

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">○ If you are enrolled in First Day Complete, access the course pack in Canvas through “Course Materials”○ If you are <i>not</i> enrolled in First Day Complete, purchase the course pack directly at this link: https://hbsp.harvard.edu/import/1374252• 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">○ Everyone: Don’t do anything yet. Wait for further instructions.○ If you are enrolled in First Day Complete, you will access the simulation in Canvas through “Course Materials”.○ If you are <i>not</i> enrolled in First Day Complete, you will purchase access to the simulation here: 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 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 discussions, 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	Fraction of Course Grade
Participation	15%
Online quizzes	5%
Individual Assignments	20%
Exam (online, open note)	30%
BSG simulation	30%
TOTAL	100%

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.

Generative AI policy: You are expected to follow the University's Academic Integrity Policy. All ideas, text, images, and other content you submit should be appropriately cited when taken, directly or indirectly, from another source. For purposes of this course, unless communicated otherwise, use of generative artificial intelligence (GAI) will be treated analogously to assistance from another person. Unauthorized or unacknowledged collaboration, or the presentation of another's work as your own, is a violation of the Academic Integrity Policy. If you are unsure about whether particular uses of GAI tools may be plagiarism, cheating, or another form of academic dishonesty, please reach out to me to discuss it as soon as possible.

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

	DATE	TOPIC	CLASS PREPARATION AND TO-DOS	CLASSROOM ACTIVITY
1	12-Jan	Introduction to the Course	<ol style="list-style-type: none"> 1. Review the course syllabus (Canvas) 2. Access the course packet <ol style="list-style-type: none"> a. If you are enrolled in First Day Complete, access the course pack in Canvas through "Course Materials" b. If you are <i>not</i> enrolled in First Day Complete, purchase the course pack directly at this link: https://hbsp.harvard.edu/import/1374252 	<ol style="list-style-type: none"> 1. Introduction 2. Course structure / teaming 3. Strategy exercise
	19-Jan	NO CLASS FEDERAL HOLIDAY		
2	26-Jan	What is Strategy?	<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. Lecture on what is strategy 2. Strategy exercise
3	2-Feb	Strategic Analysis: Industry Analysis and Porter's Five Forces	<ol style="list-style-type: none"> 1. Read "The Five Forces - Competing for Profits" (course packet) 2. Read case "Cola-Cola: Preparing for the Next 100 Years" (course packet) 3. Submit online quiz (Canvas) 	<ol style="list-style-type: none"> 1. Lecture on industry analysis 2. Leveraging Generative AI tools for industry analysis 3. Class discussion on "Cola Wars"
4	9-Feb	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) 4. Submit Five Forces assignment (Canvas) 	<ol style="list-style-type: none"> 1. Lecture on competitive positioning 2. Class discussion on "Ducati"

5	16-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 (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Class discussion of "ALDI Invades Greensboro" 2. Tutorial on BSG simulation
6	23-Feb	Corporate Strategy 1	<ol style="list-style-type: none"> 1. Read "Strategy Reading: Corporate Strategy" (course packet) 2. Submit online quiz (Canvas) 3. Enter BSG decision 1 (www.bsg-online.com) 	<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	2-Mar	Corporate Strategy 2	<ol style="list-style-type: none"> 1. Read case: "Disney+ and Machine Learning in the Streaming Age" (course packet) 2. Submit Corporate Strategy assignment 3. Enter BSG decision 2 (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Class discussion on "The Walt Disney Company" 2. BSG debrief
	9-Mar	NO CLASS SPRING BREAK		
8	16-Mar	Corporate Governance	<ol style="list-style-type: none"> 1. Read "Finance Reading: Corporate Governance" (course packet) 2. Submit online quiz (Canvas) 3. Enter BSG decision 3 (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. Overview of how to approach BSG strategic plan
9	23-Mar	Strategic Planning and Applied AI	<ol style="list-style-type: none"> 1. Enter BSG decision 4 (www.bsg-online.com) 2. Submit BSG Strategic Plan for decisions 4-6 	<ol style="list-style-type: none"> 1. Lecture on AI in business 2. Applied AI exercise
10	30-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) 	<ol style="list-style-type: none"> 1. Take Exam via Canvas 2. DO NOT COME TO CLASSROOM

11	6-Apr	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 5 (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. "Where Have You Been?" exercise 2. Lecture on global strategy and CAGE analysis
12	13-Apr	Global Strategy 2	<ol style="list-style-type: none"> 1. Read case "What IKEA Do We Want?" (course packet) 2. Submit CAGE assignment 3. Submit online quiz (Canvas) 4. Enter BSG decision 6 (www.bsg-online.com) 	<ol style="list-style-type: none"> 1. Lecture on global aggregation and adaptation strategies 2. Class discussion on "What IKEA Do We Want?" 3. Global virtual teams exercise
13	20-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) 	<ol style="list-style-type: none"> 1. Lecture on corporate social responsibility 2. Class discussion on "Nestle's Creating Shared Value Strategy" 3. Overview of how to approach BSG team report
14	27-Apr	Strategy Implementation	<ol style="list-style-type: none"> 1. BSG peer evaluation 2. Submit BSG team report 	<ol style="list-style-type: none"> 1. BSG presentations

End of Syllabus