SIMON
BUSINESS SCHOOL
UNIVERSITY of ROCHESTER

STR 428: Strategy Beyond Markets
Course Syllabus – Fall A 2022
This Version: September 13, 2022

Course Logistics

Day and Time: Tuesday 5:40 – 9:00 PM
Location: Gleason 118
Course Blackboard Link: https://learn.rochester.edu

Instructor

Professor David Primo
Harkness Hall 318
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Office Hours: Wed. 11 AM – 12 PM and 1 – 2 PM (or by appt.)
Office Hours Location: Harkness Hall 318 or Zoom at https://rochester.zoom.us/j/948872840

Course Information

1. Course Description and Learning Objectives

Consider this real-world scenario: You are the CEO of a major corporation, and a new US president takes office who has pledged to implement new government rules that would hurt your industry. How do you respond? You may think this scenario refers to President Donald Trump, but he was hardly the first president to attack corporations (although his tactics were certainly unorthodox). For instance, in 2008, presidential candidate Barack Obama promised to enact a windfall profits tax on oil companies if elected, and in 2021, President Joe Biden laid out an agenda to take on "Big Tech." The lesson? Regardless of who is control of government, managers must incorporate factors outside of markets—including government, public opinion, activists, and the mass media—into decision making and strategy building. Simple? Yes. Obvious? No. In fact, we repeatedly observe top executives caught off-guard when faced with "nonmarket" threats such as proposed government regulations or activist pressure. But the concept of *strategy beyond markets* extends further than reactively responding to threats. Managers also have the opportunity to shape the nonmarket environment in ways that advantage their firm. In this course, we will develop a framework for constructing nonmarket strategies and integrating them with market strategies. We will cover a broad range of topics, including the legislative process, regulation, activism, corporate social responsibility, and crisis management. We will also study the special challenges facing global firms and innovative firms. Class sessions will be highly interactive and will emphasize the real-world applicability of the frameworks and theories we discuss in class.

By taking this course, *strategy beyond markets* will become part of your managerial tool kit. Specifically, you will strengthen your ability to do the following:

- Identify nonmarket opportunities and threats and analyze how they may affect your business or organization
- Design nonmarket strategies for managing nonmarket issues
- Integrate market and nonmarket strategies
- Apply the frameworks and theories from class to current affairs.

2. Relation to Other Courses at the Simon Business School

This course is part of the Strategy specialization and the Consulting: Strategy and Pricing minor. The course relates to STR 421: Competitive Strategy and addresses some of the topics discussed in GBA 441: Business Ethics and Corporate Social Responsibility.

3. Learning Modules

STR 428 is structured as a set of learning modules. Each week, there will be a topic with associated pre-class preparation materials such as online video lectures and readings. Within each learning module, you will find all of the readings, assignments, and expectations for the week. My goal in designing the course this way is that you have a structure for each week's workload that is linear, logical, and user-friendly, and that the result will be productive class sessions and a positive overall course experience.

4. Textbooks and Required Material

The required textbook for the course is *Business and Its Environment*, 7th ed., by David P. Baron, ISBN 978-0132620550. The textbook is available for rental on Amazon and other online vendors, and inexpensive used copies are readily available for purchase online. The textbook reading for the Sept. 6 class is available on Blackboard for students who are not able to acquire a textbook immediately. Additional readings will be available within the learning modules in Blackboard.

5. Weekly Team Assignments

On the first day of class, you will select into teams of 5-6 students. Starting after the first class, each team will meet to discuss a set of questions related to the readings and videos. Students should have reviewed all of the preparation materials in the learning module prior to this team meeting. Each week, a different team member should be designated as a note taker, and this student will submit a write-up via email by 10 AM on the day class meets, beginning with Module 2.

Expectations:

- I view synchronous team discussions about the course material to be an important part of the course experience, and I encourage you to meet synchronously to prepare your answers. However, I understand that schedules are difficult to coordinate. Therefore, I am open to other arrangements your team may come up with, provided that each write-up is based on discussions your team has had. For instance, a Slack channel, where you discuss the assignment asynchronously, may work well for your team and constitutes a "meeting."
- Team members contributing to the assignment will receive the same team grade for the associated team assignment. Assignments will be graded based on accuracy and the quality of explanations provided. Each team member can opt-out of participation in one assignment without penalty, as long as they let their team know in advance.
- Team members will receive the same grade for team assignments. Please review the Team Expectations section of the Simon School's Student Handbook, which specifies team expectations and conflict resolution.

6. Quizzes

Prior to each class meeting in Modules 2 through 7, you will take a brief 15-minute open-book quiz asking about the pre-class preparation materials for the week. These quizzes, which may include true/false, multiple choice, and short answer questions, are designed to encourage you to stay up-to-date with the class material and help prepare you for class discussions. Quizzes will go live on Blackboard at 12:01 AM ET on the Quizzes tab of Blackboard on the Monday before class, and they must be completed by 5:40 PM ET on the day of class. You must complete the quiz within 15 minutes of starting it. Quizzes must be completed independently; no collaboration of any type is permitted.

7. Final Exam

Students must complete an in-person comprehensive final examination at the time set by the Simon Business School. Details about the final exam will be provided during the term.

8. Evaluation and Grading

Course grades are determined as follows:

Professionalism and Class Participation (Individual)	5%
Team Assignments (Team grade)	20%
Quizzes (Individual)	25%
Final Exam (Individual)	50%
Total	100%

All grades, as well as the grade distribution and other pertinent statistics, will be put in the Blackboard Gradebook for the course. The distribution of final course grades will meet the Simon Business School's Fall A 2022 standard of a 3.5 average GPA.

Here are my policies on late submissions/make-up exams:

- Teams will receive *one* extension—no explanation required—on Weekly Team Assignments throughout the term without penalty, so long as the assignment is turned in prior to class time. No additional late team assignments will be accepted, except in unusual circumstances.
- No make-up final exams will be administered except in unusual circumstances (e.g., severe illness).

9. Inclusivity Statement

In my classroom, I strive to foster and cultivate an environment where every member of the class feels supported, valued, and welcome. If something is said or done in class (by anyone) that you feel is inappropriate, please bring it to my attention privately (directly or anonymously through a staff member you trust).

10. Accommodations and Accessibility

Both Simon and the University of Rochester respect and welcome students of all backgrounds and abilities. In the event you encounter any barriers to full participation in this course due to the impact of a disability, please contact both your instructor and the Office of Disability Resources as soon as possible. The access coordinators in the Office of Disability Resources will meet with you to discuss the barriers you are experiencing and explain the eligibility process for establishing academic accommodations. You can reach the Office of Disability Resources at 585-276-5075 or at disability@rochester.edu. More information can be found at https://www.rochester.edu/college/disability/.

11. Credit-Hour Policy Adherence

This course follows the Simon credit hour policy for 2.5-credit courses. This course meets once weekly for 3 hours per week. In addition to these 3 hours of synchronous class sessions per week, students are required to complete approximately 1 hour per week on average of asynchronous learnings activities, (e.g., videos and simulations). Please consult the course schedule on the last page of the syllabus and the learning modules on Blackboard for the details related to asynchronous activities and any related assignments or assessments.

Students are also expected to supplement each hour of class or asynchronous learning activities with two hours of supplemental work (e.g., preparing for class, reviewing notes, class readings, assignments, and project work), yielding a total of 9 hours outside of class (including the 1 hour of asynchronous content) per week for a 2.5 credit course.

Across the term and across all activities, students should expect to spend 37.5 hours per credit hour earned for the course, for a total of 93.75 hours for a 2.5 credit course.

12. Academic Integrity

Simon's Code of Academic Integrity (see the section Academic Integrity Policy in the Simon School's Student Handbook) states: "All members of the Simon community are responsible for upholding high standards of honesty and adhering to the Code of Academic Integrity. Every Simon student, as a member of the community, is responsible for pursuing their learning with honesty, by avoiding misrepresentation of their academic work or attempting to advance their academic standing through fraudulent or unauthorized means. Students are also responsible for avoiding knowing involvement with any other student's violation of this standard of honest behavior."

In addition to refraining from obvious forms of cheating and plagiarism, students must adhere to the following:

- On assignments, do not copy or paraphrase work from each other, from students who have taken the class previously, from materials of mine distributed in a previous class, or from outside sources. Any written work should be entirely your own (or your team's, as applicable).
- Exams or assignments that include an Academic Integrity/Honesty Pledge must have the pledge signed. Submissions without the pledge signed will receive a score of zero.
- Do not obtain advice, notes, solutions, or other material from students who took the class previously in ways that would give you an unfair advantage or would undermine the learning experience for you and the class (such as, notes from past case discussions). Similarly, do not use others' case analyses posted on-line.
- Use quotation marks when quoting any text directly. Changing a few words of a sentence or longer section does not make the work your own. Independently written texts rarely have even five consecutive words in common.
- Students may not audio or video record class lectures or other classroom or laboratory activities without the instructor's permission.
- Students may not publish, distribute, or sell—electronically or otherwise—any course materials that the instructor has developed in any course of instruction in the University (e.g., presentation slides, lecture aids, video or audio recordings of lectures, and exams) without the explicit permission of the instructor.

Most forms of disallowed shortcuts are easy to detect and will be referred to the school's Academic Integrity Committee. To help prevent other students from violating academic integrity, do not pass on notes or give advice on assignments to any students who are taking the course in a later term or are taking it at the same time in a different section. Please refer to the Simon School's Student Handbook for any questions regarding the Academic Integrity Policy.

If a situation in your professional or personal life prevents you from finishing assigned work in a timely manner, please contact me before the deadline to discuss how to proceed. You should also contact your Ainslie OSE advisors, if appropriate. Do not violate the Academic Integrity Policy in attempt to manage a difficult situation.

13. Professionalism, Attendance, and Class Participation

Please review the Professional Standards Policy in the Simon School's Student Handbook. Students are expected to demonstrate the same professional behavior in class as they would in a business setting. Unprofessional behavior will have a negative impact on your grade.

My pledge to you is that I will make every effort to create an environment where you will want to participate in class because you find the course material and discussions engaging, not because it is part of your grade. In return, *you are expected to attend every class in person* (subject to exceptions approved by the Simon Business School or by me) and be an active participant in class. *You should let me know in advance if you will need to miss class.* In the event that you do need to miss class, videos of class sessions will be posted on the course's Blackboard page within 24 hours after each class ends. Videos of class sessions are copyrighted material and may not be stored, reproduced, or redistributed in any way.

The expectation is that all students will receive full credit for Professionalism and Class Participation (worth 5% of your grade). In other words, come to class, be professional, and be "present," and you will receive full credit. Students who display a consistent lack of engagement with the course (e.g., regularly miss class without explanation, consistently show up late or leave early) will receive reduced Professionalism and Class Participation grade.

Additional guidelines:

- Make every effort to attend each class in person.
- Display your printed name tent in every class.
- You are expected to be in your seat and ready for class at the beginning of each class. Should extenuating circumstances require you to leave early, please inform me before the start of class and sit near the back if the classroom so you can leave with as little disruption as possible.
- You are allowed to use laptops, tablets, and mobile phones during class, but they should only be used for coursework-related activities and not for email, social media, or other activities not directly related to the course. Please silence all electronic devices during class.
- No photography or recording of any kind is allowed, without express consent from me.

Course Outline and Schedule

Class Meeting	Learning Module	Team Assignment due by 10 AM on the day of class meeting	Blackboard Quiz due by 5:40 PM on the day of class meeting
1. September 6	Foundations - The Nonmarket Environment - Integrated Strategy	No	No
2. September 13	Integrated Strategy in American Politics - The Supply Side and Demand Side of Nonmarket Action - Nonmarket Strategy Formulation - Institutions and Strategy: Lobbying	Yes	Yes
3. September 20	Integrated Strategy in a Global Context - Strategies for the Cross-Border Enterprise - The CAGE Framework - Political Risk	Yes	Yes
4. September 27	Integrated Strategy for Innovative Firms - Applying Course Frameworks to Innovative Firms - Antitrust: M&A - Guest Speaker: Dave Carey, former Executive Vice President, T-Mobile	Yes	Yes
5. October 4	Activism and Corporate Strategy - Private Politics - Managing Amidst Activism	Yes	Yes
6. October 11	Corporate Social Responsibility and Brand Activism - CSR vs. Brand Activism - Competing Conceptions of the Corporation - Quantifying and Assessing CSR Initiatives	Yes	Yes
7. October 18	Managing Crises and Reputational Risk - Guest Speaker: Richard Keil, Managing Director for Global Issues Management, Accenture	Yes	Yes
October 25 at 6 PM	Cumulative Final Exam		

Note: Modules are subject to change, but plenty of advance notice will be provided in the event of a change.