
STR 428: Strategy Beyond Markets
Course Syllabus – Fall A 2023
This Version: August 24, 2023

Course Logistics

Day and Time: Tuesday 5:40 – 9:00 PM
Location: Schlegel 107
Course Blackboard Link: <https://learn.rochester.edu>

Instructor

Professor David Primo
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Office Hours (beginning Wed., Sept. 6): Wed. 11 AM – 12 PM and 2:30 – 3:30 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 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

Readings will be made available on Blackboard and in a coursepack from Harvard Business Publishing (which includes excerpts from a textbook). The coursepack is available for purchase at <https://hbsp.harvard.edu/import/1075553>.

5. Weekly Team Assignments

On the first day of class, you will form 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 the preparation materials in the learning module prior to this team meeting. One student from each team should submit a write-up on Blackboard 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 team assignment. Assignments will be graded based on accuracy and the quality of explanations provided. Please review the Team Expectations section of the Simon School's Student Handbook, which specifies team expectations and guidelines for conflict resolution.
- Teams will receive *one* extension—no explanation required—on weekly team assignments 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.
- Team grades will be based on a team's highest 5 (out of 6) assignment grades, so teams may choose to skip one assignment entirely and have their grade be based on the 5 assignments they turn in.
- Generative AI such as ChatGPT may be used for the assignments, provided that the nature of the usage is discussed in the write-up (see assignments for details).

6. Quizzes

Prior to all-but-one class meeting in Modules 2 through 7, you will take a brief open-book quiz asking about the pre-class preparation materials for the week. Quizzes may be taken anytime after a module opens up until 5:40 PM ET on the day of class. Quizzes are designed to take about 15 minutes, but there is no time limit to complete the quizzes. Generative AI may not be used during the quizzes. Quizzes must be completed independently; no collaboration of any type is permitted. 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 you be prepared for class discussions.

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%
Assignments (Team; Highest 5 x 3% each)	15%
Quizzes (Individual; 5 x 4% each)	20%
Final Exam (Individual)	60%
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 2023 standard of a 3.5 average GPA.

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

- Teams will receive *one* extension—no explanation required—on weekly team assignments 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.
- Team grades will be based on a team's highest 5 (out of 6) assignment grades, so teams may choose to skip one assignment entirely and have their grade be based on the 5 assignments they turn in.
- 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 learning 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 Academic Integrity Policy section of the Simon School's Student Handbook) states: "Every Simon student is expected to be completely honest in all academic matters. Simon students will not in any way misrepresent their academic work or attempt to advance their academic position through fraudulent or unauthorized means. No Simon student will be involved knowingly, or unknowingly yet passively within a team, with another 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 Student Handbook for any questions regarding the Code of Academic Integrity.

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 OSE advisors, if appropriate. Do not violate the Academic Integrity Code in an attempt to manage a difficult situation.

13. Professionalism, Attendance, and Class Participation

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 participation 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 a 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 of 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.

14. AI Use Policy

STR 428 AI Use Policy		
TEAM ASSIGNMENTS AND OTHER COURSE ACTIVITIES	QUIZZES AND EXAMS	DISCLOSURE POLICY
<p><i>Unless I Say No</i></p> <p>Students are encouraged to use generative AI when helpful unless specifically forbidden for particular student work.</p>	<p><i>Never</i></p> <p>All work related to completing exams and quizzes must be your own. Generative AI may not be used.</p>	<p><i>Citation + Description</i></p> <p>Include a citation to and description of generative AI use, as prompted by the instructor.</p>

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 5	Foundations - The Nonmarket Environment and the 4 I's - Integrated Strategy	No	No
2. September 12	Integrated Strategy in American Politics - Supply and Demand for Nonmarket Action - Nonmarket Strategy Formulation	Yes	Yes
3. September 19	Integrated Strategy in a Global Context - The CAGE Framework - Political Risk	Yes	Yes
4. September 26	Integrated Strategy for Innovative Firms - Applying Course Frameworks to Innovative Firms (with a focus on AI) - Antitrust: M&A - <u>Guest Speaker</u> : Dave Carey, former Executive Vice President, T-Mobile	Yes	Yes
5. October 3	Activism and Corporate Strategy - Private Politics - Managing Amidst Activism	Yes	Yes
6. October 10	Managing Crises and Reputational Risk - <u>Guest Speaker</u> : Richard Keil, Managing Director for Global Issues Management, Accenture	Yes	No
7. October 17	Corporate Social Responsibility and Brand Activism - CSR vs. Brand Activism - Competing Conceptions of the Corporation - ESG Investing	Yes	Yes
TBD	Cumulative Final Exam		

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