

| Course | BUSN 6200 Strategy and Competition | | | | | | | |
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| Instructor | Name: Dr. Norman Auspitz Phone: 502-244-6133 Cell: 502-939-7328 Email: auspitzn@yahoo.com | | | | | | | |
| Term & Dates | FA 1 2008, August 11, 2008 to October 11, 2008 Wed. 6:00 PM – 10:00 PM | | | | | | | |
| Location | Louisville Metropolitan Campus | | | | | | | |
| Course 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 & Incoming Student Competencies | All other core MBA courses | | | | | | | |
| Course Objectives | <ul style="list-style-type: none"> • To introduce the current literature and theories on strategic management • To explain the multi-disciplinary nature of strategy development and implementation • To present the issues addressed to senior management and demonstrate how these issues require the integration of all functional areas of business • To demonstrate the ability to apply strategic management concepts via an innovative strategic management simulation | | | | | | | |
| Course Level Learning Outcomes | <table border="0"> <thead> <tr> <th style="text-align: center;">Outcome</th> <th style="text-align: center;">Expectation</th> </tr> </thead> <tbody> <tr> <td>1. Students understand the important facts, terminology, concepts, principles, and theories in the area of Strategy.</td> <td>Students can discuss the results of research that links strategic variables to firm performance (e.g. The PIMS findings).</td> </tr> <tr> <td>2. Students can conduct industry analysis to assess the relative market position of a firm or product division.</td> <td>Students can describe the various models and methods used to conduct external and internal analysis (e.g. SWOT, BCG, Porter, etc.) 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</td> </tr> </tbody> </table> | 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). | 2. Students can conduct industry analysis to assess the relative market position of a firm or product division. | Students can describe the various models and methods used to conduct external and internal analysis (e.g. SWOT, BCG, Porter, etc.) 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 | |
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| | <p>3. 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.</p> <p>4. The MBA will be able to use quantitative tools to assist in the analysis of the strategy of the firm.</p> <p>5. The MBA can address unstructured business problems that span multiple functional areas.</p> <p>market conditions. 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. 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. 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> | | | | | | | | | | |
| Materials | <p><u>Strategic Management (8th Edition)</u>, by Michael A. Hitt, R. Duane Ireland and Robert E. Hoskisson; Cengage, 2009; ISBN-13: 9780324655599</p> <p>Texts can be obtained by calling MBS Direct at 1-800-325-3252, or at Virtual Bookstore at www.mbsdirect.net. Credit cards and checks are accepted. Make sure you purchase the correct edition.</p> | | | | | | | | | | |
| Supplemental Resources | <p>The Capstone Strategy Simulation</p> <p>This course is unique in that it will include a strategy simulation game (internet access and \$40 fee required payable at www.capsim.com). The handbook can be downloaded as soon as you register. This game will bring together the various concepts you have learned throughout your MBA program. Teams will be determined and rubrics for the simulation exercised will be distributed and reviewed on the first night of class.</p> | | | | | | | | | | |
| Grading | <table border="0"> <tr> <td>Exam 1</td> <td>20%</td> </tr> <tr> <td>Exam 2</td> <td>20%</td> </tr> <tr> <td>Exam 3</td> <td>20%</td> </tr> <tr> <td>Capstone Simulation</td> <td>30%</td> </tr> <tr> <td>Classroom Participation</td> <td>10%</td> </tr> </table> <p><u>Grades:</u> A 95-100 A- 90-94</p> | Exam 1 | 20% | Exam 2 | 20% | Exam 3 | 20% | Capstone Simulation | 30% | Classroom Participation | 10% |
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| | <p>B+ 88-89 B 84-87 B- 80-83 C 70-79 F Less Than 70 I Incomplete Work</p> |
| Activities | <p>Expect 50% of class time lecture with instructor facilitating and 50% group interaction with students participating in class discussions of strategic theory and its use by top management. Teams will present simulation results during each class. Each team will present their results to the entire class at the end of the term. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises.</p> |
| Policy Statements: University Policies | <p><u>CONDUCT</u> Students enrolling in a graduate program at Webster University assume the obligation of conducting themselves in a manner compatible with the University’s function as an educational institution. Misconduct for which students are subject to discipline include the following categories:</p> <ol style="list-style-type: none"> 1. All forms of dishonesty, cheating, plagiarism, or knowingly furnishing false information to the University. 2. Obstruction or disruption of teaching, research, administration, disciplinary procedures, or other University authorized activities. 3. Theft or damage to property at the University. <p>Students who cheat or plagiarize may receive a failing grade for the course in which the cheating or plagiarism took place. Students who engage in any of the above misconducts may be subject to dismissal from the University. To the extent that penalties for misconduct (e.g. theft or destruction of property) are prescribed by law, the University will consider appropriate actions under such laws.</p> <p><u>ATTENDANCE POLICY</u> Students are expected to attend all class sessions of every course. 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 advance 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. Students who do not attend the first class session, who have not made prior arrangement with the</p> |

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| | <p>instructor for being absent, will be dropped from the course.</p> <p><u>MAKE-UP WORK REQUIREMENTS</u></p> <p>For each class missed, makeup work will be assigned and must be submitted at the next class. The instructor will assign the topic and amount of work. This makeup work will be incorporated into the class participation grade. If make-up work is not submitted on time, the student’s final grade will be subject to a reduction of one (1) letter grade.</p> <p>Students are responsible for any class material presented during their absence and any assignments due should be submitted prior to the absence, if possible.</p> <p>Drops and Withdrawals</p> <p>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. 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 need accommodations for a disability, please let the instructor know at the beginning of the course so that assistance can be provided.</p> <p><u>DISCLAIMER</u></p> <p>This syllabus is intended to provide a basic structure to this course. It MAY be modified for class size, student competencies, etc. This syllabus is subject to change at the sole discretion of the instructor.</p> |
| Course Policies | <p>This syllabus and the course schedule may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below represents an approximate expectation of course progress. The instructor reserves the right to add, delete, or modify any weeks of this schedule. The instructor also reserves the right to change the overall course grade weighting. Any changes will be announced in class.</p> <p>If you miss class you are responsible for getting notes and assignments. No late homework will be accepted and missed exams will receive scores of zero unless prior approval to miss class is obtained from the instructor. Makeup exams will be scheduled only if arranged in advance of the scheduled exam date.</p> |
| Weekly Schedule | <p>Week 1 -- August 13</p> <ul style="list-style-type: none"> • Introductions • Syllabus review • Introduction to Capstone Simulation |

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| | <ul style="list-style-type: none"> • Discussion of Chapter 1: Strategic Management and Strategic Competitiveness • Case Analysis assignments <p>Week 2 – August 20</p> <ul style="list-style-type: none"> • Discussion of Chapter 2: The External Environment: Opportunities, Threats, Industry Competition and Competitor Analysis • Discussion of Chapter 3: Internal Environment: Resources, Capabilities, and Core Competencies • Capstone practice round results • Problem assignments <p>Week 3 – August 27</p> <ul style="list-style-type: none"> • Discussion of Chapter 4: Business-Level Strategy • Discussion of Chapter 5: Competitive Rivalry and Competitive Dynamics • Problem assignments • Capstone Simulation debriefing and team meetings • Exam 1 covering Chapters 1 through 3 <p>Week 4 – September 3</p> <ul style="list-style-type: none"> • Review of Exam 1 • Discussion of Chapter 6: Corporate Level Strategy • Discussion of Chapter 7: Acquisition and Restructuring Strategies • Problem assignments • Capstone Simulation debriefing and team meetings <p>Week 5 – September 10</p> <ul style="list-style-type: none"> • Discussion of Chapter 8: International Strategy • Discussion of Chapter 9: Cooperative Strategy • Problem assignments • Capstone Simulation debriefing and team meetings <p>Week 6 – September 17</p> <ul style="list-style-type: none"> • Capstone Simulation debriefing and team meetings • Exam 2 covering Chapters 4 through 9 <p>Week 7 – September 24</p> <ul style="list-style-type: none"> • Review of Exam 2 • Discussion of Chapter 10: Corporate Governance • Discussion of Chapter 11: Organizational Structure and Controls • Problem assignments • Capstone Simulation debriefing and team meetings <p>Week 8 – October 01</p> <ul style="list-style-type: none"> • Discussion of Chapter 12: Strategic Leadership • Discussion of Chapter 13: Strategic Entrepreneurship • Written Case Analysis due • Problem assignments • Capstone Simulation debriefing and team meetings <p>Week 9 – October 08</p> |
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| | <ul style="list-style-type: none">• Exam 3 covering Chapters 10 through 13• Capstone team presentations |
| Additional Information | Any written assignments should follow an appropriate writing style such as APA or MLA. Written assignments and homework need to be neat and legible and will be graded on grammar, punctuation, syntax, spelling and content. |