



Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT **MBA 555: Business Strategy**

3 Credits
Effective: Summer 2020

*Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.*

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

In this course students will study various strategies used in business today. Students will analyze several cases, to compare and contrast the details of different types of strategies used successfully and unsuccessfully by various companies. Students will explore the ways different strategies can affect marketing, financial conditions, competitive ability, operations, and human resources.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the Reading List link in your online course as well as from the library homepage (“Find Your Reading List” button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity

COURSE OUTCOMES

In this course, learners:

- Apply critical thinking to complex business simulations
- Utilize business simulations to make executive management decisions for every aspect of leading and managing a complex, multidimensional business
- Communicate professionally both orally and in writing, business planning, concepts, and processes
- Apply a systematic method of strategic analysis to real world business issues;
- Conduct strategic analysis in a variety of industries and competitive situations;
- Formulate strategic plans and recommendations for business growth;
- Utilize strategic thinking to formulate sustainable competitive strategies and make recommendations to decision makers for action;

- Integrate knowledge and skills across the business functional areas and exhibit the ability to lead, make decisions, and function as an effective member of an executive management team.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Contribute effectively to group discussions and decision making processes
- Demonstrate professional written and oral communications for varied audiences
- Identify and evaluate traditional and contemporary organizational designs and their impact on implementing business strategies

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle’s decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Advanced Strategy Case	20%
Capsim Rounds	15%
Capsim Team Decision Making and Team Analysis	20%
Business Strategist’s Toolkit Analysis	25%
Weekly discussion/ Instructor-determined activities	20%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Advanced Strategy Case

The purpose of a case analysis assignment is to provide students with an opportunity to apply concepts from the class to real-world situations. The case analysis should be brief and concise, no more than six to eight pages, double spaced, plus a title page and a reference page.

Please use the company that you work for (or one that you are very familiar) as an example to illustrate the principles and practices identified in the case posted under this assignment link in Bright Space.

Please be sure to incorporate theories or concepts from class or other readings and reference them appropriately.

<i>Components</i>	<i>% of Grade</i>
Clear explanation of key strategic issues	20%
Valid arguments; accurate financial data with relevant supportive detail	20%
Appropriate analysis, evaluation, synthesis for the specific industry identified	20%
Conclusions and recommendations are congruent with strategic analysis	20%
Proper organization, professional writing, and logical flow of analysis. APA format	20%
TOTAL	100%

Weekly discussion/ Instructor-determined activities

Students are expected to contribute to the class on a regular basis through constructive participation. For discussion board activities, you are to post your answer as well as responses to two other students' answers by the end of each session. After posting your first response, read what others have written and add at least two more postings responding to others' ideas. That means you should have at least 3 postings per topic. The forum is to help promote student-to-student discussion. The elements considered in evaluating your participation include: Timeliness of response, respectful communication skills demonstrated, contributions toward the positive development of the class, proper use of APA format including at least one in-text citation with the associated reference at the bottom, and questions and comments that are relevant to the topics discussed.

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

<i>Components</i>	<i>% of Grade</i>
Quality	50%
Quantity	30%
Timeliness	20%
TOTAL	100%

Capsim Rounds

At least five CAPSIM rounds will be completed in this course. These rounds allow participants to deal with more complex variables and business challenges. This advanced business simulation will include Finance, Production, R&D, and Marketing. Additionally, the HR, TQM and Labor Negotiation modules may be used.

For this Capstone course, the challenge is to turn around a poor-performing, \$100 million company, with five average products, in very different market segments, while satisfying customer demands for better, faster and cheaper products. With five to eight years to build success, there is immediate pressure for the management team to develop a strategy and implement it thoroughly with every decision. To achieve this goal, individual effort and contribution in the team meetings and assignments will be a considered when determining an individual's final grade.

<i>Components</i>	<i>% of Grade</i>
Customer Analysis	25%
Learning and Growth:	25%
Financial analysis	25%
Internal Business Process Analysis	25%
TOTAL	100%

Capsim Team Decision Making and Teaming Analysis

MBA 555 requires that participants work on teams. These teams simulate the challenges faced by real life executive leadership teams in defining problems and making decisions. Effective team performance is often critical to business success and bottom line results.

The MBA program involves practicing high level executive decision-making as a member of a management leadership team. As team members, students will have the opportunity to rationally evaluate errors of judgment and make corrections. Individual effort and contribution in the team meetings and assignments will be a consideration when determining an individual's final grade.

The team paper should summarize the company's management decisions and final results in relation to the competitive strategy and implementation plan and be approximately 6-8 pages in length following proper APA format.

The team should indicate how their decisions supported the strategic objectives; analyze performance results from rounds; and evaluate the competitive strategy's progress.

The paper should also evaluate individual and teaming skills. Taken from Gardner, H. K. (2012). Coming Through When It Matters Most. Harvard Business Review, 90(4), 82-91, review the bulleted items below and using your Capsim team, complete a Contribution Scorecard.

- The best teams have a mandatory kick-off meeting for EVERY project, even if team members have often worked together.
- When colleagues know each other well, it's tempting to skip this step.
- Why? Even people who have worked together extensively have disagreements about their teammates' relative expertise.
- Formal tools like this scorecard can make a simple job of tracking everyone's expected and actual contributions as work progresses.
- Each team member should fill it in at the outset of the project and revisit the issues raised at least twice more during the project.
- At each check-in, the team members should meet as a group to discuss their self-assessments.

Kickoff Meeting
Check-ins 1 & 2

Your development goals

What competencies do you want to learn? What proficiencies do you need to demonstrate?

How much progress have you made toward your goals? What areas do you still need to work on?

Steps you need to take to move toward your goals

How will you gain experience to move toward your goals? Be specific!

List concrete ways you have made progress.

The knowledge and experience you can bring to bear on this project

What prior engagements have addressed similar issues? What experience do you have with this particular client, and what did you learn from it? With other firms in the sector?

Have you contributed as much as you expected? If not, have the engagement's needs changed? If so, be precise about why your prior knowledge is no longer as relevant as expected.

Ways to leverage the range of your knowledge and experience

What do you know about...
 The industry and competitive dynamics?
 The client's culture, politics, and decision-making styles? The client's processes, systems, and technology?

Which kinds of knowledge have you brought to bear, and how have they influenced the project? Which knowledge has been underused?

Download an interactive version of this tool at hbr.org.

<i>Components</i>	<i>% of Grade</i>
Completeness Contribution Scorecard	20%
Familiarity with business strategy concepts used to develop Capstone Strategies	10%
Decision-making process for Capstone	20%
Rationale for actual decisions made in Capstone	20%
Evidence of critical reflection	10%
Presentation of Report (organization, format, citations)	10%
Writing (appropriateness of language, style, punctuation and grammar)	10%
TOTAL	100%

Business Strategist's Toolkit Analysis

The purpose of this assignment is to increase your ability to analyze business strategies of organizations. Business strategy focuses on the strategy of individual businesses. Strategic analysis is critical for analyzing the competitive context in which an organization operates and for making reasoned and reasonable recommendations for how that organization should position itself and what actions it should take to maximize value creation. Actions taken by firms to improve competitive position engender responses by other firms, and the expected sequence of actions and responses must be understood to develop an effective strategy.

This assignment presupposes a working knowledge of business strategy and analytical techniques and quantitative tools. This paper will focus on critical evaluation of a company of your choice.

Select three tools from The Strategist's Toolkit (located under the Course Modules link at the bottom) and

in an approximately 10 page paper (or 20 page PowerPoint), students will:

- Identify the company
- Describe market/ industry strategy with supporting research
- Critically analyze the competitive strategy using three tools from the Strategist's Toolkit
- Suggest recommendations for strategic value innovation

<i>Components</i>	<i>% of Grade</i>
Clarity of Expression	15%
Integration of Course Concepts	20%
Completeness of Analysis	30%
Logically Supported Conclusions	25%
Writing Mechanics	10%
TOTAL	100%

COURSE POLICIES

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor PRIOR TO the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to team projects.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your

instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.ed to request a user name and password.