Semester: Fall 2020
Instructor: Dr. Avinash Mainkar
Office: Enterprise Hall 207 (Inside Enterprise Hall 206)
Office Hours: By appointment
Phone: Email is the best way to reach me
Email: amainkar@gmu.edu
Website: https://mymasonportal.gmu.edu

Required Course Materials:

(2) **Case Packet:** You will purchase the additional readings and cases from Harvard Business School Publishing by clicking this link.

Please keep in mind the copyright laws and act responsibly – you are representing Mason - as you purchase the case packet from Harvard Publishing. The publisher is easily able to know what percentage of the enrolled students in the class bought the case pack.

(3) **Online Simulation:** You will need an access code to play The Business Strategy Game (BSG) online. You will purchase the access from this website.

**Course Description:** This course focuses on competitive dynamics—actions and reactions among rivals—and presents the conceptual frameworks and analytical tools for understanding industry dynamics and how competitors actually interact in the marketplace. To develop effective strategies, managers and companies need to understand not only industry structure and capabilities of the industry players but also the individual competitive moves and countermoves exchanged by various industry players. Hence, this course will be valuable to students interested specifically in competitive intelligence and broadly in managing and advising established and entrepreneurial companies in competing against rivals.

**Undergraduate Learning Goals:**
1) Our students will demonstrate an understanding of the social, global, ethical, and legal contexts of business and will be able to reflect on the role of the individual in business.
2) Our students will demonstrate an understanding of and the ability to apply knowledge of professional skills necessary for success in business including effective business writing.
3) Our students will demonstrate technical and analytic skills appropriate for success in business.
4) Our students will demonstrate an understanding of and the ability to apply knowledge of core business disciplines including accounting, finance, information systems, management, marketing, and operations management.
5) Our students will demonstrate knowledge and skills appropriate for specialization in their majors.
6) Our students will demonstrate an understanding of how research in the business disciplines contributes to knowledge and how such research is conducted.

**Course Objectives:**
1) To define the concept of competitive dynamics and interaction
2) To describe and apply the concepts and frameworks for analyzing an industry and the competitive positions of rivals
3) To describe and apply the competitive action-based model and the different types of actions that firms can undertake
4) To describe and apply the concepts and frameworks for analyzing and predicting the competitive actions and strategies of competitors
5) To further refine critical-thinking, communication, collaboration, and creativity skills

**Prerequisites:**

**Component weights of your course grade:**

<table>
<thead>
<tr>
<th>Evaluation Tool</th>
<th>% of Course Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class participation (Individual)</td>
<td></td>
</tr>
<tr>
<td>a) Four Quizzes (chapter/additional readings)</td>
<td>5%</td>
</tr>
<tr>
<td>b) BSG Quiz 1 and BSG Quiz 2</td>
<td>5%</td>
</tr>
<tr>
<td>c) Contribution to online discussion board</td>
<td>10%</td>
</tr>
<tr>
<td>Exam 1 (Individual)</td>
<td>20%</td>
</tr>
<tr>
<td>Simulation Practice Game (Group)</td>
<td>0%</td>
</tr>
<tr>
<td>Simulation Game 1 (Group)</td>
<td>12%</td>
</tr>
<tr>
<td>Simulation Game 2 (Individual)</td>
<td>13%</td>
</tr>
<tr>
<td>Written assignment 1 (Group)</td>
<td>10%</td>
</tr>
<tr>
<td>Exam 2 (Individual)</td>
<td>25%</td>
</tr>
<tr>
<td>Total Percentage</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Grading scale for your course grade:**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Total Points</th>
<th>Grade</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>B-</td>
<td>80-82.99</td>
</tr>
<tr>
<td>A-</td>
<td>90-92.99</td>
<td>C+</td>
<td>77-79.99</td>
</tr>
<tr>
<td>B+</td>
<td>87-89.99</td>
<td>C</td>
<td>70-76.99</td>
</tr>
<tr>
<td>B</td>
<td>83-86.99</td>
<td>F</td>
<td>0-69.99</td>
</tr>
</tbody>
</table>
Class Participation & Case Discussions: Since this course is a discussion/case-based course, your participation is critical to the learning experience. Much of the learning that will take place in this class comes from the chance to express ideas, listen to what others have to say, and discuss these ideas to develop your critical-thinking skills. Please take advantage of this opportunity to gauge and hone your communication skills. Do not underestimate the value of what you and your classmates have to say. Your participation is vital to the success of the class as a whole!

The GMU catalog states the following on attendance policies for graduate and undergraduate classes: Students are expected to attend the class periods of the courses for which they register. In-class participation is important to the individual student and to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation. Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor's grading policy, as stated in the course syllabus.

I will measure class participation using the three components shown earlier.

Four Quizzes: These four quizzes will consist of true/false or multiple-choice questions and will assess your understanding of the key ideas from the assigned chapters and articles for that module. See the schedule in the syllabus. These single-attempt quizzes are open book and timed. While open-book, the quizzes are individual-level assignments. Do not discuss the quiz contents with anyone else before or after taking the quiz. You can expect 5-10 questions per quiz.

BSG Quiz 1 and BSG Quiz 2: You will take these two quizzes at the BSG website as per the schedule shown in the syllabus. Each quiz will have 20 multiple-choice questions and will assess your understanding of the BSG Game. These single-attempt quizzes are open book and timed. While open-book, the quizzes are individual-level assignments. Do not discuss the quiz contents with anyone else before or after taking the quiz.

Contribution to online discussion board:

Complete initial post on your own without discussing with anyone else
- Read/analyze the applicable chapter/reading material/case
- Additional research/data collection is not needed and not allowed
- Answer all the discussion questions/prompts
- Elaborate with specifics and appropriate level of details using chapter concepts/reading material concepts/information in the case
- Demonstrate thoughtful understanding and analysis of issue/question
- Organize your initial post appropriately (numbering, paragraph, title, bold face, transition, etc.)

Complete reply post on your own without discussing with anyone else
- After the initial post deadline has passed, respond to one individual who is not part of your group for group projects
- The initial post deadline is Wednesday 11:59 pm – the earliest you may write a reply post is Thursday 12:01 am
- As part of your reply post, try to go beyond simply saying “I agree”
- Provide a thoughtful response that will challenge and/or extend the initial post
- Ask them an insightful question
- Elaborate your post by drawing on the information in the chapter/reading material/case
- Again, no reply post may be sent to someone who is in your own group for group projects
• Organize your reply post appropriately (numbering, paragraph, title, bold face, transition, etc.)

**Online Discussion Protocol:**
• Postings should be done during the discussion period in the syllabus
• You may not be able to see peer posts until you submit your initial post
• You may not be able to post anonymously
• You may not be able to edit or delete your own published post
• Elaborate your answer with appropriate level of details
• Address the questions as much as possible (don't let the discussion stray)
• Feel free to bring in related prior knowledge (work experience, prior coursework, readings, etc.)
• Use proper etiquette (proper language, typing, etc.)

**IMPORTANT:** 1) Because of the way I have set up my Blackboard course, you might see “No Grading in Forum” under the forum settings. Please disregard this setting; online discussion boards are graded. 2) All posts will be due by 11:59 pm as per the schedule shown in the column titled “Discussion board #.” Initial post by Wednesday and Reply post by Sunday. 3) Just to emphasize again: (a) If the initial post deadline is Wednesday 11:59 pm, the earliest you may write a reply post is Thursday 12:01 am. (b) Discussion board posts are individual-level assignments. Please do not discuss with your group members or anyone else within/outside of your section.

Unless stated differently, initial post is worth 80% and the reply post is worth 20%. If there is no reply post due, initial post will be worth 100%. Discussion boards with both initial and reply posts: DB0-I&R, DB2-I&R, DB4-I&R, DB6-I&R, DB8-I&R, and DB9-I&R. Discussion boards with initial post only: DB1-I, DB3-I, DB5-I, DB7-I, DB10-I. DB0 (discussion board zero) is not graded. The remaining 10 discussion boards will be worth 10% of your overall course grade (i.e., each discussion board is worth 1%).

The word limit for individual posts may vary and will be specified in the respective module.

**Exams 1 and 2:** Closed-book, multiple-choice exams are timed and only one attempt is allowed. Once you open the exam, it must be completed in one sitting - you cannot exit and then try again.
You will be required to answer multiple-choice Question 1 before answering multiple-choice Question 2. The exam will prohibit backtracking; you will not be able to change the answer to a question that has already been submitted.
You may take the exam anytime, in one sitting, during the 8-hour window as per the schedule shown in the syllabus.
I expect the length to be 90-120 minutes depending on the number of questions. The average time available per multiple-choice question will be 1.5 minutes.
More details about the exams will be available in the appropriate module.

You will need to activate the camera and the microphone on your computer for taking Exam 1 and Exam 2. More specifically, you will take Exam 1 and Exam 2 using Respondus LockDown Browser and Respondus Monitor. Respondus Monitor records webcam audio and video of the student taking the test. You will have to download the browser ahead of time. Practice test to check your settings for Respondus LockDown Browser and Respondus Monitor will be available in the appropriate module.

***Please click here for information about Respondus LockDown Browser and Respondus Monitor***
**Business Strategy Game (BSG) Simulation:**
Throughout the course you will read about real-life companies. As part of case discussion, we will discuss challenging situations faced by real-life companies. In those situations, your job is to come up with a set of recommendations to improve the company's competitive position. We will supplement this process by playing the online Business Strategy Game (BSG) Simulation. The game requires business decisions to be made as per the schedule suggested in the syllabus (team-level Practice Game, team-level Game 1, and individual-level Game 2). It is imperative that you read the Player's Guide before we start playing the practice game.

**Team-level Practice Game:** We will have two trial decisions (P-Y11 and P-Y12). Your course grade does not depend on your performance at the end of this practice period. Therefore, use these opportunities to learn as much about the game as possible.

**Games 1 and 2:** Practice game will be followed by team-level Game 1 (G1-Y11 to G1-Y16) and individual-level Game 2 (G2-Y11 to G2-Y15). In Game 1, your team will oversee the simulation company. In Game 2, you alone will oversee the simulation company. Your company's performance after making the last decision in each game (may change due to unforeseen problems) will determine your corresponding simulation grade. I will use the weighted average score and use the following curve for Game 1 (top company gets 100, bottom company gets 70, median company gets 85, others extrapolated with the maximum curve limited to 50) if the median for your "industry" is below 85 or the lowermost company's score is below 70. Ditto for Game 2.

**Written Assignment 1:** Each team needs to turn in one written group assignment (2-3 typed, single-spaced pages, Times New Roman, 11-point font, and 1-inch margins) and unlimited exhibits. One team member should submit group assignment for grading on the behalf of the entire group. Details will be available in the appropriate module in Bb. This written assignment will be related to the BSG Simulation Game.

**Group Work Formalities and Peer Evaluation:**
**Group formation:** The instructor will form groups based on random selection after the last day to add/drop with no tuition liability. You will work in the same group for all group projects.

**Group Charter/Contract:** This contract will serve as a strategy for your collective learning experience. It should outline group policies and procedures as well as a timeline for development of your team projects. Include individual responsibilities and behaviors expected to uphold the Mason Honor Code. Everyone must participate in writing this contract. You should recognize that this contract is a dynamic and changing document that may be revisited and updated throughout the process. As part of the contract, be sure to quantify as suggested in the next paragraph. For example, when should a team member get 70% of the team grade? What behaviors will constitute a team member getting recommended to only get 50% of the team grade?

**Grade equity for group projects:** The points earned by individuals in graded team assignments may be adjusted by peer evaluations. If you believe that someone in your group should receive a grade below that which the team receives, please send me an email within 24 hours of the project due date/time. The email should have “grade equity – your full name and section number” as the subject line and should describe two things: (1) Why should this person receive a lower grade? (2) What efforts were made to solve the problem while your group was working on the project? If an appropriate email is received from a member of the group within 24 hours of the project due date/time, I will ask everyone in the group to briefly describe and also quantify everyone’s contribution including their own. Based on that input, an individual’s grade will be calculated. For example, if recommended to receive 70%, 80%, 100%, 80%, and 100% of the team grade, the team member will get 86% of the team grade. Average
of 70, 80, 100, 80, and 100 is 86. There is no need to send an email if you believe your group worked well. I hope most groups will never have to resort to these mechanisms. Please take your team responsibilities seriously.

**Peer evaluation of the project teamwork**
Each team member must demonstrate the ability to:
- Collaborate successfully and be inclusive of all members
- Support and respect other member opinions and ideas
- Distribute roles and workload fairly and equitably
- Meet all individual and team project deadlines
- Maintain accurate records of team communications and decisions
- Resolve team conflict
- Make sound and ethical decisions
- Produce professional quality work products
- Seek direction from and maintain communications with the professor as needed

**School of Business Laptop Policy as of Summer 2020:** Please familiarize yourself with the updated School of Business computer requirements, posted here. Per the policy, students must have a video camera and microphone that feed or stream audio and video in real time to or through the internet. Instructors may ask students to activate the camera and microphone for class activities.

**Email Policy:** Mason requires that students use their MasonLive email account to receive important University information, including messages related to this class. Faculty may only respond to emails originating from Mason email accounts. Please see http://masonlive.gmu.edu for more information.

**Business Library Liaison Information:** Jo Ann J. Henson, MLIS Business and Economics Liaison Librarian. Fenwick Library Fairfax Campus: http://infoguides.gmu.edu/business

**Student responsibilities:** (1) regular class attendance; (2) completion of reading, and other, assignments prior to class; (3) participation in course discussions; (4) completion of all assessments; and (5) in-class conduct which respects the rights and opinions of classmates and the professor.

**School of Business Standards of Behavior:** The mission of the School of Business is to create and deliver high-quality educational programs and research. Students, faculty, staff, and alumni who participate in these educational programs contribute to the well being of society. High-quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the School of Business community. In doing so, they agree to abide by the following standards of behavior:

- Respect for the rights, differences and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence. School of Business can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the School of Business. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.
**Mason Honor Code:** The University Honor Code as published in the University Catalog is in effect for all the graded assignments for this course: https://oai.gmu.edu/the-mason-honor-code/. This Code prohibits cheating, plagiarism, and attempted cheating or plagiarism. Suspected, possible, or potential violations of the Honor Code will be reported to the University Office of Academic Integrity, which will make the final determination whether or not a violation occurred and if so, the consequence of the violation. Mason’s Honor Code requires you to report suspected violations; you committed to do so by signing the application for admission. No collaboration is allowed for classroom activities, assignments, MindTap, or exams, unless expressly authorized by the instructor. The School of Business recommended sanctions for honor code violations are available here.

**Online Study Sites:** Some kinds of participation in online study sites violate the Mason Honor code: these include accessing exam, quiz, discussion board, or assignment questions for this class; accessing exam, quiz, discussion board, or assignment answers for this class; uploading of any of the instructor's materials or exams; and uploading any of your own answers or finished work. Always consult your syllabus and your professor before using these sites.

**Catalog:** The University Catalog is the central resource for university policies affecting student, faculty, and staff conduct in university affairs.

**Late assignments:** Late submissions of quizzes will immediately receive a deduction of 20% of the maximum value of the assignment, with additional 20% deductions for each 24-hour period of lateness. There will be a 50% penalty for discussion boards posts submitted after the deadline. Late posts will only be accepted within 24 hours of the deadline.

**Make-up exams:** No make-up exams will be given without prior permission.

**Extra credit:** There is no extra credit opportunity available.

**Disability Accommodations:** If you have a learning or physical difference that may affect your academic work, you will need to furnish appropriate documentation to the Office of Disability Services. If you qualify for accommodation, the ODS staff will give you a form detailing appropriate accommodations for your instructors. Please bring that form to me as I cannot provide any accommodations until I receive that form. Please take the initiative to discuss accommodation with me at the beginning of the semester and as needed during the term so we can plan effectively. If you have contacted the Office of Disability Services and are waiting to hear from a counselor, please let me know.

**Diversity:** Diversity is a core value at Mason. We promote a living and learning environment for outstanding growth and productivity among our students, faculty and staff. Through our curriculum, programs, policies, procedures, services and resources, Mason strives to maintain a quality environment for work, study and personal growth. Please read Mason’s Diversity Statement at http://ctfe.gmu.edu/professional-development/mason-diversity-statement/.

**Religion:** Students who will miss class for religious reasons should inform me of their anticipated absences by email preferably within the first two weeks of the semester.

**Counseling Center:** George Mason University has a counseling center that can aid if you find yourself overwhelmed by life, want training in academic or life skills, or the like. More information is available at http://www.gmu.edu/departments/csdc/.

**Writing Guidelines:** All writing assignments should be formatted as follows: single-spaced, Times New Roman, 11-point font, and 1-inch margins. To cite and reference professional or academic sources, please use APA style.
Specific instructions for in-text citations and referencing are found in the *Publication Manual of the American Psychological Association*, 6th Edition or at [http://owl.english.purdue.edu/owl/resource/560/01/](http://owl.english.purdue.edu/owl/resource/560/01/).

To help manage citations and seamlessly create reference lists, Mason supports free software called Zotero at [https://www.zotero.org/](https://www.zotero.org/). This program offers: Centralized bibliography management, ability to sync across computers, ability for teams to combine contributions to the references, and word plug-in that allows citation management within MS word.

George Mason University has a writing center that can help you improve your English writing skills. More information is available at [http://writingcenter.gmu.edu/](http://writingcenter.gmu.edu/).

**Inclement weather and campus emergencies:** Information regarding weather-related changes in the University’s schedule (e.g., closing or late opening) will be provided on the GMU website and via MasonAlert. Students sign up for the Mason Alert system to provide emergency information of various sorts at [https://alert.gmu.edu](https://alert.gmu.edu). An emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on [http://www.gmu.edu/service/cert](http://www.gmu.edu/service/cert).

**Miscellaneous:** Electronic means such as SafeAssign may be used to check originality of work.

The School of Business recommended sanctions for honor code violations are also reproduced below.

<table>
<thead>
<tr>
<th>Type of Violation</th>
<th>First Offense</th>
<th>Second Offense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plagiarism:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Failure to cite/attribute sources</td>
<td>An F in the class; referral to Writing Center; and Academic Integrity Seminar completion</td>
<td>An F in the class; referral to the Writing Center; Academic Integrity Seminar completion; termination from the School of Business; and at least one semester suspension or expulsion</td>
</tr>
<tr>
<td>2. Representing someone else’s work as the student’s own (e.g., copying and pasting)</td>
<td></td>
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<tr>
<td>Cheating:</td>
<td></td>
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<tr>
<td>1. On a minor assignment (e.g., homework, quizzes)</td>
<td>An F in the class; and Academic Integrity Seminar completion</td>
<td>An F in the class, Academic Integrity Seminar completion; termination from the School of Business; and at least one semester suspension or expulsion</td>
</tr>
<tr>
<td>2. Cheating on a major assignment or exam, submitting course work from another course as original work</td>
<td>An F in the class; and Academic Integrity Seminar completion</td>
<td>An F in the class, Academic Integrity Seminar completion; termination from the School of Business; and at least one semester suspension or expulsion</td>
</tr>
<tr>
<td>Lying (e.g., providing fraudulent excuse documents, falsifying data)</td>
<td>An F in the class; and Academic Integrity Seminar completion, and at least one semester suspension</td>
<td>An F in the class; Academic Integrity Seminar completion; termination from the School of Business; and at least one semester suspension or expulsion</td>
</tr>
<tr>
<td>Egregious Violation (e.g., stealing an exam; submitting coursework from another class as original work across multiple courses; lying to an employer about academic performance, false identification or posing as another, in person or online)</td>
<td>An F in the class, Academic Integrity Seminar completion; termination from the School of Business; and at least one year suspension</td>
<td>An F in the class; Academic Integrity Seminar completion; termination from the School of Business; and expulsion</td>
</tr>
</tbody>
</table>
# Tentative Schedule

<table>
<thead>
<tr>
<th>Module number and chapter/case/topic</th>
<th>Quiz</th>
<th>Discussion board #</th>
<th>Simulation decisions</th>
<th>Important deadlines (Unless stated otherwise, time due is 11:59 pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 24-30 BSG Simulation</td>
<td></td>
<td>DB0-I&amp;R</td>
<td></td>
<td>DB0 is not graded; DB0-I&amp;R due by 9/2</td>
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<tr>
<td>Sep 1-6 Three Harvard articles</td>
<td></td>
<td>DB1-I</td>
<td></td>
<td>DB1-I due 9/6</td>
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<tr>
<td>Sep 7-13 Chapters 1 and 2</td>
<td></td>
<td>DB2-I&amp;R</td>
<td>P-Y11</td>
<td>DB2-I due 9/9, rest due 9/13</td>
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<tr>
<td>Sep 14-20 Chapters 3 &amp; 4</td>
<td></td>
<td>DB3-I</td>
<td>P-Y12</td>
<td>Due 9/20</td>
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<tr>
<td>Sep 21-27 BSG Review</td>
<td></td>
<td>DB4-I&amp;R</td>
<td>G1-Y11</td>
<td>DB4-I due 9/23, rest due 9/27</td>
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<tr>
<td>Sep 28-Oct 4 Chapters 5</td>
<td></td>
<td>BSG Q1</td>
<td>G1-Y12</td>
<td>Due 10/4</td>
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<tr>
<td>Oct 5-11 Exam 1</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Oct 12-18 Chapters 7 + Two Harvard articles</td>
<td></td>
<td>DB6-I&amp;R</td>
<td>G1-Y14</td>
<td>DB6-I due 10/14, rest due 10/18</td>
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<tr>
<td>Oct 19-25 Chapters 6 &amp; 8</td>
<td></td>
<td>DB7-I</td>
<td>G1-Y15</td>
<td>Due 10/25</td>
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<tr>
<td>Oct 26-Nov 1 Chapters 9 &amp; 10</td>
<td></td>
<td>BSG Q2</td>
<td>G1-Y16</td>
<td>Due 11/1</td>
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<tr>
<td>Nov 2-8 Chapter 11 &amp; Written assignment 1</td>
<td></td>
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<td>Written assignment 1 due 11/8</td>
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<tr>
<td>Nov 9-15 Case 1</td>
<td></td>
<td>DB8-I&amp;R</td>
<td>G2-Y11</td>
<td>DB8-I due 11/11, rest due 11/15</td>
</tr>
<tr>
<td>Nov 16-22 Case 2</td>
<td></td>
<td>DB9-I&amp;R</td>
<td>G2-Y12</td>
<td>DB9-I due 11/18, rest due 11/22</td>
</tr>
<tr>
<td>Nov 23-29 Thanksgiving recess</td>
<td></td>
<td></td>
<td>G2-Y13</td>
<td>Due 11/29</td>
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<tr>
<td>Nov 30-Dec 6 Case 3 + One academic article</td>
<td></td>
<td>DB10-I</td>
<td>G2-Y14</td>
<td>Due 12/6</td>
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<tr>
<td>Dec 7-13 Exam 2</td>
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<td></td>
<td>Exam 2 available on Dec 11 (Friday) from 8:00 am - 4:00 pm (Respondus LockDown Browser and Respondus Monitor needed).</td>
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<td></td>
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<td></td>
<td></td>
<td>G2-Y15 G2-Y15 due 10/13 (Friday)</td>
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