Learning Objectives
Upon completion of this course, students should learn the key concepts, tools, and principals for strategy formulation and competitive analysis. Specifically, students should be able to:

- Analyze the external environments of opportunities, threats, industry competition, and competitors.
- Analyze and design the internal organizations of resources, capabilities, core competencies, and competitive advantage.
- Analyze and formulate strategies at the business- and corporate-levels.
- Complete an independent case writing that compares two rivals in their external environments, internal organizations, and differences in their strategies.
- Formulate a plan for any of the following strategies: Merger and acquisition, internationalization, and inter-firm cooperation.
- Formulate a plan for any of the following management functions: Corporate governance, organizational structure and control, leadership, and entrepreneurship.

Course Description
This course is designed as an integrative and interdisciplinary capstone study on key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and executions for defining, measuring, and enhancing firm/organizational performance and survival in competition. The course covers topics on strategic competitiveness, external environments, internal organization, business-level strategy, competitive rivalry and competitive dynamics, corporate-level strategy, merger & acquisition strategies, international strategy, cooperative strategy, corporate governance, organizational structure and controls, strategic leadership, and strategic entrepreneurship. The course takes a holistic and long-term thinking in the role of a general manager, viewing the firm as a whole and connecting it with external ecological systems of people, resources, communities, and institutions.
The course follows the hybrid virtual learning model, combining synchronous sessions via Zoom (every Wednesday) and asynchronous sessions (anytime of the week until next Tuesday midnight).

- **Synchronous sessions** are hosted live via Zoom 5:30-7:00pm every Wednesday, where students can interact with the professor at real time. These sessions will be recorded, and the recording will be posted on Canvas after the class.

  At each synchronous session (except the first for orientation and introduction), the first 55 minutes are team presentations of weekly virtual team project. Each team will have approximately 10 minutes, including 8 minutes’ presentation and 2 minutes’ Q&A with the class.

  After a break of 5 minutes, in the next 30 minutes, the professor will comment on all the presentations and discuss potential ways of improving their analysis and presentation.

- **Asynchronous sessions** are self-managed by the students, including watching pre-recorded course lectures, completing weekly online quizzes, and working on virtual team projects. The materials for asynchronous session are posted on Canvas in advance.

**Virtual Team Project**

**Team building**: All students need to create your own public LinkedIn profiles, listing professional background information (bio photos, school, degree, major, skills, interests, school email, and any other relevant background for team works). Students are randomly grouped into teams (5-6 students a team), adjusted to ensure diversity. Each team should have a unique and short team name.

- [How to build a good LinkedIn profile](#)

**Weekly meetings**: Each week (due next Tuesday midnight), virtual teams will be assigned a collaborative task related to the lecture topics. By next Tuesday midnight, all teams are required to upload the slides or any other materials they will present in the next synchronous session on Wednesday (the next day). These materials will be shared at [the course Dropbox](#) as a common learning resource within the class.

While collaborations and communications for global virtual team projects may combine emails, web meetings, and any other media, a minimum of 30 minutes each week should be allocated for virtual face-to-face web meetings. Recommended software for web meetings includes Zoom and WebEx:

- Free meeting scheduling tool [Doodle](#)
- Zoom [FAQs, Sharing screen, recording](#)
- WebEx [FAQs, Sharing screen, recording](#)
- Skype [FAQs, Sharing screen, recording](#)
## Course Outline and Schedule

### Week 1

**An Introduction of Strategic Management and Strategic Competitiveness**

**Learning goals:**
- Define strategic competitiveness, strategy, competitive advantage, above-average returns, and the strategic management process.
- Describe the competitive landscape and explain how globalization and technological changes shape it.
- Use the industrial organization (I/O) model to explain how firms can earn above-average returns.
- Use the resource-based model to explain how firms can earn above-average returns.
- Use the industrial organization (I/O) model to explain how firms can earn above-average returns.
- Use the resource-based model to explain how firms can earn above-average returns.
- Define stakeholders and describe their ability to influence organizations.
- Describe the work of strategic leaders.
- Explain the strategic management process.

<table>
<thead>
<tr>
<th>September 9</th>
<th>Wednesday synchronous session</th>
</tr>
</thead>
<tbody>
<tr>
<td>5:30-6:25pm</td>
<td><strong>Introduction and orientation</strong></td>
</tr>
<tr>
<td>6:30-7:00pm</td>
<td><strong>Lecture #1 (part 1)</strong></td>
</tr>
</tbody>
</table>

Asynchronous session to be completed by **next Tuesday midnight**

- Asynchronous **lecture #1 (part 2)**
- Weekly online **quiz #1**
- Virtual team **task #1: Strategic competitors**
  - Meet your team (5-6 students each team).
  - Host the first team meeting, and talk about the following topics:
    - Name, major, personal interests, share contacts
    - Your unique skills to the team
    - Identify at least one shared interest among team members
  - Identify an industry that the team would like to study throughout the semester
  - Identify the two rival companies in this industry in terms of sales and similarity of customers
  - Describe the vision and mission statements of the rival companies, and identify the similarities and differences in these statements?
  - Analyze whether and the extent to which they intend to serve the same customers?
  - Identify the similarities of their customers in geographic, demographic, and business characteristics

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials.
### Week 2

**The external environment:**
*Opportunities, threats, industry competition, and competitor analysis*

Learning goals:
- Explain the importance of analyzing and understanding the firm’s external environment.
- Define and describe the general environment and the industry environment.
- Discuss the four activities of the external environmental analysis process.
- Name and describe the general environment’s seven segments.
- Identify the five competitive forces and explain how they determine an industry’s profitability potential.
- Define strategic groups and describe their influence on firms.
- Describe what firms need to know about their competitors and different methods (including ethical standards) used to collect intelligence about them.

**September 16**

Wednesday synchronous session
5:30-6:25pm **Team presentations #1**
6:30-7:00pm **Lecture #2 (part 1)**

Asynchronous session to be completed by **next Tuesday midnight**

- Asynchronous **lecture #2 (part 2)**
- Weekly online **quiz #2**
- Virtual team **task #2: External environment analysis**
  - *Between the same rival companies as last week, identify the geographic regions the two rivals are operating*
  - *Analyze the external environment of these regions, including*
    - Demographic characteristics
    - Economic profiles
    - Political/legal environments
    - Sociocultural characteristics
    - Technological resources
    - Global exposure
    - Sustainable, physical environment

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials.
### Week 3

<table>
<thead>
<tr>
<th>The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning goals:</strong></td>
</tr>
<tr>
<td>• Explain why firms need to study and understand their internal organization.</td>
</tr>
<tr>
<td>• Define value and discuss its importance.</td>
</tr>
<tr>
<td>• Describe the differences between tangible and intangible resources.</td>
</tr>
<tr>
<td>• Define capabilities and discuss their development.</td>
</tr>
<tr>
<td>• Describe four criteria used to determine whether resources and capabilities are core competencies.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>September 23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday synchronous session</td>
</tr>
<tr>
<td>5:30-6:25pm <strong>Team presentations #2</strong></td>
</tr>
<tr>
<td>6:30-7:00pm <strong>Lecture #3 (part 1)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Asynchronous session to be completed by <strong>next Tuesday midnight</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Asynchronous <strong>lecture #3 (part 2)</strong></td>
</tr>
<tr>
<td>• Weekly online <strong>quiz #3</strong></td>
</tr>
<tr>
<td>• Virtual team <strong>task #3: Competitive advantage analysis</strong></td>
</tr>
<tr>
<td>• Between the same rival companies as last week, identify the unique resources and capabilities of each rival company</td>
</tr>
<tr>
<td>• Among these unique resources and capabilities, identify which of them are core competence that enables each rival company to generate values</td>
</tr>
<tr>
<td>▪ Explain how the core competence enhances product performance characteristics</td>
</tr>
<tr>
<td>▪ Explain how the core competence contributes to product attributes for which customers will pay</td>
</tr>
</tbody>
</table>

| • **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials. |
### Business-level strategy

**Learning goals:**
- Define business-level strategy.
- Discuss the relationship between customers and business-level strategies in terms of *who, what, and how*.
- Explain the differences among business-level strategies.
- Use the five forces of competition model to explain how above-average returns can be earned through each business-level strategy.
- Describe the risks of using each of the business-level strategies.

### September 30

**Wednesday synchronous session**
- 5:30-6:25pm **Team presentations #3**
- 6:30-7:00pm **Lecture #4 (part 1)**

**Asynchronous session to be completed by next Tuesday midnight**
- Asynchronous **lecture #4 (part 2)**
- Weekly online **quiz #4**
- Virtual team **task #4: Business strategy analysis**
  - *Between the same rival companies as last week, identify the rival products they are selling to the same segment of customers*
  - *Situate the products into the business-level strategy quadrant (Figure 4.1), and analyze:*
    - The basis for customer value
    - The target market
    - The business strategy positioning

- **By next Tuesday midnight,** in Canvas, upload the presentation slides and materials.
### Competitive rivalry and competitive dynamics

**Learning goals:**
- Define competitors, competitive rivalry, competitive behavior, and competitive dynamics.
- Describe market commonality and resource similarity as the building blocks of a competitor analysis.
- Explain awareness, motivation, and ability as drivers of competitive behavior.
- Discuss factors affecting the likelihood a competitor will take competitive actions.
- Describe factors affecting the likelihood a competitor will respond to actions taken by its competitors.
- Explain competitive dynamics in slow-cycle, in fast-cycle, and in standard-cycle markets.

### October 7

Wednesday synchronous session
- 5:30-6:25pm **Team presentations #4**
- 6:30-7:00pm **Lecture #5 (part 1)**

Asynchronous session to be completed by **next Tuesday midnight**

- Asynchronous **lecture #5 (part 2)**
- Weekly online **quiz #5**
- Virtual team **task #5: Competitive dynamics analysis**
  - Related to the products as last week, identify a recent attack and counterattack launched by each rival company
  - Discuss the nature and process of the competitive dynamics
    - When did one of the rival companies launch a new advantage about the product?
    - What advantage is it (e.g., a new feature, function, cost, process, etc.)?
    - What returns/benefits were generated after the company exploited this advantage?
    - What did the other rival company do to attack to reduce the advantage of the former company?
    - What happened to the advantage of the former company? Did it erode gradually? How long did it erode?
    - Has the former company advanced to another advantage?

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials.
### Week 6

**Corporate-level strategy**

Learning goals:
- Define corporate-level strategy and discuss its purpose.
- Describe different levels of diversification achieved using different corporate-level strategies.
- Explain three primary reasons firms diversify.
- Describe how firms can create value by using a related diversification strategy.
- Explain the two ways value can be created with an unrelated diversification strategy.
- Discuss the incentives and resources that encourage diversification.
- Describe motives that can encourage managers to over diversify a firm.

<table>
<thead>
<tr>
<th>October 14</th>
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<tbody>
<tr>
<td>Wednesday synchronous session</td>
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<tr>
<td>5:30-6:25pm <strong>Team presentations #5</strong></td>
</tr>
<tr>
<td>6:30-7:00pm <strong>Lecture #6 (part 1)</strong></td>
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</tbody>
</table>

Asynchronous session to be completed by **next Tuesday midnight**

- Asynchronous **lecture #6 (part 2)**
- Weekly online **quiz #6**
- Virtual team **task #6: Corporate strategy analysis**
  - **For the same rival companies as last week, describe the levels of types of diversification of their products.**
    - How many main products or services does each firm offer?
    - How much is the revenue generated from each product or service?
    - How concentrated is the revenue on a small number of products or services? Or how diffused is it over a large number of products or services?
    - How related are these different products or services within a firm?
    - **Discuss why the two rival firms differ in their corporate strategy described above?**

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials.
<table>
<thead>
<tr>
<th><strong>Week 7</strong></th>
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<tbody>
<tr>
<td><strong>Merger and acquisition (M&amp;A) strategies</strong></td>
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<tr>
<td><strong>Learning goals:</strong></td>
</tr>
<tr>
<td>- Explain the popularity of merger and acquisition strategies in firms competing in the global economy.</td>
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<tr>
<td>- Discuss reasons why firms use an acquisition strategy to achieve strategic competitiveness.</td>
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<tr>
<td>- Describe seven problems that work against achieving success when using an acquisition strategy.</td>
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<tr>
<td>- Name and describe the attributes of effective acquisitions.</td>
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<tr>
<td>- Define the restructuring strategy and distinguish among its common forms.</td>
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<tr>
<td>- Explain the short- and long-term outcomes of the different types of restructuring strategies.</td>
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<th><strong>October 21</strong></th>
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<tbody>
<tr>
<td>Wednesday synchronous session</td>
</tr>
<tr>
<td>5:30-6:25pm <strong>Team presentations #6</strong></td>
</tr>
<tr>
<td>6:30-7:00pm <strong>Lecture #7 (part 1)</strong></td>
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<thead>
<tr>
<th><strong>Asynchronous session to be completed by next Tuesday midnight</strong></th>
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<tbody>
<tr>
<td>- Asynchronous <strong>lecture #7 (part 2)</strong></td>
</tr>
<tr>
<td>- Weekly online <strong>quiz #7</strong></td>
</tr>
<tr>
<td>- Virtual team <strong>task #7: M&amp;A analysis</strong></td>
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<tr>
<td>- Following the analysis throughout the last six weeks, pick one of the rival company as your focal company and discuss:</td>
</tr>
<tr>
<td>- What is this company’s competitive disadvantage vis-à-vis the rival company?</td>
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<tr>
<td>- Does this disadvantage make a good reason for an acquisition (acquiring another business)? If so, which business would be the ideal target to be acquired?</td>
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<tr>
<td>- <strong>What benefits can be generated from this acquisition?</strong></td>
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<tr>
<td>- <strong>What problems might there be in achieving the intended benefits from this acquisition?</strong></td>
</tr>
</tbody>
</table>

| **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials. |
### International strategy

**Learning goals:**

- Explain incentives that can influence firms to use an international strategy.
- Identify three basic benefits firms achieve by successfully implementing an international strategy.
- Explore the determinants of national advantage as the basis for international business-level strategies.
- Describe the three international corporate-level strategies.
- Discuss environmental trends affecting the choice of international strategies, particularly international corporate-level strategies.
- Explain the five modes firms use to enter international markets.
- Discuss the two major risks of using international strategies.
- Discuss the strategic competitiveness outcomes associated with international strategies particularly with an international diversification strategy.
- Explain two important issues firms should have knowledge about when using international strategies.

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**October 28**

Wednesday synchronous session  
5:30-6:25pm **Team presentations #7**  
6:30-7:00pm **Lecture #8 (part 1)**

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**Asynchronous session to be completed by next Tuesday midnight**

- Asynchronous **lecture #8 (part 2)**
- Weekly online **quiz #8**
- Virtual team **task #8: International strategy**
  - For the two rival companies throughout the last few weeks, do they have international operations in terms of:  
    - Sales  
    - Employment  
    - Assets (investments)
  - If they have international operations, discuss  
   - What are the incentives of such international operations for each firm?  
   - What are the basic benefits of such international operations for each firm?  
   - Which position is their international corporate-level strategies in (Figure 8.4)?
  - If they do not have international operations, discuss  
   - What could be the potential benefits if they expand internationally? Why?  
   - Which position should their international corporate-level strategies be in (Figure 8.4)? Why?

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials.
## Cooperative strategy

**Learning goals:**

- Define cooperative strategies and explain why firms use them.
- Define and discuss the three major types of strategic alliances.
- Name the business-level cooperative strategies and describe their use.
- Discuss the use of corporate-level cooperative strategies in diversified firms.
- Understand the importance of cross-border strategic alliances as an international cooperative strategy.
- Explain cooperative strategies’ risks.
- Describe two approaches used to manage cooperative strategies.

### November 4

**Wednesday synchronous session**
5:30-6:25pm *Team presentations #8*
6:30-7:00pm *Lecture #9 (part 1)*

**Asynchronous session to be completed by next Tuesday midnight**

- Asynchronous *lecture #9 (part 2)*
- Weekly online *quiz #9*
- Virtual team *task #9: Cooperative strategy analysis*
  - *For the two rival companies throughout the last few weeks, do they have any strategic alliances? If so, please discuss:*
    - *With which company has each firm formed strategic alliances? (If there are multiple partner companies, pick the most important one).*
    - *What complementary resources, capabilities, and core competencies does each partner have in a strategic alliance? (Refer to Week 3 for definitions of resources, capabilities, and core competencies)*
    - *Are, and how are, these resources, capabilities, and core competencies combined?*
    - *What new competitive advantages are generated by this strategic alliance that each partner firm is not able to generate alone?*

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials.
## Week 10

### Corporate governance, organizational structure and controls

**Learning goals:**

- Define corporate governance and explain why it is used to monitor and control top-level managers’ decisions.
- Explain why ownership is largely separated from managerial control in organizations.
- Define an agency relationship and managerial opportunism and describe their strategic implications.
- Explain the use of three internal governance mechanisms to monitor and control managers’ decisions.
- Discuss the types of compensation top-level managers receive and their effects on managerial decisions.
- Describe how the external corporate governance mechanism—the market for corporate control—restrains top-level managers’ decisions.
- Discuss the nature and use of corporate governance in international settings, especially in Germany, Japan, and China.
- Describe how corporate governance fosters ethical decisions by a firm’s top-level managers.

### November 11

**Wednesday synchronous session**

- 5:30-6:25pm *Team presentations #9*
- 6:30-7:00pm *Lecture #10 (part 1)*

**Asynchronous session to be completed by next Tuesday midnight**

- Asynchronous *lecture #10 (part 2)*
- Weekly online *quiz #10*
- Virtual team *task #10: Corporate governance analysis*
  - For each of the two rival companies throughout the last few weeks, identify the following corporate governance structures:
    - The largest shareholder
    - The concentration of ownership
    - The board size
    - The chairman of the board
    - The role of the executive on the board
    - The independence of the board
  - Describe the differences between the two rival companies’ corporate governance structures above
  - Discuss which of the two companies might be more beneficial for public, small shareholders
  - Discuss which of the two companies might be more beneficial for nonfinancial stakeholders (e.g., employees, customers, the community)?

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials.
## Corporate performance revisited

**Learning goals:**
- Explain the differences between shareholder primacy and stakeholder inclusion
- Explain the objectives and well-being of investors, shareholders, and owners
- Explain the objectives and well-being of customers
- Explain the objectives and well-being of employees
- Explain the objectives and well-being of the community
- Explain the role of executives in generating and delivering well-being for different stakeholders

### November 18

**Wednesday synchronous session**
- 5:30-6:25pm **Team presentations #10**
- 6:30-7:00pm **Lecture #11 (part 1)**

**Asynchronous session to be completed by next Tuesday midnight**
- Asynchronous **lecture #11 (part 2)**
- Weekly online **quiz #11**
- Virtual team **task #11: Corporate performance management analysis**
  - For each of the two rival companies throughout the last few weeks, identify the public channels through which the firm is communicating with different stakeholders:
    - Investors
    - Customers
    - Employees
    - Community
  - What might be the limitations in these channels? How would you suggest the company to fix?
  - Describe the likely differences between the two rival companies in their priority of stakeholder interests
  - What might be consequences of such differences for each firm in their sustained competitive advantage?

- By next Tuesday midnight, in Canvas, upload the presentation slides and materials.
**Strategic leadership**

Learning goals:
- Define strategic leadership and describe top-level managers’ importance.
- Explain what top management teams are and how they affect firm performance.
- Describe the managerial succession process using internal and external managerial labor markets.
- Discuss the value of strategic leadership in determining the firm’s strategic direction.
- Describe the importance of strategic leaders in managing the firm’s resources.
- Explain what must be done for a firm to sustain an effective culture.
- Describe what strategic leaders can do to establish and emphasize ethical practices.
- Discuss the importance and use of organizational controls.

### November 25

Wednesday synchronous session
5:30-6:25pm **Team presentations #11**
6:30-7:00pm **Lecture #12 (part 1)**

Asynchronous session to be completed by next Tuesday midnight

- Asynchronous **lecture #12 (part 2)**
- Weekly online **quiz #12**
- Virtual team **task #12: Strategic leadership analysis**
  - For each of the two rival companies throughout the last few weeks, identify the Chief Executive of each company, and discuss how the following factors affect his/her managerial discretion:
    - External environment: What major factors are in this category? And how does each affect the managerial discretion?
    - Organization: What major factors are in this category? And how does each affect the managerial discretion?
    - Characteristics of the manager: What major factors are in this category? And how does each affect the managerial discretion?
  - Describe the major differences of these factors between the two rivals
  - What are likely the consequences in terms of managerial behavior because of the differences above?

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials.
## Week 13

### Strategic entrepreneurship

**Learning goals:**
- Define strategic entrepreneurship and corporate entrepreneurship.
- Define entrepreneurship and entrepreneurial opportunities and explain their importance.
- Define invention, innovation, and imitation, and describe the relationship among them.
- Describe entrepreneurs and the entrepreneurial mind-set.
- Explain international entrepreneurship and its importance.
- Describe how firms internally develop innovations.
- Explain how firms use cooperative strategies to innovate.
- Describe how firms use acquisitions as a means of innovation.
- Explain how strategic entrepreneurship helps firms create value.

### December 2

**Wednesday synchronous session**
- 5:30-6:25pm *Team presentations #12*
- 6:30-7:00pm *Lecture #13 (part 1)*

**Asynchronous session to be completed by next Tuesday midnight**
- Asynchronous *lecture #13 (part 2)*
- Weekly online *quiz #13*
- Virtual team *task #13: Strategic entrepreneurship opportunities*
  - *Between the two rival companies throughout the semester, discuss which company is more favorable for entrepreneurship, focusing on:*
    - Strategic context
    - Structural context
  - *Discuss if your conclusion above is consistent with the innovation of the two rivals, measured as:*
    - R&D intensity (*R&D expenditure/employee; R&D expenditure/sales*)

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and materials.
## Week 14

### A review and synthesis

**Learning goals:**
- Review the key concepts of strategic management
- Review the key models and theories of strategic management

### December 9

**Wednesday synchronous session**
- 5:30-6:25pm **Team presentations #13**
- 6:30-7:00pm **Lecture #14 (part 1)**

**Asynchronous session to be completed by next Tuesday midnight**

- Asynchronous **lecture #14 (part 2)**
- Weekly online **quiz #14**
- Virtual team **task #14: Integrated report**
  - Summarize each week’s presentations into one slide of visualization
  - Combine the summary slides together
  - Present the slides as a team and record the presentation into a 15 minutes’ video as your **Final presentation #14**

- **By next Tuesday midnight**, in Canvas, upload the presentation slides and videos.
## Grading policies

<table>
<thead>
<tr>
<th>Section</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attendance</strong></td>
<td><strong>14 points</strong></td>
</tr>
<tr>
<td>Attending synchronous sessions is required.</td>
<td>1 point per week x 14 weeks</td>
</tr>
<tr>
<td>You can make up your misses through research assistant (RA) works for Dr. Chen related to this class. Making up one missed synchronous session (1.5 hours) takes 1.5 hours of RA works. Please discuss with Dr. Chen directly for eligible extra work for making-up credit.</td>
<td>14 points</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Weekly quizzes</th>
<th>26 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each week, there will be an online quiz (1 to 3 single-choice questions) following the asynchronous lecture. In total, there are 14 online weekly quizzes, totaling 26 single-choice questions that are graded towards final grade (1 point each). You have two attempts for each graded quiz, and only the last attempt will be graded.</td>
<td>1 point for a single-choice question x 26 graded questions</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Weekly team projects and presentations</th>
<th>60 points</th>
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<tbody>
<tr>
<td>Each team will make an 8 minutes’ presentation in the synchronous session every week, followed by a recording of 15 minutes’ final presentation in the last week.</td>
<td>4 points for each presentation (2 points for slides, 2 points for presentation itself) x 13 synchronous session presentations 8 points for the recorded final presentation (4 points for slides, 4 points for presentation itself)</td>
</tr>
</tbody>
</table>

**Note:** A late submission will have a penalty of 1% for each hour.

All members of the course are expected to adhere to the University Policy 407, The Code of Student Academic Integrity. Violations of this code include but are not limited to: cheating, plagiarism, falsification and fabrication, multiple submissions, abuse of academic materials, and complicity in academic dishonesty. Violators will receive a failing grade and may risk suspension from the University. Additional details on the Code of Student Academic Integrity are available at [http://legal.uncc.edu/policies/up-407](http://legal.uncc.edu/policies/up-407).

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.