

Course	BUSN 6200 Strategy and Competition
Term	SUMMER 2008
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> <p>This course is the capstone course for the MBA program and is intended to provide the student with the perspective of top management.</p> <p>This capstone course is very intensive and requires considerable research demonstration of knowledge obtained from previous MBA courses.</p>
Prerequisites	Completion of all other required courses in the MBA
Course Level Learning Outcomes	<p>1) To introduce the current literature and theories on business strategy</p> <p>2) To explain the multi-dimensional nature of strategy formulation, implementation, and evaluation in both single-business and multiple-business firms.</p> <p>3) To present the issues addressed to top management, and demonstrate how these issues require the integration of all the functional areas of business.</p> <p>4) To introduce concepts of strategic attack and strategic defensive within the context of multiple business segments.</p> <p>5) To present corporate strategy as it relates to diversification and synergy.</p>
Materials	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>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 data-bbox="440 789 1170 932"> <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%</p> <p>A- = 90% - 95%</p> <p>B+ = 87% - 89%</p> <p>B = 84% - 87%</p> <p>B- = 80% - 84%</p> <p>C = 70% - 79%</p> <p>F = Below 70</p>	Capsim Performance/group evaluation	45%	Assessment Simulation	10%	Class Attendance/Participation	15%	Final Exam (comprehensive)	30%
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<p>Course Requirements</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 give 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. Your company competes with the other companies for customers, profit, ROI etc.</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.

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.

Criteria for winning the game will be average ROE by the end of the semester. Scores will be given as follows:

- 1st place – 100%
- 2nd place – 95%
- 3rd place – 90%
- 4th place – 86%
- 5th place – 82%
- 6th place - 78%

Note: Class time will be provided each week for teams to work on their decisions.

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 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.

Additionally, a group evaluation (feedback on team member contributions) will be factored into the course grade.

Missing an Examination or Passing in Late Work

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><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.</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 (graduate catalog pages 26 and 170) 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</p>

	<p>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>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 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	<p>The instructor reserves the right to make adjustments to this syllabus if he feels such adjustment to be in the best interests of the class.</p> <p>REVIEWED by: _____</p>