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| Course | BUSN 6200 – Strategy and Competition | |
| Term | Fall 1, 2008 | |
| Instructor | Name: Dr. Gregory R. Howes, MBA, DM, PMP Phone: 321-480-9509 Email: gregoryhowes38@webster.edu Office Hours: 30 minutes After Class | |
| 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 | Completion of all other MBA core 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. |
| 5. The MBA can address unstructured business problems that span multiple functional areas. | 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. | |
| Materials | REQUIRED TEXTS: (Two books) | |

Strategic Management for the Capstone Business Simulation: Analysis and Assessment, 3rd Edition, by Michael Pettus (Michael Pettus - Publisher). This book can be ordered through mpettus@millikin.edu.

The **Capstone Business Simulation Student Guide** will be available at the Webster University office at the Patrick AFB Campus front office two weeks before the class starts. The CapSim ID number is C25802. For help to log on go to <http://www.msmediaplayer.com/registration.htm>. After completion of the log on go to www.capsim.com and start your review of how the system works. Each student must logon, complete the registration and at least five rehearsal exercises and all of the tutorials before the first class. Please see the grading criteria for these rehearsals before the first class. Students must sign into the Andrews team. At registration each student must make a payment of approximately \$60.00 by credit card for the use of the program for the term. The CapSim book is included in the cost of the CapSim program.

CAPSTONE SIMULATION:

The Capstone Strategic Management Simulation is a required component of BUSN 6200. This is to ensure that all Webster University MBA students have a common, high quality integrative experience in their last semester of their program of studies.

Capstone is a dynamic business simulation that runs the entire nine weeks of the course. This web-based simulation, located at www.capsim.com, brings together all of the primary functions of business (i.e., production, forecasting, marketing, pricing, finance, human resources and labor negotiations, distribution, trend analysis) and combines it within a competitive framework that teaches strategic thinking, and “strategy” as competitive movement and countermovement.

Students will work together in teams to manage business performance of a firm in a challenging and innovative strategic management simulation. **Note** each week your team **must** upload your decisions by the time stated in the syllabus. This portion of your grade will be competitive and based on team performance against the other teams performing at the same time.

SUGGESTED SUPPLEMENTAL READINGS:

- Students are required to review periodicals, texts and journal articles related to course topics. These resources will be used to supplement evidence from the text in completing assignments and classroom discussion.

Wall Street Journal or other journals containing strategic planning articles.

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| Grading | COURSE REQUIREMENTS: | % OF GRADE |
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| a. CapSim Registration, Introduction Lesson, Situation Analysis, Labor, HR, TQM and Marketing exercises plus at least five rehearsal exercises and before class 1 | 10% |
| b. Class Assignments | 20% |
| c. CapSim team performance | 30% |
| d. CapSim member completing the tables for his team assignment as defined in the Student Guide. | 10% |
| f. Mid-term exam | 10% |
| g. Assessment Case/COMP-XM | 20% |

Taking the numerical score from the formula above and converting it to the appropriate letter grade from the chart determine the student's letter grading for the course.

| Letter Grade | Numerical Score |
|---------------------|------------------------|
| A | 96-100% (4.0) |
| A- | 91-95% (3.67) |
| B+ | 87-90% (3.33) |
| B | 82-86% (3.0) |
| B- | 78-81% (2.67) |
| C | 70-77% (2.0) |
| F | 69 & below (0) |
| I | Incomplete (0) |
| W | Withdraw |

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| Activities | <ul style="list-style-type: none"> • Discussions will take place each week reinforcing the material in the text, evaluating the strategy selected, the simulation results, the internal and external environment, and the theory application to the simulated real world. • Students will respond in writing to questions. • Students will compete in the CapSim business simulation with other local and international MBA teams. • Teams will develop a strategic plan for a real or imaginary business to demonstrate that they understand the Strategic Management process and the work required to develop a viable strategic plan. |
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| Course Policies | <p>Attendance at all class sessions is expected.</p> <p>Late weekly assignments will be accepted if prior arrangements have been made with the instructor, but will be given reduced points based upon the number of class sessions it is late.</p> |
| Week 1 Schedule | <p>PREPARATION FOR CLASS: Register on CapSim ID C25802 then complete five rehearsal rounds and the Situation Analysis, Introduction Lesson, HR, TQM and Marketing training before the first class. Register into the Andrews team.</p> <p>Read Chapter 1 in the text book. Bring written answers to the Discussion Questions and the Capstone Simulation Questions from Chapter 1 of the text book.</p> <p>CLASSROOM DISCUSSION TOPICS: Review the syllabus. Discuss the Capstone simulation. Discuss the COMP-XM. Review the Financial Measurements used in CapSim. Lecture/Discussion on reading material. Form teams, plan each team’s strategy, and input the individual teams decisions for the first year simulation in Practice Round 1.</p> |
| Week 2 Schedule | <p>PREPARATION FOR CLASS: Read Chapter 2 & 3 in the textbook. Bring written answers to the discussion questions from Chapter 2 & 3 of the text book and to the Capstone Simulation questions distributed in class.</p> <p>Download and analyze the results of the CapSim business simulation. Determine what worked and what did not, what your competitors’ strategy was and how you will combat their actions. Come to class prepared to discuss.</p> <p><u><i>As a Team</i></u>, complete the CapSim tables for your team as defined in the Student Handbook is section 8, situation analysis. Come to class with the tables complete for your team and ready to discuss.</p> <p>CLASSROOM DISCUSSION TOPICS: Review the CapSim practice round 1. Discuss your strategy, what went right, what went wrong and why? What is the competitors’ strategy and how your team will counter act their actions. Lecture/Discussion on assigned textbook reading. Input your plan for CapSim practice round 2.</p> |
| Week 3 Schedule | <p>PREPARATION FOR CLASS: Read Chapter 4 & 5 in the textbook. Bring written answers to the discussion questions from Chapter 4 & 5 of the text book and the Capstone Simulation questions distributed in class. Download and analyze the results of the CapSim business simulation. Determine what worked and what did not, what your competitors’ strategy was and how you</p> |

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| | <p>will combat their actions.</p> <p>CLASSROOM DISCUSSION TOPICS: Review the CapSim practice round 2. Discuss your strategy, what went right, what went wrong and why? What is the competitors' strategy and how your team will counter act their actions. Lecture/Discussion on assigned textbook reading. CapSim has been reset to starting conditions. Input your team's plan for CapSim Competitive Round 1.</p> |
| <p>Week 4 Schedule</p> | <p>PREPARATION FOR CLASS: Read Chapter 6 & 7 of the Text. Bring written answers to the discussion questions from Chapter 6&7 of the text book and the Capstone Simulation questions distributed in class. Download and analyze the results of the CapSim business simulation. Determine what worked and what did not, what your competitors' strategy was and how you will combat their actions.</p> <p>CLASSROOM DISCUSSION TOPICS: Review the CapSim round 1. Discuss your strategy, what went right, what went wrong and why? What is the competitors' strategy and how your team will counter act their actions. Lecture/Discussion on assigned textbook reading. Input your team's plan for CapSim Competitive Round 2</p> |
| <p>Week 5 Schedule</p> | <p>PREPARATION FOR CLASS: Download and analyze the results of the CapSim business simulation. Determine what worked and what did not, what your competitors' strategy was and how you will combat their actions. Review for the mid-term exam.</p> <p>CLASSROOM DISCUSSION TOPICS: Review the CapSim round 2. Discuss your strategy, what went right, what went wrong and why? What is the competitors' strategy and how your team will counter act their actions. Take the mid-term Exam. Input your team's plan for CapSim Competitive Round 3.</p> |
| <p>Week 6 Schedule</p> | <p>PREPARATION FOR CLASS: Read Chapters 7 & 8 in the textbook. Bring written answers to the discussion questions from Chapter 7 & 8 of the text book and the capstone Simulation questions distributed in class. Download and analyze the results of the CapSim business simulation. Determine what worked and what did not, what your competitors' strategy was and how you will combat their actions.</p> <p>CLASSROOM DISCUSSION TOPICS: Review the CapSim round 3. Discuss your strategy, what went right, what went wrong and why? What is the competitors' strategy and how your team will counter act their actions. Lecture/Discussion on assigned textbook reading. Input your team's plan for CapSim Competitive Round 4.</p> |

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| <p>Week 7 Schedule</p> | <p>PREPARATION FOR CLASS: Download and analyze the results of the CapSim business simulation round 4. Determine what worked and what did not, what your competitors' strategy was and how you will combat their actions. <i>Meet with your team and input your team's plan for CapSim Competitive Round 5 before the start of week 8.</i> Read Chapters 9 &10 in the textbook. Bring written answers to the discussion questions from Chapter 9 &10 of the text book and the capstone simulation questions distributed in class.</p> <p>CLASSROOM DISCUSSION TOPICS: Review the CapSim round 4 & 5. What is the competitors' strategy and how your team will counter act their actions. Lecture/Discussion on assigned textbook reading. Input your team's plan for CapSim Competitive Round 6.</p> |
| <p>Week 8 Schedule</p> | <p>PREPARATION FOR CLASS: Download and analyze the results of the CapSim business simulation round 6. Determine what worked and what did not, what your competitors' strategy was and how you will combat their actions. <i>Meet with your team and input your team's plan for CapSim Competitive Round 7.</i> Read Chapter 11 of the text book. Bring written answers to the discussion questions from Chapter 11 of the text book and the Capstone Simulation questions distributed in class.</p> <p><u><i>Start the CapSim COMP-EX exercise.</i></u></p> <p>CLASSROOM DISCUSSION TOPICS: Review the CapSim round 7. Report to the instructor in writing: your strategy, what went right, what went wrong and why? What is the competitors' strategy and how your team will counter act their actions. Lecture/Discussion on assigned textbook reading. Input your team's plan for CapSim Competitive Round 8. Answer any questions on the COMP-EX or Assessment Case.</p> |
| <p>Week 9 Schedule</p> | <p>PREPARATION FOR CLASS: Download and analyze the results of the CapSim business simulation. Review the CapSim Top 10 report to determine your team standing. Compare your team's performance against other teams' performance. Why are the results this way? Complete at least the first 3 years of CapSim COMP-X exercise.</p> <p>CLASSROOM DISCUSSION TOPICS: Review the Strategic Management process and the CapSim Business Simulation exercise. Complete the CapSim COMP-X exercise.</p> |

PURCHASING TEXTBOOKS--Most textbooks can be purchased through **MBS Direct**. Check the syllabus for textbook information. Give MBS Direct the campus location (for the purpose of ordering books the campus is **Space Coast Region**, course name, number and section number (i.e.

Space Coast Campus, COMP5000/64) and most important, the **title, author, edition, and ISBN** of the book you are ordering. MBS Direct will buy back your book at the end of the term should you elect not to retain it as a reference book. Order by phone or online. Orders should be placed no earlier than 4 weeks prior to the start of the term.

MBS Direct: 1-800-325-3252

MBS Direct Website: www.mbsdirect.net/webster

Monday-Thursday, 7am-10pm (Central Time)

Friday, 7am-6pm (Central Time)

Saturday, 8am-5pm (Central Time)

Sunday, noon-4pm (Central Time)

In order to meet the course objectives this syllabus may be modified at the discretion of the instructor without approval of the students.

Original approved by:

Dr. Calvin D. Fowler Academic Dean Space Coast Region, June 24, 2008

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