

Course Term	BUSN 6200 – Strategy and Competition Summer 2009	
Instructor	Name: Dr. Harry Schuler Phone: 949.250.7855 Email: schuler@webster.edu	
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 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 core courses in the MBA program.	
Learning Outcomes	Outcome	Expectation
	1. Students understand the important facts, terminology, concepts, principles, and theories in the area of Strategy.	<p>Students can discuss the results of research that links strategic variables to firm performance.</p> <p>Students can describe the various models and methods used to conduct external and internal analysis.</p>
	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’s 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.	<p>Students can determine the relative well-being of the firm and identify specific performance problems based on financial statements.</p> <p>Students can determine whether the financial condition of the firm will allow the firm to pursue a desired strategy.</p>
4. The MBA will be able to use quantitative tools to assist in the analysis of the strategy of the firm.	<p>Students can discuss quantitative tools that can be used to assess competitive position and strategy.</p> <p>Students can identify situations when these quantitative tools can be helpful in the analysis. They can apply the tools</p>	

		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.								
Textbooks	<p>Text: Strategic Management: Competitiveness & Globalization (8th ed) Authors: Hitt, Ireland & Hoskisson. Publishers: Thompson South-Western, ISBN: 0-324-65559-2</p> <p>STUDENT GUIDE 2008: <i>Capstone Business Simulation</i> by Management Simulations, Inc. Northfield, IL 60093, (877-477-8787) School Staff will provide copies (website: www.capsim.com).</p>									
Grading	<table> <tr> <td>Midterm Exam</td> <td>10%</td> </tr> <tr> <td>Final Exam</td> <td>30%</td> </tr> <tr> <td>Case Studies</td> <td>20%</td> </tr> <tr> <td>Capstone's Simulation</td> <td>40%</td> </tr> </table> <p>Grading scale: 90+=A, 89-88=A-, 85+=B+, 80+=B, 79-78=B-, 75+=C+, 70+=C, Below 69 = Unsatisfactory</p>		Midterm Exam	10%	Final Exam	30%	Case Studies	20%	Capstone's Simulation	40%
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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 Policies	<p>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> <p>Academic Honesty 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 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 If you need accommodations for a disability, please let the instructor know at the beginning of the course so that they can be provided.</p> <p>Disturbances 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>Weekly Schedule</p>	<p><u>WEEK 1:</u></p> <ul style="list-style-type: none"> • Orientation & course overview • Explanation of Capstone’s Business Simulation Program • Read and understand the Capstone’s “Team Member Guide 2008”. • (Note: Students need to familiarize themselves with the simulation, and enroll themselves <u>before</u> the first class. (Play 3-4 practice rounds yourself; Discuss Situation Analysis in Student Guide) • Read & chapter 1: Strategic Management and Strategic Competitiveness <p><u>WEEK 2:</u></p> <ul style="list-style-type: none"> • Read chapters 2 & 3: The External Environment & The Internal Environment • Case discussion & answers: Case #10 : Ford • Students will find discussion questions on the handout that will be passed out at the first class. Case analysis must be turned in at the next class session. • Capstone <u>team practice round</u> <p><u>WEEK 3:</u></p> <ul style="list-style-type: none"> • Read chapters 4 & 5: Business-Level Strategy & Competitiveness Rivalry and Competitiveness Dynamics • Analyze Capstone’s Simulation Decision (Team Round 1) <p><u>WEEK 4:</u></p> <ul style="list-style-type: none"> • Read chapter 6 & 7: Corporate-Level Strategy & Acquisition & Restructuring Strategies • Case discussion & answers: Case #4: AMD • Analyze Capstone’s Simulation Decision (Team Round 2) <p><u>WEEK 5:</u></p> <ul style="list-style-type: none"> • In-Class, Midterm Exam • Analyze Capstone’s Simulation Decision (Round 3) • Read chapter 8: International Strategy

WEEK 6:

- Read chapter 9: Corporate Strategy
- Case discussion and answers: Case #28: Wal-Mart
- Analyze Capstone's Simulation Decision (Round 4)

WEEK 7:

- Read chapters 10 & 11: Corporate Governance & Organizational Structure and Controls
- Analyze Capstone's Simulation Decision (Round 5)
- Introduce Comp-XM (end play, due on July 30)

WEEK 8:

- Read chapters 12 & 13: Strategic Leadership & Strategic Entrepreneurship
- Analyze Capstone's Simulation Decision (Round 6)
- Introduce Stockholders' Debrief

WEEK 9:

- Team Debrief Presentations
- Final Exam (Covering chapters 8 through 13)

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Required Course Activities:

The Capstone Strategic Management Simulation is a required component of BUSN 6200. This is to ensure that all Webster University MBA students have a common, high quality integrative experience in their last semester of their program of studies. Capstone is a dynamic business simulation that runs the entire nine weeks of the course. This web-based simulation, located at www.capsim.com, brings together all of the primary functions of business (i.e. production, forecasting, marketing, pricing, finance, human resources and labor negotiations, distribution, trend analysis) and combines it within a competitive framework that teaches strategic thinking, and "strategy" as competitive movement and counter-movement.

CAPSTONE BUSINESS SIMULATION GAME ROUNDS:

The purpose of the Capstone Business Simulation Game is to test alternative actions of an operating business in a competitive environment without incurring costs or the risk of implementing them in a real setting. Most strategic decisions, especially crucial ones, are made after consultation with key executives and colleagues in an atmosphere of committee deliberations and discussion.

	<p>Each team manages and analyzes their own \$100 million Capstone Company and develops and implements strategic concepts. The management team will make decisions about various aspects of an assigned company's management for a given period of "simulated time". The simulation is played over several simulated years to maximize the firm's objectives. The objectives are, of course, achieved much more systematically and successfully by considering and applying concepts previously developed in prior MBA courses. There will be 1 practice round and 6 'real' rounds (decisions) in this simulation exercise. <u>Students are REQUIRED to register online for the simulation (a \$49.95 fee).</u> Website: www.capsim.com</p>
<p>Course Policies</p>	<p><u>Attendance</u> Because of the extent of material to be covered in this nine-week class, it is important that you come well prepared. Students are responsible for all information given during the class instruction. Unexcused absences will adversely affect your grade. Unexcused absences are those, which are not cleared with the instructor before the class and/or are for reasons other than an emergency. <u>Students missing two classes will not receive a passing grade nor receive credit for the course.</u></p>
<p>Expected Incoming Student Competency</p>	<p>The student must have an understanding of a manufacturing, service, or a distribution enterprise and should have working familiarity with accessing and searching on the World Wide Web and with software programs for word-processing, spreadsheets, database, and PowerPoint presentations. The student is expected to perform effectively in the context of all learning experiences typical of the graduate level. This ability must include the capability of communicating effectively in writing, discussions, and presentations.</p>
<p>Additional Information</p>	<p>The instructor, without the notification or consent of the students, may revise this syllabus.</p>