

<b>Course</b>	<b>BUSN 6200 / JC / Strategy and Competition</b>	
<b>Term</b>	Fall 2, 2009 –Thursday – 6:00 pm – 10:00 pm 10/22, 10/29, 11/5, 11/12, 11/19, 12/3, 12/10, 12/17 ( <b>Make-up date TBD</b> )	
<b>Instructor</b>	Name: John Jinkner Work Phone: (904) 359-1920 Mobile: (904) 613-2694 Email: <a href="mailto:jinkner@webster.edu">jinkner@webster.edu</a> or <a href="mailto:john_jinkner@csx.com">john_jinkner@csx.com</a>	
<b>Catalog Description</b>	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.	
<b>Prerequisites</b>	All other core MBA courses	
<b>Course Level Learning Outcomes</b>	<b>Outcome</b>	<b>Expectation</b>
	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.	<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 and interpret the results.</p>
	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.
<b>Materials</b>	<p>Hitt, M. Ireland, R.D., and Hoskisson, R.E. (2009). <b>Strategic Management: Competitiveness and Globalization, Concepts and Cases.</b> (8<sup>th</sup> Edition). Thomson South-Western. ISBN#0324655592</p> <p><b>Capstone Strategic Management Simulation:</b> this is a web-based simulation, located at <a href="http://www.capsim.com">www.capsim.com</a>, that brings together all of the primary functions of business and combines them with a competitive framework for applications in strategic thinking and strategy as competitive movement and countermovement. Students must register for access to this simulation and be prepared to pay \$49.99 (\$39.99 for Capstone &amp; \$10.00 for Comp XM).</p> <p><b>To Order Textbooks go to the local North FL website <a href="http://www.webster.edu/jack">www.webster.edu/jack</a> and click on Order Textbooks to select a vendor</b></p> <p><b>Note: Textbooks must be ordered 2 weeks prior to class to ensure delivery</b></p> <p><b>Supplemental Reading:</b></p> <ul style="list-style-type: none"> <li>• Current publications and literature as required by the selected topic of your oral and written presentation; Wall Street Journal; Business Week; and Bibliography in text.</li> <li>• <b>Research Paper Guidelines and Sample Paper</b> – See website @ <a href="http://www.webster.edu/jack">www.webster.edu/jack</a> and click on the Student Resources category.</li> </ul>	

<b>Grading</b>	<b>Assignments</b>	<b>Maximum Points</b>
	<ul style="list-style-type: none"> <li>• Capstone Business Simulation and Project</li> </ul>	35 Points
	<ul style="list-style-type: none"> <li>• Written Case Study Analysis:               <ul style="list-style-type: none"> <li>➤ Session 3 - Abstract/Synopsis</li> <li>➤ Session 4 - Research &amp; References</li> <li>➤ Session 5 - Solution Outline Recommended Alternatives</li> </ul> </li> </ul>	5 Points 5 Points 5 Points
	<ul style="list-style-type: none"> <li>• Final Case Study Analysis (all 3 sections)</li> </ul>	15 Points
	<ul style="list-style-type: none"> <li>• Final Exam</li> </ul>	25 Points
	<ul style="list-style-type: none"> <li>• Class Participation and Attendance</li> </ul>	<u>10 Points</u>
	<b>TOTAL</b>	<b>100 Points</b>

Letter grades will be assigned pursuant to the following scores based on the percent of the total possible points (weighted according to the scale above) that you earned in the course.

Percentage of Total Points	Grade
95%-100%	A
90%-94%	A-
88%-89%	B+
84%-87%	B
80%-83%	B-
70%-79%	C
Below 70%	F

<p><b>Activities</b></p>	<p>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.</p> <p><b>Capstone Business Simulation and Project:</b></p> <ul style="list-style-type: none"> <li>• The Capstone Simulation Project is worth 35 points (35% of the final grade) that will include: <ul style="list-style-type: none"> <li>• <b>Capstone Simulation Annual Report</b> (20 points) <ul style="list-style-type: none"> <li>➢ Each team will develop an Annual Report for its company. The annual report will include a vision/mission statement and a detailed enterprise strategy for your company.</li> <li>➢ Each team will make a presentation of the Annual Report including a discussion of their current business-unit level and corporate level strategies.</li> <li>➢ Annual Reports will be graded equally on effectiveness and efficiency of content. <ul style="list-style-type: none"> <li><u>Effectiveness</u> is judged by the ability to identify and develop a strategy. Unique and interesting insights offered by the team will be rewarded with additional points.</li> <li><u>Efficiency</u> is judged by the conciseness of the associated narrative supporting the analysis and position.</li> </ul> </li> </ul> </li> <li>• <b>Capstone Simulation Results</b> (10 points max per team member) <ul style="list-style-type: none"> <li>➢ Each team will be awarded points for its rank in the Capstone Simulation Competition.</li> <li>➢ Teams will be formed during the first class meeting and will consist of at least three members per team.</li> </ul> </li> <li>• <b>Team participation</b> (5 points maximum per team member) <ul style="list-style-type: none"> <li>➢ Peer evaluation forms will be used to evaluate participation of each team member. Evaluations will be turned in at mid-term and end of course.</li> </ul> </li> </ul> </li> </ul> <p><b>Case Studies: (Written Case Study Analysis and Final Case Study Analysis):</b></p> <ul style="list-style-type: none"> <li>• One Case worth 30 points for a total of 30% of the final grade.</li> <li>• The case must be typed following a specific format to be distributed and explained during the first class meeting and should be between 20 and 30 pages in length, excluding title page, references and appendices.</li> <li>• Case will be graded equally on effectiveness and efficiency of content based on the application of the MBA Case Study Analysis guideline and Grading Criteria included at the end of this syllabus.</li> </ul> <p><b>Final Exam:</b></p> <ul style="list-style-type: none"> <li>• Comp-XM, based on the Capstone Business Simulation, will be the instrument used to assess competency in the MBA program.</li> <li>• Comp-XM is played just like the Capstone game except students work individually to make 5 rounds of decisions over three weeks.</li> <li>• Questions will cover all core courses in the MBA program</li> </ul>
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- Further details will be discussed during the first class meeting

**Class Participation and Attendance:**

- Students are expected to attend all class sessions of every course for the full 36 contact hours. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advanced permission of the instructor should withdraw from the class. The University reserves the right to involuntarily drop enrolled students from classes, which they do not attend. **PLEASE BE ADVISED:** Students who do not attend the first class session, who have not made prior arrangements with the instructor for being absent, will be dropped from their courses.
- Attendance the last day of class is mandatory to ensure that all work is completed and to be awarded a passing grade. An Incomplete will not be acceptable without documental proof (Death Notice, Doctor's Letter, etc.) as to absence relating to non-completion of class work. These must be faxed 904-262-1459 or dropped off to Webster University by the Monday after the term ends.
- Participants are expected to arrive on time and be actively involved in the learning experience. Each student should desire to learn, participate, and proactively contribute to the learning of others during each discussion and exercise.
- Students are to participate in classroom discussions. The discussions are an opportunity for students to reveal their understanding of the assignments made for the current and previous classes.
- Assignments are given to prepare the student to participate in class discussions; therefore, it is imperative that reading assignments and associated questions for discussion be completed prior to class.
- A maximum of 10 points will be awarded based on the level and quality of participation and preparation.
- Failure to turn in an assignment within one week will result in a grade of "0" for that assignment. In addition, failure to submit an assignment will lower the final grade by an additional two points.
- All assignments are due as detailed in the Course Schedule.
- Late assignments will be accepted, if they are turned in **no later** than one week later, but will be penalized one letter grade. Furthermore, late assignments will lower the student's final grade by an additional one point.
- Late assignments will not be accepted for the final assignments the last week of the course to allow timely completion and grades to be submitted.

<p><b>Policy Statements:</b></p> <p><b>University Policies</b></p>	<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><b>Academic Honesty</b></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><b>Drops and Withdrawals</b></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><b>Special Services</b></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><b>Disturbances</b></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><b>Student Assignments Retained</b></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><b>Contact Hours for this Course</b></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>
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<b>Course Policies</b>	<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, they will always be for reasons that are beyond your ability to control. Please talk to me about any absences.</p>	
<b>Final MBA Program Competency</b>	<p>Copies of all students' final case analysis submittals for BUSN 6200 will be forwarded to- and maintained by Webster University School of Business and Technology to document MBA program competency.</p>	
<b>Weekly Schedule</b>		<p><b>Pre-Assignments for Session 1:</b></p> <ul style="list-style-type: none"> <li>• The Capstone Simulation team member handbook will be available at the main office as soon as each student registers for class; each participant <u>must</u> read the CAPSIM information and be prepared for the first night of class where the instructor will outline the parameters for this important (and fun) business simulation (your results will count 35% of the course grade). <ul style="list-style-type: none"> <li>➤ Read Chapter 1</li> <li>➤ Read CAPSIM Team Member Guide (read thoroughly, we will discuss Capstone in great detail in the first class)</li> <li>➤ Review <u>Case Analysis</u> at the end of this syllabus</li> </ul> </li> </ul>
	<b>Session 1</b>	<p><b>THEME: Framework for Strategy Development</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Introductions, course expectations and administrative items</li> <li>• <b>Project:</b> the CAPSIM Process</li> <li>• Strategic Management &amp; Strategic Competitiveness</li> <li>• Review the Case Study Term Project requirements</li> </ul> <p><b>Assignments for Session 2:</b></p> <ul style="list-style-type: none"> <li>• Read Chapters 2 and 3</li> <li>• CAPSIM decisions</li> </ul>
	<b>Session 2</b>	<p><b>THEME: Assessing Opportunities</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• The External Environment</li> <li>• The Internal Environment</li> </ul> <p><b>Assignments for Session 3:</b></p> <ul style="list-style-type: none"> <li>• Read Chapter 4</li> <li>• CAPSIM decisions</li> </ul>

	<ul style="list-style-type: none"> <li>• Due - Case Study Abstract/Synopsis</li> </ul>
<b>Session 3</b>	<p><b>THEME: Strategic Choices</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Business-Level Strategy</li> <li>• Submit Case Study Abstract/Synopsis</li> </ul> <p><b>Assignments for Session 4:</b></p> <ul style="list-style-type: none"> <li>• Read Chapter 5</li> <li>• CAPSIM decisions</li> <li>• Due - Case Study Research &amp; References</li> </ul>
<b>Session 4</b>	<p><b>THEME: Assessing the Competition</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Competitive Rivalry and Competitive Dynamics</li> <li>• Submit Case Study Research &amp; References</li> </ul> <p><b>Assignments for Session 5:</b></p> <ul style="list-style-type: none"> <li>• Read Chapters 6 and 7</li> <li>• CAPSIM decisions</li> <li>• Due - Case Study Solution Outline &amp; Recommended Alternatives</li> </ul>
<b>Session 5</b>	<p><b>THEME: Corporate Strategy</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Corporate-Level Strategy</li> <li>• Acquisition and Restructuring Strategies</li> <li>• Submit Case Study Solution Outline &amp; Recommended Alternatives</li> </ul> <p><b>Assignments for Session 6:</b></p> <ul style="list-style-type: none"> <li>• Read Chapter 8 and 9</li> <li>• CAPSIM decisions</li> </ul>
<b>Session 6</b>	<p><b>THEME: Developing a Global Perspective</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• International Strategy</li> <li>• Cooperative Strategy</li> </ul> <p><b>Assignments for Session 7:</b></p> <ul style="list-style-type: none"> <li>• CAPSIM decisions</li> <li>• Chapters 10 and 11</li> <li>• Due - Individual Review for Case Study</li> </ul>

	<b>Session 7</b>	<b>THEME: Organizational Needs</b> <b>Topics:</b> <ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Organizational Structure and Controls</li> <li>• Submit Individual Review for Case Study</li> </ul> <b>Assignments for Session 8:</b> <ul style="list-style-type: none"> <li>• Chapters 12 and 13</li> <li>• CAPSIM decisions</li> <li>• Due - Final Individual Review for Case Study</li> </ul>
	<b>Session 8</b>	<b>THEME: Leadership and Entrepreneurship</b> <b>Topics:</b> <ul style="list-style-type: none"> <li>• Strategic Leadership</li> <li>• Strategic Entrepreneurship</li> <li>• MBA Review and Preparation for Final Exam</li> <li>• Submit Final Individual Review for Case Study</li> </ul> <b>Assignments for Session 9:</b> <ul style="list-style-type: none"> <li>• The Capstone Summary</li> <li>• Final Exam</li> <li>• Due - Case Study 'Final Opportunity to submit'</li> </ul>
	<b>Session 9</b>	<b>THEME: The Capstone Summary</b> <b>Topics:</b> <ul style="list-style-type: none"> <li>• Final Exam</li> <li>• Team presentations – Annual Report</li> <li>• Successes, failures and conclusions</li> <li>• Submit Case Study Final Project</li> </ul>
<b>Additional Information</b>	<p><b><u>CASE ANALYSIS GRADING CRITERIA</u></b></p> <p><b>ANALYSIS AND APPLICATION (30%)</b>  The student should be able to identify the nature of the business problem and, given the available information develop a rational and accurate model of the situation. The model developed should use all relevant data and identify causal relationships in the case study. Students should be able to develop a sound plan of action and, given the analysis submitted, develop a plan (to include goals, budgets, deadlines, and responsibilities) that addresses the situation and indicates that the goals can be reached.</p> <p><b>SUBSTANTIVE MATERIAL (30%)</b>  The student should be able to analyze all available information using proper analytical and methodological approaches. This includes proving that he or she has made optimal use of analytical and methodological data and that the</p>	

reliability and accuracy of the various sources of information are correctly evaluated. Students will be evaluated on how well they have discussed the concepts, theories, and processes from the requisite core courses as well as from the current course material. The idea here is to validate that the student has an enterprise-wide perspective that allows them to recognize and assess problems that span functional areas and determine the appropriate course of actions.

**WRITING ABILITY (20%)**

Students will be assessed on their correct use of grammar, traditional punctuation practices, and appropriate sentence and paragraph construction. Your paper should follow a formal writing style, which does not use personal pronouns, abbreviations, contractions, jargon, or colloquialisms. Use correct spelling, define unfamiliar and new terms, follow traditional mechanical conventions, i.e., capitalization, etc.

**PROPER CITING (20%)**

The student should also be able to identify information needed to address the problem. Once the problem is understood, has all of the additional information needed to understand the situation been identified and has the student conducted a search and clearly cited their research in the text and referred to it in the bibliography. Students will be evaluated on the extent to which they properly credited theorists and authors for the concepts, theories, and processes, etc. that were used in their analysis.

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**Determination of Grades is Based on the Following Criteria:**

Minimum Requirements:

Products (papers, case studies, projects) must be on time, in the correct format, corrected for spelling and grammar, appropriate materials included and referenced to-the-point and on topic and conclusions must be supported.

Examinations must be complete, accurate, neat, evidence clear thought, and exhibit concise and to-the-point responses.

Behavior in class discussions and group activities should be responsible, should exhibit open communication, be constructive, and helpful.

Mastery Level (Grade of "B"): *Professional Achievement*

Products must meet the requirements stated above for minimum requirements and additionally meet professional criteria. For example, documentation should be included to support research papers, the APA format should be used consistently throughout the paper, and substantially more than the minimum number of references should be included. Presentations should be logical, organized, and comprehensive.

Examinations should be organized, in depth, comprehensive, logical and complete, and evidence thorough understanding of the subject /topic through application of principles.

	<p>Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.</p> <p><u>Mastery Level Plus (Grade of “A”): <i>Creative Achievement</i></u>  Products must meet all requirements stated above and additionally meet creative criteria. These criteria include unique topic or subject selection, synthesis of ideas, evaluation of subject matter and positions found in the literature, be creative in approach, establish new relationships with ideas and provide new insights.</p> <p>Examination responses indicate insightfulness of understanding, a synthesis of information and unique ideas, and rationale for application of principles following careful analysis.</p> <p>Classroom behavior should exhibit very focused activity and thought on the subject at hand, be motivated, and assist in discovery of new insights and relationships concerning the subject/topic of discussion.</p> <p>The grade of “A” represents the best work of students, accomplished in a unique and professional manner.</p> <p><b>Note:</b>  To achieve the objectives of this course, this syllabus may be revised at the discretion of the instructor without prior notification or consent of the students.</p>
<p>Reviewed by: <u>  <i>J. Ewing</i>  </u></p> <p>Job Title: <u>  Faculty Coordinator  </u></p> <p>Date: <u>  04/30/08  </u></p>	

Revised 04/24/08