

Course	BUSN 6200 Strategy and Competition	
Term	Spring 2, 2009	
Instructor	Name: Tom Minton Phone: Cell (479) 414-8770, Work (479) 782-1311 Email: tomminton@mynewroads.com	
Catalog Description	The student examines the conceptual and practical aspects of business policies and policy decision making by utilizing all the concepts, theories, and tools that were presented in the previous courses. The student should be able to analyze and recommend a comprehensive and workable approach to the situation. The course should cover current business issues and developments.	
Prerequisites	All other core MBA courses	
Course Level Learning Outcomes	Outcome	Expectation
	1. Students understand the important facts, terminology, concepts, principles, and theories in the area of Strategy.	Students can discuss the results of research that links strategic variables to firm performance (e.g. The PIMS findings). Students can describe the various models and methods used to conduct external and internal analysis (e.g. SWOT, BCG, Porter, etc.)
	2. Students can conduct industry analysis to assess the relative market position of a firm or product division.	Students can prepare a written analysis of a business situation, including market structure, within the parameters of the Porter 5 Forces Model or standard Economic Market Structures to assess market conditions.
	3. The student will be able to use accounting and financial information to assist in their strategic analysis.	Students can determine the relative well-being of the firm and identify specific performance problems (e.g. inventory management, debt load, etc.) based on financial statements. Students can determine whether the financial condition of the firm will allow the firm to pursue a desired strategy.
	4. The MBA will be able to use quantitative tools to assist in the analysis of the strategy of the firm.	Students can discuss quantitative tools that can be used to assess competitive position and strategy. Students can identify situations when

		these quantitative tools can be helpful in the analysis. They can apply the tools and interpret the results.										
	5. The MBA can address unstructured business problems that span multiple functional areas.	The MBA will, when faced with an unstructured business situation (through a case or simulation), be able to identify the key factors driving problem or situation, the additional information needed to understand the situation, and to set priorities for decision and action.										
Materials	<p>Required Textbook:</p> <p>Walker, Gordon, <i>Modern Competitive Strategy</i>, (with online access card), 3rd edition, 2009, ISBN: 0073381381 McGraw-Hill/Irwin.</p> <p>Capstone Business Simulation. Students must register for CapSim prior to the first class meeting. However, DO NOT register until contacted by instructor. I will distribute a Team Member Guide at the first class meeting.</p>											
Grading	<table border="1"> <tr> <td>Class participation</td> <td>10%</td> </tr> <tr> <td>Examinations</td> <td>45%</td> </tr> <tr> <td>Simulation</td> <td>35%</td> </tr> <tr> <td>Case Analysis</td> <td>10%</td> </tr> <tr> <td>Total</td> <td>100%</td> </tr> </table>	Class participation	10%	Examinations	45%	Simulation	35%	Case Analysis	10%	Total	100%	<p>A 93-100, A- 92-90, B+ 89-87, B 86-83, B- 82-80, C 79-70, F 69-0</p> <p>The GRADUATE catalog provides these guidelines and grading options:</p> <ul style="list-style-type: none"> • A/A- Superior graduate work • B+/B/B- Satisfactory graduate work • C Work that is barely adequate as graduate-level performance • CR Work that is performed as satisfactory graduate work (B- or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicum, or specified courses. • F Work that is unsatisfactory • I Incomplete work • ZF An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal. • IP In progress • NR Not reported • W Withdrawn from the course
Class participation	10%											
Examinations	45%											
Simulation	35%											
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Total	100%											
Activities	The primary class activities will be discussions of the material presented in the class, case presentations and case discussions, the business simulation and discussions of the simulation.											
Policy Statements: University	University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:											

<p>Policies</p>	<p>Academic Honesty</p> <p>The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p>Drops and Withdrawals</p> <p>Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p>Special Services</p> <p>If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p>Disturbances</p> <p>Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p>Student Assignments Retained</p> <p>From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p>Contact Hours for this Course</p> <p>It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p>Course Policies</p>	<p>This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.</p> <p>Class meetings are to be treated as important business appointments. Because so much of the value of this course comes from class discussion, attendance is required. There are, of course, excusable absences. However, there will always</p>

	be for reasons that are beyond your ability to control. Please talk to me about any absences.	
Weekly Schedule	Weekly Schedule	<p>No papers or presentations are due at the first class meeting. At each of the next seven classes, students will be required to submit a one page paper analyzing a company's strategic plan and make recommendations to increase their profits.</p> <p>Students will discuss their findings in weekly Case Study Roundtable Discussions. Students may choose companies or industries to evaluate based on their personal career plans and business interests. Students should refer to the content and methods of previous courses to support their analyses and recommendations.</p> <p>Students will participate in a Business Simulation exercise. Students will break into small groups and assume the role of senior management (i.e., Product Manager, Segment Manager, Functional Manager and Competitive Intelligence Officer) of a simulated corporation. Students will implement a strategic plan including determining production levels, pricing, research, and human resource requirements each round (the equivalent of one year). Additional information regarding simulation requirements will be distributed at the first class.</p> <p>Students will take a final COMP X-M Assessment Exam consisting of five rounds of the Business Simulation Exercise, conducted and tested on an individual basis.</p> <hr/> <p>Week 1 Topic: What is Strategy? Introduction to the Capstone Business Simulation CapSim Team Practice Round 1 and 2 Discuss Case Study Projects, Review Samples Read Chapter 1 March 19</p> <hr/> <p>Week 2 Topic: Competitive Advantage CapSim Team Practice Round 2 and 3 Case Study Roundtable Discussion 1 Read Chapter 2</p> <hr/> <p>Week 3 Topic: Industry Analysis CapSim Team Practice Rounds 4 and 5 Case Study Roundtable Discussion 2</p>

	Read Chapter 3
Week 4	<p>Topic: Competing over Time: Industry and Firm Evolution</p> <p>CapSim Team Competition Rounds 1 and 2</p> <p>Case Study Roundtable Discussion 3</p>
Week 5	<p>Topic: Strategy Execution</p> <p>CapSim Team Competition Rounds 3 & 4</p> <p>Globalization</p> <p>Case Study Roundtable Discussion 4</p> <p>Read Chapter 5</p>
Week 6	<p>Topic: Vertical Integration and Outsourcing and Partnering</p> <p>CapSim Team Competition Rounds 5 and 6</p> <p>CapSim Team Board and Stockholders Report Due</p> <p>Case Study Roundtable Discussion 5</p> <p>Read Chapters 6 and 7</p>
Week 7	<p>Topic: New Business Development & Managing the Multi-Business Firm</p> <p>COMP X-M Individual Assessment Exam – Rounds 1 and 2</p> <p>Case Study Roundtable Discussion 6</p> <p>Read Chapters 9 and 10</p>
Week 8	<p>Topic: Corporate Governance & Strategic Planning and Decision Making</p> <p>COMP X-M Individual Assessment Exam – Rounds 3 and 4</p> <p>Case Study Roundtable Discussion 7</p> <p>Assignments</p> <p>Read Chapters 11 & 12</p> <p>Cost-based Advantages</p>
Week 9	<p>Topic: Strategy and Competition</p> <p>COMP X-M Individual Assessment Exam Round 5</p> <p>Review course</p>