

STRATEGIC MANAGEMENT

Course Instructor Marketa Rickley Campus Address: Bryan 434 Email: m_rickle@uncg.edu Office Hours: Mondays 5:30-6:30 PM	Class Meeting Times <ul style="list-style-type: none">• Mondays 6:30-9:20 PM• Room: Bryan 204
Required Text and Materials <ul style="list-style-type: none">• Course Packet:<ul style="list-style-type: none">○ Access here: https://hbsp.harvard.edu/import/1128588○ Cost: \$73.70• Business Strategy Game 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. McGraw Hill-Irwin: New York, NY.<ul style="list-style-type: none">○ Access here: www.bsg-online.com○ In a few weeks, look for instructions on Canvas for how to access the simulation. You need to use the registration code provided to you in Canvas to be allocated into the correct group.○ Cost: \$44.95	

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 information 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 presentations, assignments, business simulation performance, and performance on quizzes and exams.

Grading Criteria

Final course grades will be assigned as follows:

A	A-	B+	B	B-	C	F
94% and above	90 - 93.99 %	87 - 89.99 %	83 - 86.99 %	80 - 82.99 %	70 - 79.99 %	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	15%
Online quizzes	Mondays	5%
Five Forces Assignment	Monday, Feb 12	10%
Exam (online, open note)	Available in Canvas Monday, Mar 11 – Sunday, Mar 17	25%
BSG simulation	Frequently, follow Canvas Modules schedule	25%
Class discussion – Cola Wars	Monday, Jan 22	participation in class discussion of these cases is expected and is evaluated via participation grade
Class discussion - Ducati	Monday, Jan 29	
Class discussion - ALDI	Monday, Feb 5	
Student presentation – Walt Disney Co.	Monday, Feb 19	20% - Choose 2 cases to present.
Student presentation – Amazon in Emerging Markets	Monday, Mar 25	
Student presentation - IKEA	Monday, Apr 1	
Student presentation - Nestle	Monday, Apr 8	
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.

Quizzes (7):

There will be quizzes covering material from the 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 class. Due dates are listed in the course calendar.

Assignment (1):

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

Exam (1):

Another requirement of this course is the completion of an online, open note examination. The Exam covers Sessions 1-8 and is accessible via Canvas “Quizzes”. The Exam consists of multiple choice, true/false, short answer, and long answer questions.

Case Presentations (2):

Every student will be assigned to present on two cases throughout the semester. The presentations will be limited to 7 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.

BSG Simulation:

Pre-determined teams of 3 students will be used for the BSG Simulation exercise. Each team will manage a company, and will be required to make a set of decisions relating to the various functional areas 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.

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 15 to 17 (Decisions 5 to 7). It must be completed on-line in the BSG website.
- 3. Simulation Performance:** Your team 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 Report:** 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 Evaluations 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: 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.

Exam: 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. The exam is individual work and collaboration on the exam is not permitted under any circumstance.

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

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	8-Jan	Introduction to the Course What is Strategy?	<ol style="list-style-type: none"> 1. Review the course syllabus (Canvas) 2. Purchase the course packet at https://hbsp.harvard.edu/import/1128588 	<ol style="list-style-type: none"> 1. Introduction 2. Getting to know each other 3. Course structure / teaming 4. Lecture on introduction to strategy 5. Strategy exercise
2	15-Jan	NO CLASS FEDERAL HOLIDAY	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Introduction to Strategy" (course packet) 2. Submit online quiz (Canvas) 	<ol style="list-style-type: none"> 1. NO CLASS
3	22-Jan	Strategic Analysis: Industry Analysis and Porter's Five Forces	<ol style="list-style-type: none"> 1. Read "The Five Competitive Forces That Shape Strategy" (course packet) 2. Read case "Cola Wars Continue: Coke and Pepsi in 2010" (course packet) 3. Submit online quiz (Canvas) 	<ol style="list-style-type: none"> 1. Lecture on industry analysis 2. Class discussion on "Cola Wars" 3. Overview of how to approach Five Forces Assignment
4	29-Jan	Competitive Positioning 1	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Competitive Advantage" (course packet) 2. Read case "Ducati" (course packet) 3. Submit online quiz (Canvas) 	<ol style="list-style-type: none"> 1. Lecture on competitive positioning 2. Class discussion on "Ducati"
5	5-Feb	Competitive Positioning 2 / Introduction to BSG Simulation	<ol style="list-style-type: none"> 1. Read case "ALDI Invades Greensboro" (Canvas) 2. Register for BSG simulation game 3. Read BSG simulation Player's Guide (www.bsg-online.com) 4. Submit BSG simulation quiz (www.bsg-online.com) 5. Enter BSG practice decision 1 (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Class discussion of "ALDI Invades Greensboro" 2. Tutorial on BSG simulation

6	12-Feb	Corporate Strategy 1	<ol style="list-style-type: none"> 1. Submit Five Forces Assignment (Canvas) 2. Read "Strategy Reading: Corporate Strategy" (course packet) 3. Submit online quiz (Canvas) 4. Enter BSG practice decision 2 	<ol style="list-style-type: none"> 1. Lecture on corporate strategy 2. Class discussion of how to apply the Better Off Test and Ownership Test to contemporary examples 3. BSG debrief
7	19-Feb	Corporate Strategy 2	<ol style="list-style-type: none"> 1. Read case: "The Walt Disney Company" (course packet) 2. Enter BSG decision 1 (year 11) (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Student presentations on "The Walt Disney Company" 2. Class discussion on "The Walt Disney Company"
8	26-Feb	Corporate Governance	<ol style="list-style-type: none"> 1. Enter BSG decision 2 (year 12) (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Lecture on corporate governance 2. Film: "Enron: The Smartest Guys in the Room" 3. Class discussion of corporate governance failures at Enron
	4-Mar	NO CLASS - SPRING BREAK		
9	11-Mar	Exam	<ol style="list-style-type: none"> 1. Study content from sessions 1-8 2. Take and submit Exam over sessions 1-8 (access via Canvas, open note) 3. Enter BSG decision 3 (year 13) (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Take Exam online 2. DO NOT COME TO CLASSROOM
10	18-Mar	Global Strategy 1	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Competing Globally" (course packet) 2. Submit online quiz (Canvas) 3. Enter BSG decision 4 (year 14) (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. "Where Have You Been?" exercise 2. Lecture on global strategy and CAGE analysis 3. Overview of how to approach BSG strategic plan
11	25-Mar	Global Strategy 2	<ol style="list-style-type: none"> 1. Read case "Amazon in Emerging Markets" (course packet) 2. Submit BSG Strategic Plan for decisions 5-7 3. Enter BSG decision 5 (year 15) (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Student presentations on "Amazon in Emerging Markets" 2. Class discussion on "Amazon in Emerging Markets" 3. Lecture on global aggregation and adaptation strategies

12	1-Apr	Global Strategy 3	<ol style="list-style-type: none"> 1. Read case "What IKEA Do We Want?" (course packet) 2. Submit online quiz (Canvas) 3. Enter BSG decision 6 (year 16) (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Student presentations on "What IKEA Do We Want?" 2. Class discussion on "What IKEA Do We Want?" 3. Overview of how to approach BSG team report
13	8-Apr	Corporate Social Responsibility	<ol style="list-style-type: none"> 1. Read "Creating Shared Value" (course packet) 2. Read case "Nestle's Creating Shared Value Strategy" 3. Submit online quiz (Canvas) 4. Enter BSG decision 7 (year 17) (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Lecture on corporate social responsibility 2. Student presentations on "Nestle's Creating Shared Value Strategy" 3. Class discussion on "Nestle's Creating Shared Value Strategy"
14	15-Apr	Strategy Implementation 1	<ol style="list-style-type: none"> 1. Teams work on BSG team report 	<ol style="list-style-type: none"> 1. Global virtual teams exercise 2. Exercise debrief 3. Overview of how to approach BSG team report
15	22-Apr	Strategy Implementation 2	<ol style="list-style-type: none"> 1. Submit BSG peer evaluation 2. Submit BSG team report 	<ol style="list-style-type: none"> 1. BSG presentations

End of Syllabus