Instructor: David Murray  
Office: Beatty Center – 3rd Floor  
Phone: 646-316-7008  
Email: murraydb1@CofC.edu  
Office hours: Monday-Friday 1:00-5:00pm

Pre-Requisites:  
- Senior standing  
- Required courses: ACCT 203, 204, DSCI 232,304, ECON 200, 201, 03, FINC 303, MGMT 301, MKTG 302, MATH 104, 115  
- Recommended: BLAW 205, DSCI 300.

Text:  \textit{Strategy: Core Concepts and Analytic Approaches} – Arthur Thompson

Simulation: Business Strategy Game [https://www.bsg-online.com/login.html]

Tech: All students must have access to Zoom and Oaks.  
All students must have access to a computer equipped with a web camera, microphone, and Internet access. Resources are available to provide students with these essential tools.

\textbf{COURSE DESCRIPTION:}  
A course for senior business administration majors that draws together the functional areas of business operations (Accounting, Finance, Marketing, Human Resources, Management and Operations Management) as a means of developing the students’ conceptual and decision making abilities.

Strategic management focuses on the job of the general manager or top management team in formulating and implementing short and long-run corporate strategy. In business and other organizations, policy or strategy is formulated in a multi-faceted environment of social, political, economic, and legal entities and forces. Strategic management is concerned with developing the "general management point of view"; this means seeing the cross-functional impact of any situation, problem, solution, proposal or decision and the key long- and short-term implications for the total enterprise.

\textbf{COURSE GOALS:}  
Students will develop an understanding of the forces that shape business strategy and the processes by which strategy is formed and implemented.
LEARNING OBJECTIVES AND SKILLS:
- Actively participate in interactive dialogues on course topics
- Demonstrate clear and logical writing skills during class assignments and cases
- Identify the key issue in a business case
- Use the analytic tools and techniques presented in class, such as external and internal environmental analysis
- Apply financial analysis to the argument development process
- Recommend strategies that are able implementable
- Demonstrate proficiency in presentation skills to include power point and public speaking.

SCHOOL OF BUSINESS LEARNING GOALS:
This course addresses the School of Business learning goals as follows:
- Communication Skills: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.
- Quantitative Fluency: Students will demonstrate competency in logical reasoning and data analysis skills.
- Global and Civic Responsibility: Students will be able to identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues.
- Intellectual Innovation & Creativity: Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems.
- Synthesis: Students will be able to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks.

CLASSROOM APPROACH:
I believe in fostering an engaging and dynamic classroom where the diverse student body learns from not only me and the required coursework, but also from peers and members of the campus and Charleston community. I also strive to develop a classroom environment that serves as a microcosm to the business world; I will hold students to a standard that they are likely to expect from managers after they graduate. We will leverage lectures, classroom discussions and simulations to enhance student learning.

I also hope students leverage me and my business-world experiences to not only support them in their studies, but also to provide career discussion and mentoring advice. I believe through this approach, students will not only learn about policy and strategy but will also gain valuable experiences and discussion/mentoring that will shape them as employees and leaders; preparing them for careers after the College of Charleston.

ATTENDANCE AND PUNCTUALITY:
Attendance REQUIRED; punctuality will impact your grade. I will be awarding up to 10% (points) of extra credit for the final Business Strategy Game (BSG) Company performance grade for class participation, including showing up for class, contributing to classroom discussion, and staying engaged.
INCLEMENT WEATHER POLICY:
If the College of Charleston closes and members of the community are evacuated due to inclement weather, students are responsible for taking course materials with them in order to continue with course assignments consistent with instructions provided by faculty. In cases of extended periods of institution-wide closure where students have relocated, instructors may articulate a plan that allows for supplemental academic engagement despite these circumstances.

LATE WORK:
As with any job, turning in assignments late is not acceptable. Late assignments will receive a 50% deduction per day (assignments qualify as “late” after the due date/time).

MY RESPONSIBILITIES:
- Prepare for each class with thoughtful content.
- Prepare you with real-life scenarios enabling you to effectively make decisions and navigate organizational-behavior-related situations in business.
- Ensure I am adding value and not just reading from the slides.

YOUR RESPONSIBILITIES
- Listen to all announcements and assignments made in class, on OAKS, and in emails. Absence from class does not excuse you from this responsibility.
- Always have your computer camera on when on Zoom.
- Check your CofC email daily.
- Be prepared for class – read the assigned material and complete homework ahead of time so we can have meaningful discussions.
- Leave your phones in your bags during class unless we are leveraging them for classroom purposes. Excessive and non-class-related/emergency use of phones will impact your participation grade.
- Save copies of all of your work to a secure location.

GRADING:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Business Strategy Game (BSG) Quizzes (Individual)</td>
<td>10%</td>
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<tr>
<td>BSG Company performance (Group) (Max 110%)</td>
<td>35% (Max 110%)</td>
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<tr>
<td>BSG/Final Peer Eval Grade (Individual)</td>
<td>10%</td>
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<tr>
<td>Participation (Individual)</td>
<td>10%</td>
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<tr>
<td>Final BSG Strategy/Sustainability Presentation (Group)</td>
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<td>Final Exam (Individual)</td>
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<td><strong>Total</strong></td>
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<tr>
<th>Grade</th>
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<tbody>
<tr>
<td>A</td>
<td>94% to 100%</td>
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<td>A-</td>
<td>90% to 93%</td>
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<td>B+</td>
<td>87% to 90%</td>
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<td>B</td>
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ASSIGNMENT DETAILS:

**Business Strategy Game (BSG):**
In The Business Strategy Game, groups of three-to-four classmates (groups can be selected or assigned) operate an athletic footwear company that produces and markets both branded and private-label footwear and competes head-to-head against footwear companies run by other members of the class. This simulation is intended to test students’ ability to implement business and strategy learnings (finance, operations, marketing, accounting, management) and their ability to effectively work in teams.

In addition to the simulation, two quizzes will be given in order to ensure students’ readiness for the graded simulation, and a peer evaluation grade will also be assigned.

Simulation grades will be weighted 75% Investor Expectation; 25% Best in Industry

**Quizzes:**
There will be multiple choice quizzes that correspond with assigned chapters from our text - will be given throughout the course during class time in order to ensure you are retaining and tracking to course content provided in the book and in the classroom lectures.

**PARTICIPATION**
Participation grades will be calculated based upon attendance, engagement and participation in in-class activities and discussions.

**CENTER FOR STUDENT LEARNING**
I encourage you to utilize the Center for Student Learning’s (CSL) academic support services for assistance in speaking & writing skills, study strategies, and course content. Students of all abilities have become more successful using these programs throughout their academic career and the services are available to you at no additional cost. For more information regarding these services please visit the CSL website at http://csl.cofc.edu.

**DISABILITY ACCOMODATIONS**
The College will make reasonable accommodations for persons with documented disabilities. Students should apply at the Center for Disability Services / SNAP, located on the first floor of the Lightsey Center, Suite 104. Students approved for accommodations are responsible for notifying me as soon as possible and for contacting me one week before accommodation is needed.
COLLEGE OF CHARLESTON HONOR CODE & ACADEMIC INTEGRITY

Lying, cheating, attempted cheating, and plagiarism are violations of our Honor Code that, when identified, are investigated. Each incident will be examined to determine the degree of deception involved.

Incidents where the instructor determines the student’s actions are related more to a misunderstanding will be handled by the instructor. A written intervention designed to help prevent the student from repeating the error will be given to the student. The intervention, submitted by form and signed both by the instructor and the student, will be forwarded to the Dean of Students and placed in the student’s file.

Cases of suspected academic dishonesty will be reported directly by the instructor and/or others having knowledge of the incident to the Dean of Students. A student found responsible by the Honor Board for academic dishonesty will receive a XF in the course, indicating failure of the course due to academic dishonesty. This grade will appear on the student’s transcript for two years after which the student may petition for the X to be expunged. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

Students should be aware unauthorized collaboration--working together without permission-- is a form of cheating. Unless the instructor specifies that students can work together on an assignment, quiz and/or test, no collaboration during the completion of the assignment is permitted. Other forms of cheating include possessing or using an unauthorized study aid (which could include accessing information via a cell phone or computer), copying from others’ exams, fabricating data, and giving unauthorized assistance.

Research conducted and/or papers written for other classes cannot be used in whole or in part for any assignment in this class without obtaining prior permission from the instructor.

Students can find the complete Honor Code and all related processes in the Student Handbook at http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php
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<tr>
<th>Class</th>
<th>Assignment/Activity</th>
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| **Monday** (5/15) |  - Class introduction  
  - Orientation and course preview  
  - Introduction to *The Business Strategy Game*  
  - Assign class members (co-managers) to company teams  
  - Register at [www.bsg-online.com](http://www.bsg-online.com) (anyone not-yet registered)  
  - Read the BSG Player’s Guide  
  - Lecture: *Chapter 1 & Chapter 2*  
  - Teams complete their decision entries for the first BSG practice round – Practice Year 11 – by Monday (5/15) at 11:59pm |
| **Tuesday** (5/16) |  - Lecture: *Chapter 3*  
  - 45-minute debriefing on the results of the initial practice decision round  
  - Class discussion of the information presented in the Footwear Industry Report and the Competitive Intelligence Reports showing practice decision outcomes  
  - *Note:* all class members should bring a copy of these reports to class – aimed at all class members have a good grasp of all the information being provided to them after each decision round is completed  
  - Teams to review the information, digest the meaning of all the numbers and statistics provided, and decide what, if any, actions to take in the next decision round based on this information about the outcomes.  
  - Teams complete their decision entries for the second BSG practice round – Practice Year 12 – by Tuesday (5/15) at 11:59pm  
  - Everyone complete Simulation Quiz 1 covering the BSG Player’s Guide by Tuesday (5/16) at 11:59pm |
| **Wednesday** (5/17) |  - Lecture: *Chapter 4*  
  - 30-minute debriefing on the results of the second practice decision round  
  - Class discussion of the information presented in the Footwear Industry Report and the Competitive Intelligence Reports showing practice decision outcomes  
  - *Note:* all class members should bring a copy of these reports to class – aimed at all class members have a good grasp of all the information being provided to them after each decision round is completed  
  - Teams to review the information, digest the meaning of all the numbers and statistics provided, and decide what, if any, actions to take in the next decision round based on this information about the outcomes.  
  - Teams complete their decision entries for Scored Round – Year 11 by Wednesday (5/17) at 11:59pm |
| **Thursday** (5/18) |  - Lecture: *Chapter 5*  
  - 20-minute debriefing on the results of first Scored Round – Year 11  
  - Class discussion of the information presented in the Footwear Industry Report and the Competitive Intelligence Reports showing practice decision outcomes  
  - *Note:* all class members should bring a copy of these reports to class – aimed at all class members have a good grasp of all the information being provided to them after each decision round is completed  
  - Teams to review the information, digest the meaning of all the numbers and statistics provided, and decide what, if any, actions to take in the next decision round based on this information about the outcomes.  
  - Teams complete their decision entries for Scored Round – Year 12 – by Thursday (5/18) at 11:59pm |
| **Friday** (5/19) |  - Lecture: *Chapter 6*  
  - 20-minute debriefing on the results of second Scored Round – Year 12  
  - Class discussion of the information presented in the Footwear Industry Report and the Competitive Intelligence Reports showing practice decision outcomes  
  - *Note:* all class members should bring a copy of these reports to class – aimed at all class members have a good grasp of all the information being provided to them after each decision round is completed  
  - Teams to review the information, digest the meaning of all the numbers and statistics provided, and decide what, if any, actions to take in the next decision round based on this information about the outcomes.  
  - Teams complete their decision entries for Scored Round – Year 13 – by Sunday (5/21) at 11:59pm |
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| Monday (5/22) | - Lecture: *Chapter 7*  
- 10-minute debriefing on the results of *Scored Round – Year 13*  
- Class discussion of the information presented in the *Footwear Industry Report* and the *Competitive Intelligence Reports* showing practice decision outcomes  
[NOTE: all class members should bring a copy of these reports to class – aimed at all class members have a good grasp of all the information being provided to them after each decision round is completed]  
- Teams to review the information, digest the meaning of all the numbers and statistics provided, and decide what, if any, actions to take in the next decision round based on this information about the outcomes.  
- Everyone complete *Simulation Quiz 1 covering the BSG Player’s Guide* by Tuesday (5/23) at 11:59pm  
- Teams complete their decision entries for *Scored Round – Year 14* – by Monday (5/22) at 11:59pm |
| Tuesday (5/23) | - Lecture: *Chapter 9*  
- 10-minute debriefing on the results of *Scored Round – Year 14*  
- Class discussion of the information presented in the *Footwear Industry Report* and the *Competitive Intelligence Reports* showing practice decision outcomes  
[NOTE: all class members should bring a copy of these reports to class – aimed at all class members have a good grasp of all the information being provided to them after each decision round is completed]  
- Teams to review the information, digest the meaning of all the numbers and statistics provided, and decide what, if any, actions to take in the next decision round based on this information about the outcomes.  
- Teams complete their decision entries for *Scored Round – Year 15* – by Tuesday (5/23) at 11:59pm  
- Teams prepare and input a 3-Year Strategic Plan for Years 15-16-17 by Tuesday (5/23) at 11:59pm |
| Wednesday (5/24) | - Lecture: *Chapter 10*  
- 10-minute debriefing on the results of *Scored Round – Year 15*  
- Class discussion of the information presented in the *Footwear Industry Report* and the *Competitive Intelligence Reports* showing practice decision outcomes  
- Teams to review the information, digest the meaning of all the numbers and statistics provided, and decide what, if any, actions to take in the next decision round based on this information about the outcomes.  
- Teams complete their decision entries for *Scored Round – Year 16* – by Tuesday (5/23) at 11:59pm  
- Team Presentations on 3-Year Strategic Plan for Years 15-16-17 |
| Thursday (5/25) | - Lecture: *Chapter 12*  
- 10-minute debriefing on the results of *Scored Round – Year 16*  
- Class discussion of the information presented in the *Footwear Industry Report* and the *Competitive Intelligence Reports* showing practice decision outcomes  
- Teams to review the information, digest the meaning of all the numbers and statistics provided, and decide what, if any, actions to take in the next decision round based on this information about the outcomes.  
- Teams complete their decision entries for *Scored Round – Year 17* – by Thursday (5/25) at 11:59pm |
| Friday (5/26) | - End-of simulation BSG company presentations.  
- All BSG company co-managers should have completed the peer evaluations by the beginning of today’s class period.  
- Final Exam Exam on Chapters 1-7, 9-10, 12 |

**Required Materials and Simulation Activities**

- textbook, plus *The Business Strategy Game* simulation exercise (2 practice decisions, 7 regular/scored decisions, completion of 2 online simulation quizzes, end-of-simulation company presentations, peer evaluations of all company co-managers.)
Purpose: This assignment is designed to deepen your understanding of key strategy concepts explored throughout the MGMT 408 course lectures and the Business Strategy Game, to apply those concepts to current events and sustainability/triple-bottom-line theories, and to practice your verbal communications/presentation skills.

Assignment: You are to complete a BSG Footwear 2023-2027 Strategy deck and deliver a group strategy presentation (recorded) highlighting how your Business Strategy Game Company should evolve for 2023 and into the next five (5) years given the shifting general and industry environments and the impetus on sustainability in the footwear industry.

The deck can be no more than 20 stand-alone slides and the presentation can be no longer than 15 minutes. An additional 10 detail slides (max) can be included in the appendix.

Decks should include the following sections (A through D). Note: A suggested outline is highlighted, but can be adjusted as long as the deck covers topics A, B, C, and D and is under 20 slides.

For both deliverables, put yourselves in the shoes of consultants or a Senior Strategic Planning manager at your company.

- **Executive Summary:** Include a “one pager” highlighting the key attributes outlined in sections A-D. This should be a one-pager that an executive could easily scan to understand the business today and into the future.

- **A: Intro:** How would you summarize your company?
  
  - **Company Mission/Vision and Generic Strategy** - Derived from BSG Game and tweaked as necessary for 2022-2026.
  
  - **Strategic Group Map** - Derived from BSG Comparative Competitive Report, but layering in real companies in the market (Nike, Adidas, New balance, Puma, Gucci, Golden Goose, etc).
  
  - **Company Strengths, Company Weaknesses** - Based on Years 11-20 performance in the BSG game and group (management) effectiveness/ineffectiveness- use strategy concepts.

- **B: 2023-2027 Environmental Scan for Opportunities and Threats in the General Environment and Industry:** What do you believe your company needs to consider in the years 2023-2027 if you are to become/stay competitive?
  
  - **PESTEL Analysis** - Research: What are the current trends (2021) in the external environment that are applicable for your business? Explore Political, Environmental, Social, Technological, Economic, Legal forces not only in US, but in the regions you operate/sell. Note- you must include sustainability in this analysis.
  
  - **Porters 5 Forces** - Research: What are the forces in the footwear industry? What does this mean for your business? Anything?
• **C: Proposed Changes for 2023-2027:** Given your scan of the current general and industry environment (section B) PLUS your Strengths and Weaknesses explored in section A, highlight the changes you plan to make (from where you ended the strategy game) through 2026 in the most relevant areas including, but not limited to each of the following (you MUST use class concepts to “win” points):

- **Operations** (e.g. value chain, sourcing strategy, vertical integration, etc)
- **Sustainability** (e.g. sustainability value drivers, certifications, ESG considerations, etc)
- **Marketing** (e.g. 4 Ps, IMC strategy)
- **Finance** (e.g. overall growth/decline projections for key financial metrics and strategies for borrowing, buybacks, dividends, get smaller, M&A, etc)
- **Other** (e.g. strategic alliances, policy alliances, be creative!)

• **D: Conclusion:** Summary of major shifts for your organization in 2023-2027.