

SNC Course Code & Section: MKTG320, Section 1

Course Title & Credits: Competitive Strategy (3)

Term & Year: Spring 2016

Course Ref. No. (CRN): 10036

Instructor: Grace Chou, Ph.D.

Phone(s): 775-223-7581 (office)

Email: gchou@sierranevada.edu

Office: TCES, Business Dept., 2nd Floor **Office Hours:** By appointment

Class Meeting Times: T/Th: 4:00 - 5:15 PM

Location: TCES

Prerequisites: MKTG 201

Required Texts and Materials

1. Kotler, P. & Keller, K.L. (2012), Marketing Management (14th ed.)
New York: Prentice Hall. ISBN: 978-0-13-210292-6
2. Laptop computer (one that meets the published SNC Laptop Requirements)

Course Description

In today's world, it is impossible to imagine a business or a market that does not have competition. Almost all businesses not only face existing competition, but are always faced with the possibility of new and emerging competition. This course helps identify likely sources of competition, and help determine how best to compete against them. Different theories of competition, including game theory, are included in this course. We will also examine the modern notion of "cooperation and competition" or co-optition.

Student Outcomes

Upon successful completion of this course, a student will be able to:

1. Conduct strategic analyses of a company's external and internal environment and understand the different forces of competition.
2. Analyze the competitive landscape including direct, indirect, in-kind, and non-in-kind competitions.
3. Identify and evaluate opportunities for a company to create and capture value.
4. Use the Value Proposition Canvas tool to design and test value propositions to create customer value.
5. Identify the different types of competitive advantage and evaluate the sustainability of the competitive advantages.
6. Identify and evaluate the different types of competitive dynamics.
7. Communicate effectively through both oral and written presentations.
8. Work effectively as a team member through group projects, case studies and problem analysis.

Instructional Strategies

In-class instruction including lectures, videos, discussion, case study analysis, and guest speakers; and a final report and presentation designed to provide practical and realistic opportunities to apply academic concepts.

Methods of Assessing Student Outcomes

Student outcomes will be assessed using the following:

1. Class attendance and discussion participation
2. Chapter reading and homework assignments
3. Four tests
4. Four small group case studies
5. Final Project - an academic report and team presentation

Attendance

Students are expected to attend all classes and responsible for signing-in. Students are also expected to be in class for the entire duration of the class period and not be more than 2 minutes late.

Class Requirements

All students are welcome to bring a laptop computer to class; and are expected to use their laptops ONLY for activities approved by the instructor (these include note taking, taking tests/quizzes or other proposed activities by the instructor).

Cell phones must be turned off or set to 'silent mode' AND not used for sending or receiving emails/texts or for any other purpose unless approved by the instructor. In case of an emergency where you must take a call, please step outside the classroom for the call.

Grading Policy

Based on a grading scale of 100 points total - which will include class participation, homework, tests, assignments and projects using the following criteria:

Class attendance, discussion and participation - written and verbal (20 pts)

4 tests (10 pts ea. = 40 pts)

4 in-class case studies (5 pts ea. = 20 pts)

Final Project - a team project for active learning and a presentation. Details will be discussed and written criteria handed out in class (20 pts)

Final Grade/Points:

A = 90 - 100

B = 80 - 89

C = 70 - 79

D = 60 - 69

F = 0 - 59

Prim Library Resources

Using the library's resources effectively (not just Internet resources) contributes to developing each of SNC's core themes by exposing students to high quality academic resources, diverse opinions, new ideas, and a future that includes building on a liberal arts education.

The Honor Code

The faculty of SNC believes students must be held to high standards of integrity in all aspects of college life in order to promote the educational mission of the College and to encourage respect for the rights of others. Each student brings to the SNC community unique skills, talents, values and experiences which, when expressed within the community, contribute to the quality of the educational environment and the growth and development of the individual. Students share with members of the faculty, administration and staff the responsibility for creating and maintaining an environment conducive to learning and personal development, where actions are guided by mutual respect, integrity, responsibility and trust. The faculty and students alike must make diligent efforts to ensure high standards are upheld by their colleagues and peers as well as themselves. Therefore faculty and students accept responsibility for maintaining these standards at Sierra Nevada College and are obligated to comply with its regulations and procedures, which they are expected to read and understand.

Consequences of Violating the Student Honor Code

SNC students and faculty share the responsibility for maintaining an environment of academic honesty. Thus, all are responsible for knowing and abiding by the SNC Faculty/Student Honor Code published in the current SNC Catalog. Faculty are responsible for presenting the Honor Code and the consequences of violating it to students at the start of their classes AND for reporting all incidences of academic dishonesty to the Provost. Students are responsible for knowing what constitutes CHEATING, PLAGIARISM and FABRICATION and for refraining from these and other forms of academic dishonesty. Violations of the Honor Code become part of a student's academic record. 1st Offense: Student receives a zero for assignment/exam and counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning. 2nd Offense: Student fails course and receives counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning. 3rd Offense: Student is expelled.

ADA Accommodations

In accordance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, students with a documented disability are eligible for support services and accommodations. If a student wishes to request an accommodation, please contact the Director of Academic Support Services, Henry Conover, at 775-831-1314 x7534, hconover@sierranevada.edu or go to the OASIS offices on the third floor of Prim Library within the first week of the semester.

The SNC Email System

The SNC email system is the official communication vehicle among students, faculty members and administrative staff and is designed to protect the confidentiality of student information as required by the Family Educational Rights and Privacy Act of 1974 Act (FERPA). Students should check their college email accounts daily during the school year. Students have a right to forward their SNC e-mail to another e-mail account (for example, @hotmail or @gmail). However, confidentiality of student information protected by FERPA cannot be guaranteed for

SNC e-mail forwarded to an outside vendor. Having email redirected does not absolve a student from the responsibilities associated with official communication sent to his or her SNC email account. In keeping with the above, ALL COURSE-RELATED COMMUNICATIONS WITH THE PROFESSOR SHOULD BE USING THE SNC EMAIL.

The Sierra Nevada College Mission Statement:

Sierra Nevada College graduates will be educated to be scholars of and contributors to a sustainable world. Sierra Nevada College combines the liberal arts and professional preparedness through an interdisciplinary curriculum that emphasizes entrepreneurial thinking and environmental, social, economic and educational sustainability.

The Core Themes:

Liberal Arts
Professional Preparedness
Entrepreneurial Thinking
Sustainability

Class Schedule

The schedule of topics, tests, assignments etc. is presented in the table below. This schedule is subject to change depending on student progress, student interests, or unexpected events such as guest speakers' availability.

| Date | Class & Text Topics | Assignment Prior to the Next Class |
|-------------------------|--|---|
| Week 1 T 1/19 | Review text, syllabus & class schedule; Introductions Activity; What is <i>Competitive Strategy</i> ? | Acquire textbook. |
| TH 1/21 | PART 1 - Strategic Analyses Industry analysis: Porter's 5-forces framework | Hoskisson et al., pp.86-95 |
| Week 2 T 1/26 | The External Environment: Market trends, PEST, opportunities, threats | Hoskisson et al., pp. 78-86 Kotler & Keller, pp.74-84 |
| TH 1/28 | The Internal Organization: capabilities, core competencies, strengths, weaknesses | Hoskisson et al., pp. 108-126 |
| Week 3 T 2/2 | Competitive Intelligence | Hoskisson et al., pp. 172-188 |
| TH 2/4 | Case Study 1 | To be posted on Moodle |
| Week 4 T 2/9 | TEST 1: Strategic Analyses | |
| TH 2/11 | Return & Review Test 1 PART 2 - Opportunities to create and capture (customer) value Markets, customers, and value creation | |
| Week 5 T 2/16 | Market Segmentation and Targeting | Kotler & Keller, Ch. 8 |
| TH 2/18 | Positioning and Differentiation | Kotler & Keller, Ch.10 |
| Week 6 T 2/23 | The Value Proposition Canvas Customer Segment: Customer Jobs, Pains, and Gains | To be provided |
| TH 2/25 | The Value Proposition Canvas Value Proposition: Products & Services, Pain Relievers, Gain Creators | To be provided |
| Week 7 T 3/1 | Case Study 2 | To be posted on Moodle |
| TH 3/3 | Preparation for Test 2 Discuss Final Project requirements and select a project partner | Review Kotler & Keller, chapters 8 and 10; lecture notes, etc. |

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| Week 8 3/7-11 | Mid-Term | |
| T 3/8 | TEST 2 (Mid-term): Opportunities to create and capture value | |
| TH 3/10 | Return & Review Test 2 PART 3 – Sustainable Competitive Advantage What are the different types of competitive advantages; what makes them sustainable over the long term? | |
| Week 9 3/14-18 | Spring Break | Enjoy your break |
| Week 10 T 3/22 | Innovation (technology, product, processes) to gain competitive advantage | Kotler & Keller, pp. 78-79 plus materials to be posted on Moodle |
| TH 3/24 | Cost advantage: gaining and sustaining cost advantage | Hoskisson et al., pp. 149-154 Kotler & Keller, pp.392-395 |
| Week 11 T 3/29 | Channel strategy to gain competitive advantage | Kotler & Keller, Ch. 15 |
| TH 3/31 | Case Study 3 | To be posted on Moodle |
| Week 12 T 4/5 | TEST 3 – Creating and Sustaining Competitive Advantage | |
| TH 4/7 | Return & Review Test 3 PART 4 - Competitive Dynamics Anticipating and responding to competitive dynamics | |
| Week 13 T 4/12 | Competitive strategies for market leaders | Kotler & Keller, pp. 299-304 |
| TH 4/14 | Other competitive strategies: Market-challenger, market-follower, market-niche player | Kotler & Keller, pp. 305-309 |
| Week 14 T 4/19 | Product life-cycle marketing strategies | Kotler & Keller, pp. 310-317 |
| TH 4/21 | Cooperative Strategy and Co-optition | Hoskisson et al., pp.200-219 |

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| Week 15 T 4/26 | Case Study 4 | To be posted on Moodle |
| TH 4/28 | TEST 4 – Competitive Dynamics | |
| Week 16 T 5/3 | Return & Review Test 4 Game Theory and Competition | To be posted on Moodle |
| Week 17 T 5/10 | Final: Team project presentations | |