
6. **Team member non-performance recourse process:** Group exercises are among the most difficult in business and during school especially when team members are in different parts of the State/Country. Therefore, it is common for teams to experience a variety of problems ranging from overactive participants to free-riders. If your team experiences a dysfunctional dynamic, it is essential that the process be fully documented for any instructor mitigation to occur. If you feel that your group is not performing effectively, alert the instructor

directly by email. While the BSG site of the groups will be monitored, the class is large and there are many groups and non-performance should be specifically identified. You will have the opportunity to directly influence your team members' grade through the peer evaluation process. If necessary, your team may opt to "fire" a team member.

## 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 10% for every day they are late. I will grant exceptions to this rule for documented medical emergencies.

**Exams:** Students are expected to take the exam at the regularly scheduled time, 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>

**Health and Well-Being:** Health and well-being impact learning and academic success. Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at <https://shs.uncg.edu> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, the Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting <https://shs.uncg.edu/srp> or reaching out to [recovery@uncg.edu](mailto:recovery@uncg.edu)

## 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](http://www.uncg.edu/bae/faculty_student_guidelines.pdf)



## Course Calendar

WEEK	DATE	TOPIC	CLASS PREPARATION AND TO-DOS	OPTIONAL VIRTUAL CLASSROOM ACTIVITY
1	21-Jan	Introduction to the Course	<ol style="list-style-type: none"> <li>1. Review the course syllabus (Canvas)</li> <li>2. Purchase course pack (<a href="https://hbsp.harvard.edu/import/739922">https://hbsp.harvard.edu/import/739922</a>)</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Getting to know each other</li> <li>3. Familiarizing ourselves with Zoom</li> <li>4. Q&amp;A on course structure</li> </ol>
2	28-Jan	What is Strategy?	<ol style="list-style-type: none"> <li>1. Read "Strategy Reading: Introduction to Strategy" (course packet)</li> <li>2. Watch pre-recorded lecture: "Introduction to Strategy" (Canvas)</li> <li>3. Take online quiz (Canvas)</li> </ol>	<ol style="list-style-type: none"> <li>1. Strategy exercise</li> </ol>
3	4-Feb	Strategic Analysis: Industry Analysis and Porter's Five Forces	<ol style="list-style-type: none"> <li>1. Read "The Five Forces: Competing for Profits-- Understanding Michael Porter's Best-Known Framework" (course packet)</li> <li>2. Watch pre-recorded lectures (Canvas):               <ol style="list-style-type: none"> <li>a. "Industry Analysis - Purpose and Definitions"</li> <li>b. "Industry Analysis - The Five Forces"</li> <li>c. "Industry Analysis - How to Perform a Five Forces Analysis"</li> </ol> </li> <li>3. Read case "Cola Wars Continue: Coke and Pepsi in 2010" (course packet)</li> <li>4. Contribute to Discussion board on "Cola Wars" (Canvas)</li> <li>5. Take online quiz (Canvas)</li> </ol>	<ol style="list-style-type: none"> <li>1. Case discussion "Cola Wars"</li> <li>2. Q&amp;A on Individual Assignment (assignment due Feb 18)</li> </ol>

4	11-Feb	Competitive Positioning	<ol style="list-style-type: none"> <li>1. Read "Strategy Reading: Competitive Advantage" (course packet)</li> <li>2. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> <li>a. "Competitive Advantage and Competitive Positioning"</li> <li>b. "Cost and Willingness-to-Pay Analysis"</li> </ol> </li> <li>3. Read case "Ducati" (course packet)</li> <li>4. Contribute to Discussion board on "Ducati" (Canvas)</li> <li>5. Take online quiz (Canvas)</li> </ol>	<ol style="list-style-type: none"> <li>1. Case discussion "Ducati"</li> </ol>
5	18-Feb	Introduction to BSG Simulation	<ol style="list-style-type: none"> <li>1. Submit Individual Assignment (Canvas)</li> <li>2. Register for BSG simulation game</li> <li>3. Read BSG simulation Player's Guide (<a href="http://www.bsg-online.com">www.bsg-online.com</a>)</li> <li>4. Take BSG simulation Quiz 1 (<a href="http://www.bsg-online.com">www.bsg-online.com</a>)</li> </ol>	<ol style="list-style-type: none"> <li>1. Tutorial on BSG simulation</li> </ol>
6	25-Feb	Corporate Strategy 1	<ol style="list-style-type: none"> <li>1. Read "Strategy Reading: Corporate Strategy" (course packet)</li> <li>2. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> <li>a. "Corporate Strategy – Purpose and Definitions"</li> <li>b. "Horizontal Corporate Scope"</li> <li>c. "Vertical Corporate Scope"</li> </ol> </li> <li>3. Take online quiz (Canvas)</li> <li>4. Enter BSG practice decision (<a href="http://www.bsg-online.com">www.bsg-online.com</a>)</li> </ol>	<ol style="list-style-type: none"> <li>1. Discussion of how to apply the Better Off Test and Ownership Test to contemporary examples</li> <li>2. Q&amp;A on BSG simulation</li> </ol>
7	4-Mar	Corporate Strategy 2	<ol style="list-style-type: none"> <li>1. Read case: "The Walt Disney Company" (course packet)</li> <li>2. Contribute to Discussion board on "The Walt Disney Company" (Canvas)</li> <li>3. Enter BSG decision 1 (year 11)</li> </ol>	<ol style="list-style-type: none"> <li>1. Case discussion "The Walt Disney Company"</li> <li>2. Q&amp;A on BSG simulation</li> </ol>
8	11-Mar	MIDTERM EXAM	<ol style="list-style-type: none"> <li>1. Study content from sessions 1-7</li> <li>2. Enter BSG decision 2 (year 12)</li> </ol>	<ol style="list-style-type: none"> <li>1. Midterm Exam over sessions 1-7 (access via Canvas, open note)</li> <li>2. NO VIRTUAL SESSION</li> </ol>

9	18-Mar	Corporate Governance	<ol style="list-style-type: none"> <li>1. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> <li>a. "Corporate Governance – Why Is It Important?"</li> <li>b. "The Principal-Agent Problem"</li> <li>c. "Corporate Governance Mechanisms"</li> </ol> </li> <li>2. Watch documentary film "Enron: The Smartest Guys in the Room"</li> <li>3. Contribute to Discussion board on "Enron: The Smartest Guys in the Room"</li> <li>4. Take online quiz</li> <li>5. Enter BSG decision 3 (year 13)</li> </ol>	<ol style="list-style-type: none"> <li>1. BSG simulation debrief</li> <li>2. Overview of how to approach BSG 3-year strategic plan</li> </ol>
10	25-Mar	Strategy Formulation	<ol style="list-style-type: none"> <li>1. Submit BSG 3-year strategic plan for decisions 4-6 (years 14-16)</li> <li>2. Enter BSG decision 4 (year 14)</li> </ol>	<ol style="list-style-type: none"> <li>1. BSG simulation debrief</li> </ol>
11	Apr-1	Global Strategy	<ol style="list-style-type: none"> <li>1. Read "Strategy Reading: Competing Globally" (course packet)</li> <li>2. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> <li>a. "Introduction to International Strategy"</li> <li>b. "CAGE Analysis"</li> </ol> </li> <li>3. Take online quiz</li> <li>4. Enter BSG decision 5 (year 15)</li> </ol>	<ol style="list-style-type: none"> <li>1. "Where Have You Been" Exercise</li> <li>2. Q&amp;A on BSG simulation</li> </ol>
12	Apr-8	Global Strategy 2	<ol style="list-style-type: none"> <li>1. Read case "The Globalization of the NFL" (course packet)</li> <li>2. Contribute to Discussion board on "The Globalization of the NFL" (Canvas)</li> <li>3. Watch pre-recorded lectures (Canvas): <ol style="list-style-type: none"> <li>a. "Aggregation Strategy"</li> <li>b. "Adaptation and Arbitrage Strategies"</li> </ol> </li> <li>4. Take online quiz</li> </ol>	<ol style="list-style-type: none"> <li>1. Case discussion "The Globalization of the NFL"</li> </ol>

13	Apr-15	Strategy Implementation	1. Enter BSG decision 6 (year 16)	2. Overview of how to approach BSG team report 3. Course wrap-up
14	Apr-22	Strategy Implementation 2	1. Submit BSG team report 2. Submit BSG peer evaluation	1. NO VIRTUAL SESSION

End of Syllabus