

Course	BUSN 6200 Strategy and Competition	
Term	FALL 2 - 2009 Day: Tuesdays 5:30 pm to 9:30 pm Location: Ocala Metropolitan Campus	
Instructor	Name: TOM DOBBINS Phone: 352-369-8830 (WORK) Email: TJDOBBINS@TAPOCALALAW.COM	
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	
	1. Students understand the important facts, terminology, concepts, principles, and theories in the area of Strategy.	
	2. Students can conduct industry analysis to assess the relative market position of a firm or product division.	
	3. The student will be able to use accounting and financial information to assist in their strategic analysis.	
	4. The MBA will be able to use quantitative tools to assist in the analysis of the strategy of the firm.	
	5. The MBA can address unstructured business problems that span multiple functional areas.	
Materials	CONTEMPORARY STRATEGY ANALYSIS, Sixth Edition, Robert M. Grant, Blackwell Publishing, ISBN-13: 1405-163-097 CASES TO ACCOMPANY CONTEMPORARY STRATEGY ANALYSIS, Sixth Edition, Robert M. Grant, Blackwell Publishing, ISBN-13: 978-140-5163095 CAPSTONE BUSINESS SIMULATION – w/ COMP-X	
Grading	Class participation	25%
	Business Plan & Presentation	25%
	Simulation	25%
	Case Submissions & Presentation	25%
	Total	100%
	<p><i>Class Participation:</i> I will systematically call on individuals to ensure that everyone gets the opportunity to contribute to class discussion. The quality of your contributions, not the quantity, is important. Advancing the discussion is valuable; repeating comments already made, evading the question or diverting</p>	

from the core issues of the discussion is not.

Business Plan & Presentation: You will be required to write a business plan as part of this course. The same should identify a market with an inclination and ability to purchase your goods or services and the ability of your proposal to provide the same. The plan will be either a new business or an existing business with an entrance into a new sphere or focus. The final plan should be no more than 30 pages long (less attachments,), typed, and double-spaced. It will be expected that there will be a one page Executive Summary at the beginning of the plan. The plan will contain an Introduction, an Analysis of the Organization, Marketing, Operations, Human Resources, Finance and Competitive Edge of the venture. Required Addenda for the plan will be a Time Table, Flow Chart of Services/Production, Budget, Performa Statements, and Worst Case/Exit Scenario.

Simulation: The course utilizes the CAPSIM program that lets you run your own company guiding the same through a series of events and rounds to round out your MBA education.

Case Submissions: You must analyze and write up cases as assigned. Your write-up should be in the form of a memo to the CEO of the company. It should analyze (concisely) the issues identified in the discussion questions for the case and make a recommendation as to what the CEO should do. Maximum length: 800 words (1 page). Hand in your assignment at the beginning of the relevant class or they will not be accepted. It is important that your analysis drives to a conclusion, opinion or decision. You will be required to present one case submission in the course of the term to the class. The write-up for your presentation case will be a Maximum of a 3-page analysis.

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

The Grading Scale for this course is as follows:

A is 96-100
A- is 91-95
B is 86-90
B- is 81-85
C is 76-80

	F is 0-75
Activities	<p>PLEASE NOTE: THIS SYLLUBUS, INCLUDING BUT NOT LIMITED TO COURSE REQUIREMENTS, SCHUDULE, AND GRANDING ARE SUBJECT TO CHANGE WITHOUT NOTICE</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>
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 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>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>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</p>

	<p>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>	
Course Policies	<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>Students are expected to follow the university's policies regarding academic honesty. This policy extends to the subject of plagiarism. Each student is expected to do his/her own work. Students who fail to conduct themselves in an ethical manner may be subject to disciplinary action.</p>	
Weekly Schedule	WEEK 1	<p>I. Concept & Introduction to Strategy Introduction to the course. The role and nature of strategy. Strategy, profit, and shareholder value. A framework for strategy analysis. Strategy making in practice. <i>Readings: Grant, Chapter 1 & 2.</i></p> <p>II. Business Plans – How, What, Why, & When</p> <p>III. CAPSIM Introduction and PRACTICE ROUND</p> <p>IV. ANATOMY OF A CASE – Case One</p>
	WEEK 2	<p>I. The Fundamentals of Industry & Competitive Analysis How industry structure determines competition, and the level of industry Profitability. <i>Readings: Grant, Chapter 3, 4, 5, & 6.</i></p> <p>II. CAPSIM – ROUND ONE.</p> <p>III. BUSINESS PLAN – Identification of Venture.</p>

	WEEK 3	<p>I. Forms of Competitive Advantage The sources of cost and Differentiation advantage. Using the value chain to analyze cost and differentiation advantage. <i>Readings: Grant, Chapters 7, 8 and 9.</i></p> <p>II. CAPSIM – ROUND TWO</p>
	WEEK 4	<p>I. Industry Contextual Strategy Competitive advantage in emerging and technology-intensive industries. The returns to innovation. First-mover advantage. <i>Readings: Grant, Chapters 10, 11 & 12.</i></p> <p>II. CAPSIM – ROUND THREE AND FOUR</p>
	WEEK 5	<p>I. Corporate Strategy We shift our focus from business strategy to corporate strategy. We focus upon the scope of the firm and the determinants of firm boundaries, including the role of economies of scope and transaction costs. <i>Readings: Grant, Chapters 13, 14, & 15.</i></p> <p>II. CAPSIM – ROUND FIVE AND SIX</p>
	WEEK 6	<p>I. Managing the Multi-business Corporation The theory of the M-form. The role of the corporate headquarters. Corporate management systems: strategic planning, financial control, human resource management. <i>Readings: Grant, Chapter 16</i></p> <p>III. CAPSIM- ROUND SEVEN AND EIGHT</p> <p>III. BUSINESS PLANS DUE – HAND IN AT BEGINNING OF CLASS</p>
	WEEK 7	<p>I. Current Trends & Wrap-up <i>Readings: Grant, Chapter 17</i></p> <p>II. BUSINESS PLANS DUE – HAND IN AT BEGINNING OF CLASS</p> <p>III. CAPSIM – COMP-X DECISIONS ONE AND TWO</p>

	WEEK 8	<p>I. BUSINESS PLAN PRESENTATIONS</p> <p>II. CAPSIM – COMP-X DECISIONS THREE AND FOUR</p>
	WEEK 9	<p>I. CAPSIM – COMP-X DECISION FIVE</p>

Course Requirements:	<p><u>Course Attendance:</u> The University reserves the right to drop students who do not attend class the first</p>
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two weeks of the term/semester. 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.

Conduct:

Students enrolling in a degree program at Webster University assume the obligation of conducting themselves in a manner compatible with the University's function as an education institution. Misconduct for which students are subject to discipline may be divided into the following categories:

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 activities or of other authorized activities on University premises.
3. Classroom disruption. Behavior occurring within the academic arena, including but not limited to classroom disruption or obstruction of teaching, is within the jurisdiction of Academic Affairs. In case of alleged campus and/or classroom disruption or obstruction, a faculty member and/or administrator may take immediate action to restore order and/or to prevent further disruption (e.g. removal of student[s] from class or other setting). Faculty members have original jurisdiction to address the immediacy of a situation, as they deem appropriate. When necessary and appropriate, Public Safety and/or the local [or military] police may be contacted to assist with restoring peace and order. Faculty response is forwarded to the academic dean (or his or her designee) for review and, if necessary, further action. Further action might include permanent removal from the course. Repeated offenses could lead to removal from the program and/or the University.
4. Theft of or damage to property of the University. 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 on careful consideration by the executive vice president of the University or his designee. To the extent that penalties for any of these misconducts (e.g. theft or destruction of property) are prescribed by law, the University will consider appropriate action under such laws.

Students are subject to the Student Code of Conduct and Judicial Procedure described in the Online Student Handbook.

Course Contact Hours:

Unless a course has enrolled fewer than four students, faculty have a contractual obligation to meet the full complement of contact/meeting hours (32 for undergraduate courses; 36 for graduate courses). Not to meet this full

complement of hours may be construed as a breach of contract and may also endanger Webster University's accreditation by The Higher Learning Commission, a commission of the North Central Association of Colleges and Schools, and its licensure by the State of Florida. Finally, course meetings which are missed for any reason must be made up.

Determination of Grades Statement:

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.

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.

Mastery Level Plus (Grade of "A"): *Creative Achievement*

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.

Examination responses indicate insightfulness of understanding, a synthesis of information and unique ideas, and rationale for application of principles following careful analysis.

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.

The grade of "A" represents the best work of students, accomplished in a unique and professional manner.

Note:

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 student.

For Webster University policies and procedures, please refer to the Catalog and Student Handbook.

Reviewed by: Nicki Nance

Job Title: Faculty Coordinator

Date: 8/3/2009