

Course	BUSN 6200 Strategy and Competition	
Term	Summer 2009	
Instructor	Scott Strickland 816-988-8385 stricklan@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 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>Walker, Gordon, <i>Modern Competitive Strategy 2nd Edition</i>, McGraw-Hill/Irwin. ISBN-13: 978-0-07-310284-9</p> <p>Capstone Business Simulation</p> <p>This course will be unique in that it will include a strategy simulation game (internet access and \$49.99 fee required (payable at www.capsim.com)). This game will bring together the various concepts you have learned throughout your MBA program, and give you a chance to “run” a \$100 million dollar company. Teams will be determined on the first night of class. Each team will be in charge of an organization making “PC’s”. The other teams in the class are your competition. Each week your management team will make several business decisions that span the functional areas of running a company, i.e., production, R&D, finance, marketing, human resources, etc. Your company will fight it out with the other companies for customers, profit, ROI etc.</p> <p>The focus of the game will be on attaining the highest (average) stock price by the end of the semester. Scores will be given as follows:</p> <p>1st place – 100% 2nd place – 95% 3rd place – 90% 4th place – 85% 5th place – 80%</p> <p><i>Note: Class time will be provided each night for teams to work on their decisions.</i></p> <p><i>Note: The last week of lecture, each team will provide a 15 minute PowerPoint presentation on their company’s strategy; what went right; what went wrong; how decisions were made; what you would do different if you played again.</i></p> <p>Cases and additional material to be given out in class</p>	
Grading		
	Examinations	50%
	Simulation	30%
	Case Analysis	20%
	Total	100%

The GRADUATE catalog provides these guidelines and grading options:

- **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, practicums, 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

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><i>Academic Honesty</i></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><i>Drops and Withdrawals</i></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><i>Special Services</i></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><i>Disturbances</i></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><i>Student Assignments Retained</i></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</p>

	<p>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, they will always be for reasons that are beyond your ability to control. Please talk to me about any absences.</p>						
<p>Weekly Schedule</p>	<p>Weekly Schedule</p> <table border="1" data-bbox="375 926 1411 1598"> <tr> <td data-bbox="375 926 688 1150"> <p>Week 1</p> </td> <td data-bbox="688 926 1411 1150"> <p>Topics: Introduction to Class Introduction to the simulation: Practice Rd Measuring Organizational Performance</p> </td> </tr> <tr> <td data-bbox="375 1150 688 1482"> <p>Week 2</p> </td> <td data-bbox="688 1150 1411 1482"> <p>Discussion of simulation Simulation: Decision 1 Introduction to strategy Assignments: Text: Chapters 1 & 2</p> </td> </tr> <tr> <td data-bbox="375 1482 688 1598"> <p>Week 3</p> </td> <td data-bbox="688 1482 1411 1598"> <p>Industry Analysis Simulation: Decision 2 Assignments: Text: Chapter 3 and 5</p> </td> </tr> </table>	<p>Week 1</p>	<p>Topics: Introduction to Class Introduction to the simulation: Practice Rd Measuring Organizational Performance</p>	<p>Week 2</p>	<p>Discussion of simulation Simulation: Decision 1 Introduction to strategy Assignments: Text: Chapters 1 & 2</p>	<p>Week 3</p>	<p>Industry Analysis Simulation: Decision 2 Assignments: Text: Chapter 3 and 5</p>
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	<p>Week 4 Simulation: Decision 3 Assignments: Text: Chapter 6 and 9</p>
	<p>Week 5 EXAMINATION Simulation: Decision 4 Assignment: Text: Chapter 8</p>
	<p>Week 6 Simulation: Decisions 5 and 6 Assignment: Text: Chapter 10</p>
	<p>Week 7 Simulation: Decision 7 Assignment: Text: Chapter 4 MBA Assessment Comp-XM</p>
	<p>Week 8 Simulation: Decision 8 MBA Assessment Comp-XM</p>
	<p>Week 9 FINAL EXAMINATION Assignments: Text: Chapter 12 MBA Assessment Comp-XM Brief team oral review of simulation strategies</p>
<p>Additional Information</p>	

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