PURPOSE AND METHOD
The actions and decisions organizations make to maintain competitiveness are of key importance. This course deals in detail with the nature of the competitive environment and how organizations formulate and implement competitive strategies given the nature of both external conditions as well as internal firm capabilities.

COURSE OBJECTIVES
Upon completion of this course, the student will be able to:
- Demonstrate an understanding of the impact of external environment elements on business decisions and actions
- Demonstrate an understanding of the impact of internal organizational strengths and weaknesses on business decisions and actions
- Demonstrate an understanding of how all functional areas of the firm must act in concert to support its strategy if the firm is to have enhanced performance
- Demonstrate an understanding of the challenges and opportunities for firms operating in multiple industries and/or markets.

TEXT AND/OR OTHER READINGS
1. Barney, Jay, B., and Hesterly William, S. Strategic Management and Competitive Advantage, 4/E (or you may get the 3/E or 2/E on Amazon or other non-UNM bookstore outlet)
The textbook is also available as a 180 day digital rental:
http://www.coursesmart.com/9780132546393?__professorview=false
2. BSG Simulation Registration: Online Registration
3. Two Harvard Business School Cases
   - Apple Inc, 2010 #9-710-467
   - Robert Mondavi and the Wine Industry # 9-302-102

PERFORMANCE MEASURES and GRADING
Your grade will be determined by your performance on the following assignments.
1) Three exams (100 points each) = 300
2) BSG Simulation (100 points) = 100
3) Two team case analyses and poster presentations (50 points) = 100
Total: 500 points
PERFORMANCE COMPONENTS (Note: Specific, detailed information regarding each component will be given out in class)

Tests
There will be 3 examinations in this course. The exams will consist of multiple-choice, fill-in-the blank and short essay questions. All material assigned and presented in class may be covered, this includes cases and articles as well as all assigned chapter texts

If you are absent on the day of an exam you will receive no grade for the exam you missed.

BSG Simulation
Students will have the opportunity to make strategic decisions in a competitive environment using a business simulation. Students will be placed in teams who will compete with one another in the global athletic shoe industry.

Case Studies
You and your case team will be assigned two Harvard Business Case studies to be purchased from http://www.harvardbusinessonline.com. You and your team will analyze the cases and present your findings in interactive poster sessions.

ACADEMIC INTEGRITY
Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge:

I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.

Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. FOR FULL TEXT OF ANDERSON’S ACADEMIC HONESTY CODE, please visit http://www.mgt.unm.edu/honesty

ADA Statement
Reasonable accommodation will be given to any individual with a legitimate disability. Please contact the instructor privately for arrangements. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.