

| Course | BUSN 6200 Strategy and Competition | | | | | | | | | | | |
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| Term | Fall II 2008 October 20 – December 19, Thursday 6 – 10 pm | | | | | | | | | | | |
| Instructor | Dr. Innocent Nkwocha Office ☎ : (803) 536-8753 Home ☎ : (803) 647-7350 E-mail : inkwocha@earthlink.net or inkwocha@scsu.edu | | | | | | | | | | | |
| Catalog Description | <p>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.</p> | | | | | | | | | | | |
| Prerequisites | All other core MBA courses | | | | | | | | | | | |
| Course Level Learning Outcomes | <table border="1"> <thead> <tr> <th>Outcome</th> <th>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> <p>Students can discuss the results of research that links strategic variables to firm performance (e.g. The PIMS findings).</p> <p>Students can describe the various models and methods used to conduct external and internal analysis (e.g. SWOT, BCG, Porter, etc.)</p> </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 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.</td> </tr> <tr> <td>3. The student will be able to use accounting and financial information to assist in their strategic analysis.</td> <td> <p>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.</p> <p>Students can determine whether the financial condition of the firm will allow the firm to pursue a desired strategy.</p> </td> </tr> <tr> <td>4. The MBA will be able to use quantitative tools to assist in the analysis of the strategy of the firm.</td> <td> <p>Students can discuss quantitative tools that can be used to assess competitive position and strategy.</p> <p>Students can identify situations when these</p> </td> </tr> </tbody> </table> | | Outcome | Expectation | 1. Students understand the important facts, terminology, concepts, principles, and theories in the area of Strategy. | <p>Students can discuss the results of research that links strategic variables to firm performance (e.g. The PIMS findings).</p> <p>Students can describe the various models and methods used to conduct external and internal analysis (e.g. SWOT, BCG, Porter, etc.)</p> | 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. | <p>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.</p> <p>Students can determine whether the financial condition of the firm will allow the firm to pursue a desired strategy.</p> | 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</p> |
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| | <p>5. The MBA can address unstructured business problems that span multiple functional areas.</p> | <p>quantitative tools can be helpful in the analysis. They can apply the tools and interpret the results.</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>Text: Hitt, M., Ireland, R., & Hoskisson, R. (2009). <u>Strategic Management: Concepts and cases</u>. 8th ed. Mason, OH: Thomson South-Western. ISBN: 0-324-65559-2.</p> <p><u>American Psychological Association, <u>Publication Manual of the American Psychological Association</u>, 5th Ed, ISBN 1-55798-791-2</u></p> <p>Capstone Business Simulation “Team Member Guide” and associated student software. (You must register for the Capstone Strategy Simulation via www.capsim.com to get this book. Since you will be doing practice rounds the first week, it is critical that you obtain the book and read at least the first four chapters by week 1. The book will be distributed in class the first day of class, but you must register prior to first day of class to get one).</p> <p>Additional articles and cases (e.g., The Continental Group, Inc case) will be assigned in class.</p> | | | | | | | | | |
| <p>Grading</p> | <p>Grading</p> <table border="0"> <tr> <td>Capsim Performance/group evaluation</td> <td>45%</td> </tr> <tr> <td>Assessment Simulation</td> <td>10%</td> </tr> <tr> <td>Class Attendance/Participation</td> <td>15%</td> </tr> <tr> <td>Final Exam (comprehensive)</td> <td>30%</td> </tr> </table> <p>Course grades:</p> <p>A = 96 - 100% A- = 90% - 95% B+ = 87% - 89% B = 84% - 87% B- = 80% - 83% C = 70% - 79% F = Below 70</p> <p>The GRADUATE catalog provides these guidelines and grading options:</p> <ul style="list-style-type: none"> • 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. | | Capsim Performance/group evaluation | 45% | Assessment Simulation | 10% | Class Attendance/Participation | 15% | Final Exam (comprehensive) | 30% |
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| | <ul style="list-style-type: none"> • 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 |
| <p>Activities</p> | <p>Capstone Strategy Simulation</p> <p>This course is designed to provide the student with a high quality integrative experience in that it will include a web-based strategy simulation game (internet access and \$39 fee required (payable at www.capsim.com). This game brings together your knowledge of all the functional areas (e.g. accounting, finance, production, marketing, human resources, etc.) and gives you a chance to “run” a multi-million dollar company. Teams will be determined on the first night of class. Each team will be in charge of an organization making sensors. Sensors are devices used to measure physical conditions like temperature, speed, pressure, chemical make-up, etc. 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.</p> <p>Your company competes with the other companies for customers, profit, ROI etc.</p> <p>Each week teams will be responsible for one or two rounds of decisions. Capstone decisions are always due at 10pm on the due dates.</p> <p>Important: If you have technical difficulties with the software or the website, questions should be sent to techsupport@capsim.com, or call the support hotline at 888-472-7554.</p> <p>Criteria for winning the game will be average ROE 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 – 86% 5th place – 82% 6th place - 78%</p> <p>Note: Class time will be provided each week for teams to work on their decisions.</p> <p>Class Participation Your level of class attendance/participation will determine a substantial portion of your grade. MBA’s are expected to be capable of independent thought, reasoning, and integration of concepts related to business. An “A” level of attendance/participation will be given to those</p> |

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| | <p>students who show up for all nine classes and come prepared to discuss the assigned readings, who actively participate in the strategy game, and who volunteer comments and relate course concepts to the real world on a regular basis.</p> <p>Additionally, a group evaluation (feedback on team member contributions) will be factored into the course grade.</p> <p><u>Missing an Examination or Passing in Late Work</u> All students must take the examinations and submit the written assignments at the specified time. A student, who misses an examination or passes in written assignment late, will receive a score of zero (0) for that examination or assignment. If this happens to a student because of a serious medical emergency in the immediate family, military duty, jury duty, or unexpected job related responsibility, the student may submit a written excuse with supporting materials to the course instructor. In such instance, the instructor may grant permission for make-up examination or may accept a late paper.</p> <p><u>Extra Credit assignments</u> The procedures for evaluation described previously will be the only means of acquiring points in this class. These are the total points for the course and under no circumstance will extra credit assignments be given to a student since such a procedure would be grossly unfair to the rest of the class.</p> <p><u>Incomplete ("I" Grade)</u> An incomplete is not a grade that a student may choose to take. A student may ask the course instructor to assign a course grade of I if for some extraordinary reason the student is unable to finish the course requirements. The final decision to grant a grade of I will be made by the course instructor after considering a written request with supporting materials submitted by a student.</p> <p>Graduate Writing Students are advised to use The Publication Manual of the American Psychological Association (APA Manual), 5th edition for form, style, and general writing principles in the preparation of research paper. Students are instructed to use the Webster University's PASSPORTS library at http://library.websteruniv.edu/ for assignments or research papers assigned for this course.</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>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> |

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| | <p>Drops and Withdrawals</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>Special Services</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>Disturbances</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>Student Assignments Retained</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>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>ATTENDANCE POLICY</p> <p>The university reserves the right to drop students who do not attend class the first week of the term/semester. Students are expected to attend all class sessions of every course. In the case of</p> |

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| | <p>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.</p> <p>ABSENCE POLICY</p> <p>If a student is absent, the instructor is to assign makeup work to cover the materials presented that week.</p> <p>If a student has two absences, the instructor has the option to lower the student's grade one letter grade and to inform the student of the action.</p> <p>If a student has three absences, the instructor has the option to assign a grade of F and to inform the student of the action. It is the student's responsibility to withdraw from the course.</p> <p>When the instructor chooses to award a grade of I (Incomplete) for three or four absences, the student must provide acceptable documentation to verify that the absences were unavoidable (e.g. – illness, work conflict, military temporary duty).</p> |
| <p>Weekly Schedule</p> | <p>WEEK 1 Introduction to course, review syllabus and expectations, and initial Excel case Discussion. Required Readings: Ch 1: Strategic Management and Strategic Competitiveness Ch 2: The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis: pp ix – 69. Review Simulation Program. (www.capsim.com) All students need to pre-register with CapSim. You will need a credit card as the cost is \$39. Read the capstone book prior to this class.</p> <p>WEEK 2 Required Readings: Ch 3: The Internal Environment: Resources, Capabilities, and Core Competencies. Ch 4: Business Level Strategy: pp 70-135 Internet search for "Strategic Management." CapSim individual exercises and group practice rounds.</p> <p>WEEK 3 Required Readings: Ch 5: Competitive Rivalry and Competitive Dynamics Ch 6: Corporate-Level Strategy Ch 7: Acquisition and Restructuring Strategies: pp 136-231. Case – The Continental Group, Inc. CapSim 1.</p> <p>WEEK 4 Required Readings: Ch 8: International Strategy</p> |

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| | <p>Ch 9: Cooperative Strategy Ch 10: Corporate Governance. Pp 232-337. CapSim 2 & 3</p> <p>WEEK 5 Required Readings: Ch 11: Organizational Structure and Controls Ch 12: Strategic Leadership Ch 13: Strategic Entrepreneurship. Pp 338-430. Case TBA CapSim 4. Final Exam – Capstone.</p> <p>WEEK 6 Final Exam Review. Cap Sim 5.</p> <p>WEEK 7 Case TBA. CapSim 6.</p> <p>WEEK 8 CapSim Analysis Report Due. CapSim 7.</p> <p>WEEK 9 CapSim 8. Final Debriefing and Strategy Simulation: Review results from 8th round of decisions and announce Winner.</p> |
| Additional Information | None |