University Catalog Course Description:

The prediction and exploitation of marketplace change and the development of strategies to dominate future markets through innovative transformation. Frameworks to help market-driven organizations change before circumstances force them to do so and to create innovation-driven consumer strategy for the future. Understanding demographic and consumer trends.

Course Objectives:

The objective of this course is to engage in higher order thinking (knowledge → comprehension → application → analysis → synthesis → evaluation) of concepts related to marketplace change, competition strategy, and transformative capabilities. Upon completion of the course (including readings, activities, and discussions), participants should be able to apply higher order thinking on:

1. ...how to see decisions from multiple perspectives and engage in critical thinking
2. ...different sources of potential competitive performance and associated business models
3. ...aligning marketing activities and processes with organizational strategies and purpose
4. ...leadership vs management skillsets for getting others to take risks and embrace change
5. ...how to align innovation strategy with the identified customer decision journey

Prerequisite: MBAD 6270.


Please have either a paperback or e-copy with you by the first class session. See the tentative course calendar for when we will discuss each chapter. Other required readings (PDF articles) for each class session will be posted online for reading/download/printing.
**Instructional Methods:** The course instructional methods include lecture, discussion, participatory activities and cases, role playing, and several other methods to learn and practice the course content.

**Grading:**

In regards to course grading the following points are available in the course:

- **Mini Reflection Essays** 100 points
- **Term Paper/Project** 100 points
- **Lowest Exam Score** 100 points
- **Other 3 Exams (3 @ 200 points each)** 600 points
- **Total** 900 points

Final letter grades will be based on the following totals:

- 90.0% and above A (Superior Performance)
- 75.0% to 89.99% B (Good Performance)
- 60.0% to 74.99% C (Average Performance)
- < 60.0% U (Unsatisfactory)

Portions of the following paragraph are from the University’s *Policies and Procedures for Appeals of Final Course Grades; for more information, see http://legal.uncc.edu/policies/GradeAppeal.html*:

Final letter grades are not curved. Determination of final course grades and policies and procedures regarding grades is the responsibility of faculty, not students. Thus, grading policies, procedures, and scales in your courses at UNC Charlotte are not open to debate, negotiation, or appeal. It is inappropriate for a student to contact a faculty member in an attempt to influence the faculty member’s determination of course grades. This includes, but is not limited to, asking the faculty member to raise the student’s grade for any reason—this includes but is not limited to need, effort, time spent at work, prior courses, and other circumstances. However, if you believe your final course grade assigned by the instructor was the result of a clear and material mistake in calculating or recording grades, you should contact the instructor, who will explain how the grade was determined. Your inquiry to the instructor should occur as soon as possible after the formal grade report is received. If you are unable to resolve the grievance through consultation with the instructor, a written request for review of the course grade may be submitted to the Chair of the Department in which the course was taught. Requests for review must be submitted within the first four weeks of the next regular academic semester.

**Exams**

Four exams will be conducted in the course. Please see the tentative course calendar for probable dates. Readings and in-class discussion ideas will be on the exams. More details will be provided in class. See the grading section (above) for details on points.

**Mini-Reflection Essays**

There are a few short reflection essays to submit over the semester. Details will be provided in class.
**Term Paper Project**

Details of the term paper project will be discussed in the first class session.

**Attendance/Participation**

Each class session focuses on a different topic. Students should arrange their schedules to attend all class sessions—the university schedule is posted far in advance of registration. Any student who misses more than three scheduled “sessions” of class time will automatically fail the class, unless *truly exceptional circumstances* are involved and approved; in such cases the student is required to seek prior approval from the professor before missing a class through email. In extreme situations, where this is not possible, the student should contact the professor immediately after missing a scheduled session through email. The professor may refuse approval for absence for any reason, including past attendance record and performance in the class. Please do not ask to be approved for vacations, work related events/travel, etc. If you tell the professor you will miss class because of travel or work and the professor says okay (as in ‘I’ve heard you’) that is acknowledgement of information shared—it is not an approved absence for a truly exceptional circumstance. For both unapproved and approved absences it is the student’s responsibility to get notes from other students (not the professor) if they miss a session. Approved absences do not excuse the student from graded materials, etc.

Students are expected to participate in class during discussions and activities. Also, promptness is important. Do not be late. Last, please do not leave the class early unless it’s an emergency.

---

**Civility:** The University strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Students will be encouraged to actively and appropriately share their different views in class discussions of topics, cases, and exercises, especially when called upon by the instructor. The vigorous debate of alternative ideas is an important part of advancing scientific knowledge and society. In this class the instructor will encourage everyone to consider how they can recognize, promote, and celebrate diversity that is beneficial to both employers and society at large. The instructor will end discussion as needed to keep discussion from become too heated, off topic, or going over time, etc. Violations of UNCC Policy 406, Code of Student Responsibility, including vulgar or offensive language, depictions, or behaviors will result in decreased points and potentially decreased final letter grade in the course.

**Academic Integrity/Honesty:** Students have the responsibility to know and observe the requirements of the university, including the UNC Charlotte Code of Student Academic Integrity available online at [http://legal.uncc.edu/policies/up-407](http://legal.uncc.edu/policies/up-407). This code forbid...
first offense is zero credit on the work involving dishonesty and further offenses will result in substantial reduction of the course grade. The instructor can as deemed necessary reduce the overall course grade to failing. Students are expected to report cases of academic dishonesty.

Other Information

Class related questions should be asked during classes and during office hours or scheduled appointments. It is the student’s--not the instructor’s-- responsibility as adults to keep their own notes on class topics, records of earned grades on exams, etc., throughout the course.

The instructors may modify the class schedule and all content in the syllabus during the course of the semester.

If you have a disability and need academic accommodations, please provide me with a letter of accommodation from Disability Services early in the semester. For more information on accommodations please contact the Office of Disability Services at 704-687-0040 or visit their office at Fretwell 230 on the main campus.

If class is cancelled for inclement weather or other reasons, the instructor will announce the cancellation by noon the day of class through an email. Instructions on how the session will be replaced will be included in the email.

By attending class beyond the first week, students agree to follow the framework and rules related to this course that are described above.

**Tentative Listing of Course Topics**

<table>
<thead>
<tr>
<th>Date</th>
<th>Main Topics</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-24</td>
<td>Introductions, Critical Thinking</td>
<td></td>
</tr>
<tr>
<td>5-26</td>
<td>Deciphering Sources of Competitive Advantage and Firm Strategy</td>
<td>Book Ch. 1 + PDFs</td>
</tr>
<tr>
<td>5-31</td>
<td>Exam 1 + Market Orientation, Absorptive Capacity, Dynamic Capabilities</td>
<td>Book Ch. 2 + PDFs</td>
</tr>
<tr>
<td>6-2</td>
<td>Process and Business Model Innovations Part I</td>
<td>Book Ch. 3 + PDFs</td>
</tr>
<tr>
<td>6-7</td>
<td>Exam 2 + Process and Business Model Innovations Part II</td>
<td>Book Ch. 4 + PDFs</td>
</tr>
<tr>
<td>6-9</td>
<td>Re-Branding and Change</td>
<td>Book Ch. 5 + PDFs</td>
</tr>
<tr>
<td>6-14</td>
<td>Exam 3 + Leadership, Vision, and Inspiring Change</td>
<td>Book Ch. 6 + PDFs</td>
</tr>
<tr>
<td>6-16</td>
<td>Future of Markets, Technologies, and Consumers</td>
<td>PDFs</td>
</tr>
<tr>
<td>6-21</td>
<td>Selected Topics/Tools in Change Management</td>
<td>PDFs</td>
</tr>
<tr>
<td>6-23</td>
<td>Exam 4 + Term Paper Presentations</td>
<td></td>
</tr>
<tr>
<td>6-28</td>
<td>Video Presentation</td>
<td></td>
</tr>
</tbody>
</table>