

STRATEGIC MANAGEMENT

Course Instructor Marketa Rickley Campus Address: Bryan 434 Email: m_rickle@uncg.edu Office Hours: Mondays 12:30-1:30 pm via Zoom	Class Meeting Times <ul style="list-style-type: none">• Mondays 2-4:50 pm• Room: Bryan 204
Required Text and Materials <ol style="list-style-type: none">1. Course Packet: Available for purchase and download https://hbsp.harvard.edu/import/850939 (cost: \$69.50)2. Simulation: Thompson, A.J., Stappenbeck, G.J., Reidenback, M.A., Thrash, I.F., & Harms, C.C. The Business Strategy Game: Competing in a Global Marketplace (2020 edition). McGraw Hill-Irwin: New York, NY. (access at www.bsg-online.com) Look for instructions on Canvas for how to access the simulation. You must use the registration code provided to you in Canvas. (cost: \$44.95)3. Additional required readings will be posted on Canvas or disseminated by professor in class.	

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, assignments, case 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:

Assignments	Due Date	Fraction of Course Grade
Participation	Weekly	20%
Individual assignment - Industry analysis	September 27	10%
Student case presentation #1	TBD	15%
Student case presentation #2	TBD	
Student case presentation #3	TBD	
Exam	October 4	25%
BSG simulation decisions	Frequently, follow schedule	30%
BSG quiz	September 27	
BSG strategic plan	November 8	
BSG simulation performance	November 22	
BSG peer evaluations	November 29	
BSG team oral presentation	November 29	
TOTAL		100%

Course Work

Participation:

Due to the nature of the course, students are expected to come to class sessions well prepared. Students can ensure readiness for each class 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, which include: 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 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.

Case presentations (3):

Every student will be assigned to present on three cases throughout the semester. The presentations will be limited to 5 minutes and will be tightly focused around answering a specific case question. Each presentation will be graded according to a rubric that evaluates the student's mastery of content and presentation style.

Exam (1):

The Exam in this course will consist of multiple choice, true/false, short answer, and long answer questions. It is a closed-note exam to be taken during class time at the announced time.

BSG Simulation:

Pre-determined teams of 2-3 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 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. **Team Oral Presentation:** An oral report of a review of your company's strategy and performance in the athletic shoe industry at the end of the simulation.
5. **Peer evaluation and 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

COVID-19 Policy: As we return for fall 2021, the campus community must recognize and address continuing concerns about physical and emotional safety, especially as we will have many more students, faculty, and staff on campus than in the last academic year. As such, all students, faculty, and staff are required to uphold UNCG’s culture of care by actively engaging in behaviors that limit the spread of COVID-19. Such actions include, but are not limited to, the following:

- [Following face-covering guidelines](#)
- Engaging in proper hand-washing hygiene when possible
- Self-monitoring for symptoms of COVID-19
- Staying home if you are ill
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill.

Instructors will have seating charts for their classes. These are important for facilitating contact tracing should there be a confirmed case of COVID-19. Students must sit in their assigned seats at every class meeting and must not move furniture. Students should not eat or drink during class time.

To make it easier for students to hear their instructor and/or read lips and if conditions permit, instructors who are fully vaccinated and who can maintain at least six feet of distance from students may remove their masks while actively teaching if they choose, but will wear a mask at all other times while in the classroom, including during the periods before and after class.

A limited number of disposable masks will be available in classrooms for students who have forgotten theirs. Face coverings will also be available for purchase in the UNCG Campus Bookstore. Students who do not follow masking requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow the basic requirements to uphold standards of safety and care for the UNCG community. Once students have a face covering, they are permitted to re-enter a class already in progress. Repeated issues may result in conduct action. The course policies regarding attendance and academics remain in effect for partial or full absence from class due to lack of adherence with face covering and other requirements.

For instances where the Office of Accessibility Resources and Services (OARS) has granted accommodations regarding wearing face coverings, students should contact their instructors to develop appropriate alternatives to class participation and/or activities as needed. Instructors or the student may also contact [OARS](#) (336.334.5440) who in consultation with Student Health Services will review requests for accommodations.

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	CLASSROOM ACTIVITY
1	23-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/850939) 	<ol style="list-style-type: none"> 1. Introduction 2. Getting to know each other 3. Course structure 4. Form teams, choose cases to present
2	30-Aug	What is Strategy?	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Introduction to Strategy" (course packet) 	<ol style="list-style-type: none"> 1. Lecture 2. Strategy exercise
3	13-Sep	Strategic Analysis: 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. Read case "Cola Wars Continue: Coke and Pepsi in 2010" (course packet) 	<ol style="list-style-type: none"> 1. Lecture on industry analysis 2. Student presentations on "Cola Wars" 3. Class discussion on "Cola Wars" case 4. Q&A on Individual Assignment #1 (assignment due Feb 17)
4	20-Sep	Competitive Positioning	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Competitive Advantage" (course packet) 2. Read case "Ducati" (course packet) 	<ol style="list-style-type: none"> 1. Lecture on competitive positioning 2. Student presentations on "Ducati" 3. Class discussion on "Ducati" case
5	27-Sep	Introduction to BSG Simulation	<ol style="list-style-type: none"> 1. Submit Individual Assignment #1 (Canvas) 2. Read "ALDI Invades Greensboro" (Canvas) 3. Register for BSG simulation game (www.bsg-online.com) 4. Read BSG simulation Player's Guide (www.bsg-online.com) 5. Take BSG simulation Quiz 1 (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Class discussion on "ALDI" case 2. Tutorial on BSG simulation
6	4-Oct	MIDTERM EXAM WEEK	<ol style="list-style-type: none"> 1. Study content from sessions 1-6 2. Enter BSG practice decision (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Midterm Exam



	11-Oct	FALL BREAK		
7	18-Oct	Analyzing Resources and Capabilities	<ol style="list-style-type: none"> 1. Read “Looking inside for Competitive Advantage” (Canvas) 2. Read case: “Starbucks Corporation” (course packet) 3. Enter BSG decision 1 (year 11) 	<ol style="list-style-type: none"> 1. Lecture on organizational resources and capabilities 2. Student presentations on “Starbucks Corporation” 3. Class discussion on “Starbucks Corporation”
8	25-Oct	Corporate Strategy	<ol style="list-style-type: none"> 1. Read “Strategy Reading: Corporate Strategy” (course packet) 2. Read case: “The Walt Disney Company” (course packet) 3. Enter BSG decision 2 (year 12) 	<ol style="list-style-type: none"> 1. Lecture on corporate strategy 2. Student presentations on “The Walt Disney Company” 3. Class discussion on “The Walt Disney Company”
9	1-Nov	Corporate Governance	<ol style="list-style-type: none"> 1. Watch documentary film “Enron: The Smartest Guys in the Room” (Canvas) 2. Enter BSG decision 3 (year 13) 	<ol style="list-style-type: none"> 1. Lecture on corporate governance 2. How to approach BSG Strategic Plan 3. Student presentations on “Enron: The Smartest Guys in the Room” 4. Class discussion on “Enron: The Smartest Guys in the Room”
10	8-Nov	Global Strategy I	<ol style="list-style-type: none"> 1. Read “Strategy Reading: Competing Globally” (course packet) 2. Submit BSG Strategic Plan for Year 4-6 3. Enter BSG decision 4 (year 14) 	<ol style="list-style-type: none"> 1. Lecture on global strategy 2. Global virtual collaboration activity
11	15-Nov	Global Strategy II	<ol style="list-style-type: none"> 1. Read case “The Globalization of the NFL” (course packet) 2. Enter BSG decision 5 (year 15) 	<ol style="list-style-type: none"> 1. Student presentations on “The Globalization of the NFL” 2. Class discussion on “The Globalization of the NFL”
12	22-Nov	Tech Strategy	<ol style="list-style-type: none"> 1. Read “Strategy Reading: Technology Strategy” (course packet) 2. Read case: “Apple’s Future: Apple Watch, Apple TV, and/or Apple Car?” (course packet) 3. Enter BSG decision 6 (year 16) 	<ol style="list-style-type: none"> 1. Lecture 2. Student presentations on “Apple’s Future: Apple Watch, Apple TV, and/or Apple Car?” 3. Class discussion on “Apple’s Future: Apple Watch, Apple TV, and/or Apple Car?”



13	29-Nov	Strategy Implementation	1. Submit BSG peer evaluation	1. Team presentations on BSG
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End of Syllabus

