

STR 442E: Strategy Beyond Markets
Course Syllabus – Fall A 2020
This Version: September 21, 2020

Course Day, Time, and Location

Day and Time: Tuesday 5:40 – 8:10 PM
Location: Schlegel 407 and on Zoom

Instructor

Professor David Primo
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Office Hours: Please email me if you need an office, arrange a time ASAP to talk by phone or Zoom.

1. Course Description and Learning Objectives

Consider this real-world scenario: You are the CEO of a corporation, and a new US president takes office who has implemented new government rules that would hurt your industry. How do you respond? You may think this scenario refers to President Trump, but he is hardly the first president to attack corporations; tactics are unorthodox. For instance, in 2008, President Barack Obama promised to enact a windfall profits tax on oil corporations. The lesson? Regardless of who is in control of government, managers must incorporate factors outside of market, including government, public opinion, activists, and the mass media—into their decision-making process. Simple? Yes. Obvious? No. In fact, you only observe top executives caught off-guard when faced with “no-notice” 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 ability to shape the nonmarket environment in ways that create a competitive advantage. In this course, we will develop a framework for constructing nonmarket strategies and aligning them with market strategies. We will cover a broad range of topics, including the legislative process, regulation, corporate social responsibility, and government. We will also study the special challenges facing global and innovative firms. Class sessions will be highly interactive and will emphasize the applicability of the frameworks and theories we discuss in class.

My goal is that by taking this course, strategy beyond markets will become part of your managerial toolkit. Specifically, you will strengthen your ability to do the following:

- x Connect the frameworks and theories to current affairs.

2. Relation with Other Courses at Simon Business School

This course is part of the Strategy and Organization track.

3. Learning Modules

To match the mode of instruction in Fall A, STR442E is structured as a set of learning modules. Each week, there will be a topic, and for each topic there will be preparation materials such as pre-class video lecture and readings. Within each class, you will find all of the readings, assignments, and expectations for that week. My goal in designing the course this way is to have a structure for each week's workload that is linear, logical, and useful, and that the result will be productive class sessions and an overall course experience.

4. Textbooks and Required Material

The required textbook for the course is *Business and Its Environment*

8. In the News Assignments

My experience is that the students who get the most out of the course are the ones who are able to connect its frameworks to the

Date	Learning Modules
1. September 1	Foundations <ul style="list-style-type: none">- The Nonmarket Environment- Integrated Strategy