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| Course | BUSN 6200 - Strategy and Competition | |
| Term | Spring 1, 2010, Jan 4 – Mar 5 | |
| Instructor | Name: Dr. Bert Turner Phone: 501-551-9072 Email: albertturner99@webster.edu or bert_turner@att.net | |
| 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. |

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| | <p>5. The MBA can address unstructured business problems that span multiple functional areas.</p> | <p>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.</p> |
| <p>Materials</p> | <p>Materials: <u>Strategic Management, Concepts</u>, Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson, South-Western Division of Thomson Learning, 8th Edition, ISBN 0324581122.</p> <p>Capstone[®] Business Simulation[®] Homework Assignments handout which is available in the Webster LRAFB office or on the Connections course web site. Pick up a copy of the CAPSTONE[®] Business Simulation[®] Student Guide and the Comp-XM[®] Examination Guide in the Webster University LRAFB Office.</p> <p>Register to participate in the CAPSTONE[®] Business Simulation[®] and the Comp-XM[®] Examination (www.capsim.com). The Course Simulation ID Number is C34165. You will need to know the Sim ID Number when you register. The combined cost of Capstone[®] and Comp-XM[®] is \$53.99. Instructions on how to register are outlined in the CAPSTONE[®] Student Guide. Payment can be made online by credit card or from a checking account. Registration must be completed prior to attending the first class, but you can register as early as 30 days before class and are highly encouraged to do so. You will be ahead of the learning curve if you do the CAPSTONE[®] homework assignments for Weeks 1 and 2 long before the class starts. Specifically, download the CAPSTONE.xls spreadsheet and go through the Rehearsal Simulation several times.</p> <p>Supplemental Readings: Capstone[®] Business Simulation[®] Homework Assignments are available in the Webster LRAFB office or on the Connections course web site.</p> <p>Access the Virtual Bookstore at http://bookstore.mbsdirect.net/WEBSTER.HTM or you can call MBS Direct at 800-325-3252.</p> | |
| <p>Grading</p> | <p>Grading Scale 93-100 A 90-92 A- 87-89 B+ 83-86 B 80-82 B- 70-79 C 0-69 F</p> <p>Course Requirements 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</p> | |

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| | <p>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.</p> <p>F Work that is unsatisfactory</p> <p>I Incomplete work</p> <p>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.</p> <p>IP In progress</p> <p>NR Not reported</p> <p>W Withdrawn from the course</p> |
| <p>Activities</p> | <p>The Computer Lab will be reserved for BUSN 6200 for all Course Meetings (Nights 1-9). All classes will be held in the Computer Lab.</p> |
| <p>Policy Statements: University Policies</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>A student may submit their term paper to the On-Line Writing Center in St. Louis by email and have a coach make suggestions/corrections. It is up to the student to allow sufficient time (generally 7-10 days) for this process to be utilized and still turn in the term paper on the assigned date. Go to http://www.webster.edu/acadaffairs/asp/wc/online.html</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 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> |

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| | <p>Disturbances Since every student is entitled to full participation in class without interruption, all students are expected to be in class and prepared to begin on time. All pagers, wireless phones, or other electronic devices must be turned off, or switched to vibrate, when you enter the classroom.</p> <p>Disruption of class, whether by latecomers, noisy devices, or 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 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 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>Prior to the first class session, students must:</p> <ol style="list-style-type: none"> (1) Pick up a copy of the CAPSTONE[®] Business Simulation[®] Student Guide, the CAPSTONE[®] Homework Assignment Handout, and the Comp-XM[®] Examination Guide in the Webster University LRAFB Office; (2) Read the Student Guide and the CAPSTONE[®] Homework Assignment handout prior to the first class. (3) Register to participate in the CAPSTONE[®] Business Simulation[®] and the Comp-XM[®] Examination. The Course Simulation ID Number is C34165. You will need to know the Sim ID Number when you register. The combined cost of Capstone[®] and Comp-XM[®] is \$53.99. Instructions on how to register are outlined in the CAPSTONE[®] Student Guide. Payment can be made online by credit card or from a checking account. Registration must be completed prior to attending the first class. (4) Log onto this course via Webster Connections (http://connections.webster.edu). Course announcements, PowerPoint files, and other course materials will be posted on the Connections course web site. You are responsible for checking the Connections course web site. <p>This class will meet from 5:30 to 10:00 p.m. Classes will meet in the Computer Lab. Classes will be heavily oriented toward student discussions, individual and team involvement in a Business Simulation[®], and case study analysis.</p> |

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| | <p>Students must obtain their textbook prior to the first class. Read all assigned chapters prior to class, including chapters assigned for Night 1. After reading each assigned chapter and prior to the class where that chapter will be discussed, <u>each student must logon to the textbook's web site and complete the quiz for each chapter.</u> Students may use the textbook in completing the quiz.</p> <p>(1) Logon to http://websites.swlearning.com/cgi-wadsworth/course_products_wp.pl?fid=M20b&discipline_number=416&product_isbn_issn=0324316941</p> <p>(2) Click on Interactive Quiz;</p> <p>(3) Select the chapter;</p> <p>(4) Enter your email address and my email address (Bert_Turner@comcast.net); and</p> <p>(5) Take the Quiz. You will receive feedback on individual questions that are incorrectly answered. I will get confirmation of your score and the time the quiz was completed. Each quiz contributes points toward your total grade.</p> <p>NOTE: The CAPSTONE[®] homework assignments in this syllabus are excerpts from more detailed assignments and guidelines contained in the Homework Assignment Handout you must pick up in the Webster University LRAFB Office or download from the Connections course web site. Additionally, some of the simulation will actually be finalized each week in class, but you must do significant amounts of analysis and planning prior to that class.</p> |
| <p>Week 1:</p> | <p>Reading/Homework Assignments: <u>Textbook:</u> Before class read Ch 1, Strategic Management and Strategic Competitiveness; Complete the Interactive Quiz on the textbook's web site (see instructions below); Ch 2, The External Environment; Complete the Interactive Quiz. Ch 3, Internal Environment; Complete the Interactive Quiz.</p> <p><u>CAPSTONE[®] Homework:</u> Prior to class,</p> <ol style="list-style-type: none"> 1. Reading Assignments. Prior to the first class, in addition to your textbook reading assignment, read the CAPSTONE[®] Student Guide and the Capstone[®] Business Simulation[®] Homework Assignments handout. Note that a Manager Guide is available on line at www.capsim.com, under the "Help" link. 2. Resume and Team Organization Exercise. Prepare a one-page resume outlining your personal traits, skills, competencies and experience as they would relate to the key roles to be used in our CAPSTONE[®] Simulation: Director of Operations, Director of Research and Development; Chief Fiscal Officer, Director of Human Resources, and Director of Sales and Marketing. Bring eight (8) copies of your resume to the first class. |

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| | <p>3. Review the following online CAPSTONE[®] Tutorials at www.capsim.com, under the "Help, Tutorials and Demo" link.:</p> <ul style="list-style-type: none"> • All parts of Introduction, Section 1. • All four lessons in Running Your Company, Section 7. • Developing a Sales Forecast in Marketing, Section 3. This is the most important thing to learn. Make sure you fully understand how to develop a sales forecast. Go through it several times. One of the most frequently heard “lessons learned” at the end of the simulation is “We were too conservative in our sales forecast.” <p>During Class: Assign each student to a team. Assign each student a product for their team.</p> |
| <p>Week 2:</p> | <p>Reading/Homework Assignments: <u>CAPSTONE[®] Homework:</u> Prior to class</p> <ol style="list-style-type: none"> 1. Download the CAPSTONE.xls spreadsheet and complete the Rehearsal Simulation. Most students have found they need to do this step first and spend most of their time on this exercise. 2. Internal Analysis Exercise (Turned in at the beginning of class). Prepare a written Internal Analysis for your assigned product. 3. External Analysis Exercise (Turned in at the beginning of class). Prepare a written External Analysis for your assigned product. 4. Business Plan Exercise. (Turned in at the beginning of class). Draft a Business Plan for your assigned product with its vision statement, an overall strategy, and supporting functional strategies. 5. Measures of Success: Go to at www.capsim.com, under the "Homework, Success Measure Weightings” and note the weighting your company’s board of directors has established for you. All of your decisions should be based on those Measures of Success, NOT what you think is important. 6. Complete all of the remaining Tutorials and Demos. 7. Practice Rounds Exercise. During class, each team will have the opportunity to become familiar with the CAPSTONE[®] software and simulation procedures. Each team will select a strategy, develop functional strategies to support it, and implement their decisions over a few years. We will complete at least two practice rounds during class. <p>This class will focus on CAPSTONE[®] familiarization, review of basics for strategy development, and practice with the simulation.</p> |

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| <p>Week 3:</p> | <p><u>Reading/Homework Assignments:</u> <u>Textbook:</u> Read Ch 4, Business Level Strategy; Complete the Interactive Quiz. Ch 5, Competitive Rivalry and Competitive Dynamics; Complete the Interactive Quiz. <u>Comprehensive Case Study.</u> Arkansas Index Case Study. See separate assignment. <u>CAPSTONE® Homework:</u> The CAPSTONE Team competition begins. As a graded Team Project, each team will develop and document its team strategy and record its business decisions/resultant outcomes, and will maintain a journal log to include an analysis of internal and external factors influencing outcomes for use in the Team's Oral Presentation and written Team CAPSTONE® Business Report (Due on Night 9). Class time will be allowed for Strategy Planning and Decision planning for Year 1. The rollover for Year 1 will be done by the end of class. Year 2's decisions will be entered by an announced date/time prior to the next class meeting. Decide the day and time you want automatic rounds to roll over: _____ ***Restart in Competition Mode. NOTE: Computer maintenance is scheduled from midnight to 3 am Eastern every night.</p> |
| <p>Week 4:</p> | <p><u>Reading/Homework Assignments:</u> <u>Textbook:</u> Read Ch 6, Corporate Level Strategy; Complete the Interactive Quiz. Ch 7, Acquisition and Restructuring Strategies; Complete the Interactive Quiz. <u>CAPSTONE® Homework:</u> The CAPSTONE® Business Simulation competition will continue. Year 3's decisions will be entered prior to the end of class. Year 4's planning and decisions will be entered by an announced date prior to the next class meeting.</p> |
| <p>Week 5:</p> | <p><u>Reading/Homework Assignments:</u> <u>Textbook:</u> Read Ch 8, International Strategy; Complete the Interactive Quiz. Ch 9, Cooperative Strategy; Complete the Interactive Quiz. <u>CAPSTONE® Homework:</u> The CAPSTONE® Business Simulation competition will continue. Year 5's decision will be entered prior to the end of class. Year 6's planning and decisions will be entered by an announced date prior to the next class meeting.</p> |
| <p>Week 6:</p> | <p><u>Reading/Homework Assignments:</u> <u>Textbook:</u> Read Ch 10, Corporate Governance; Complete the Interactive Quiz. Ch 11, Organizational Structure and Controls; Complete the Interactive Quiz. <u>CAPSTONE® Homework:</u> The CAPSTONE® Business Simulation competition will continue. Year 7's decision will be entered prior to the end of Night 7's class. Year 8's planning and decisions will be entered by an announced date prior to the next class meeting.</p> |

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| | <p>Each student must complete a peer evaluation on the CAPSTONE[®] simulation for every member of their team. This evaluation must be completed prior to class on Night 7. The peer evaluation (both how you rated others and well as how they rated you) will be used to award part of your classroom participation points.</p> |
| <p>Week 7:</p> | <p><u>Reading/Homework Assignments:</u> <u>Textbook:</u> Read Ch 12, Strategic Leadership; Complete the Interactive Quiz. <u>CAPSTONE[®] Homework:</u> Post mortem review of the simulation. Start producing final reports for each Team to be used for the Team Project Presentation and Report due on Night 9. Start the Comp-XM[®] end of program final exam (see Final Exam paragraph below).</p> |
| <p>Week 8:</p> | <p><u>Reading/Homework Assignments:</u> <u>Textbook:</u> Read Ch 13, Strategic Entrepreneurship; Complete the Interactive Quiz. Start student PowerPoint presentations of Arkansas Index Case studies. Fellow students will role play as senior management of TMC and provide constructive criticism and evaluation. Both the presenter and the reviewers will be evaluated. An electronic copy of all student PowerPoint presentations must be turned in electronically to the instructor NLT 24 hours prior to the start of Night 8 class.</p> |
| <p>Week 9:</p> | <p><u>Class Assignment:</u> Submit your Team's CAPSTONE[®] Business Report; Present Team Oral Presentations in PowerPoint format on the Team's business activities and its forecast of the future years. Complete Arkansas Index Case Study presentations if required. An electronic copy of each team's presentation must be turned in electronically to the instructor NLT 24 hours prior to the start of Night 9 class.</p> |
| <p>Additional Information</p> | <p>All assigned reading assignments must be completed prior to class. Students must be prepared to discuss the material and the discussion questions at the end of each chapter. All homework assignments and exams, with the exception of the Team Report, are strictly individual efforts. Discussion may occur prior, but not subsequent to starting the assignment. The text may be used while completing the Interactive Quiz for the chapters.</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 must always be for reasons that are beyond your ability to control. Please talk to me about any absences. Students are responsible for all</p> |

assignments due or assigned during absences. Absences, whether excused or not, will reduce the participation grade for that period.

Because most of this class is based on teamwork, it is almost impossible to complete your work individually. Therefore it is almost impossible to get an Incomplete (I) grade for this class.

Final Exam: **READ THE COMP-XM[®] STUDENT GUIDE!** Your final exam grade will consist of an integrated assessment tool called Comp-XM[®]. Comp-XM[®] is located on the capsim.com website. This tool will have you run the simulation a second time as an individual for four rounds. In this five round simulation (5th round is questions only), you must make your CAPSTONE[®] decisions as normal and at the end of each round you will answer a series of multiple choice questions (typically 4-6 questions per round). These questions are generated from the data produced by your individual performance on the simulation. The questions are personalized for each student based on the numbers you get from your CAPSTONE[®] decisions. This provides a consistent set of questions for each student, but those questions are individualized for each student. Your Comp-XM[®] grade will have two components: 1) Board Query Points (how you did on the questions) and 2) Balanced Scorecard Points (how you did on the simulation rounds). The total points of the two components will be combined with your chapter quizzes to produce your Final Exam grade.

Approved by Michael Hostetler, Faculty Coordinator, 27 Nov 2009