

**Course Description:**

This is a required Capstone Course which should be taken as (or near) the final course in all Concentrations. An integral part of the course will be preparation of a comprehensive, written case analysis, or a significant project or research report. The perspective is a holistic one which views the organization as a total system, comprised of internal, specialized sub-systems, and interacting with an external, dynamic environment. The emphasis will be on the development, implementation, and analysis of organization policies and strategies that influence a firm's survival and success in an increasingly competitive world. The role of the general manager (versus the functional specialist) will be stressed.

Prerequisite: Successful completion of all Core Courses.

**Course Objectives:**

The overall objective of CR 510 is to create a quality learning experience that facilitates career/professional development through the integration of material contained in the DeSales MBA curriculum. CR 510 is designed to help you:

- Develop your capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its present strategy, and its opportunities for gaining sustainable competitive advantage.
- Build your skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide you with a stronger understanding of the competitive challenges of a global market environment.
- Develop hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions.
- Experience the managerial tasks associated with implementing and executing company strategies, provide practice with a range of actions managers can take to promote competent strategy execution, and give you some confidence in being able to function effectively as part of a company's strategy-implementing team.
- Integrate the knowledge gained in your earlier core courses in the business school curriculum, demonstrate how the various pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be managed in strategic harmony for a company to operate in winning fashion.

- Develop your powers of managerial judgment, build your skills in assessing business risk, and improve your ability to create results-oriented action plans.
- Raise your consciousness about the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

### **Method:**

Achieving the objectives set forth for the course involves completion of a set of application oriented/reality based management activities: (1) active participation in analyzing management and organizational situations (case studies) during class discussions, (2) written analysis of two case studies, (3) active participation in the Business Strategy Game (BSG), and (4) completion and presentation of team based BSG strategic plan.

### **The Class Experience:**

An interactive class discussion format will be emphasized. Each class will emphasize discussion questions and/or analysis of strategic business cases. The cases represent real business situations and are designed to create a reality based application discussion. A portion of class time may be allocated to work in Business Strategy Game decisions.

Active, meaningful class participation is an important part of the course, and is reflected in the grading. In each class, students will have the opportunity to discuss cases, concepts from the texts, current business news, and the Business Strategy Game.

Because class activities are so important, students are expected to attend all classes. If you know that you will miss more than two class sessions you should plan to take this course when you can commit the time needed to make the experience meaningful.

### **Texts:**

*Strategy, 2nd Edition*, by Arthur Thompson, Jr., John Gamble and A. J. Strickland, McGraw- Hill Irwin, 2006. (Must include access key to the Internet version of the Business Strategy Game). [www.bsg-online.com](http://www.bsg-online.com)

*Execution*, by Larry Bossidy and Ram Charan. Crown Business, 2002.

*Blue Ocean Strategy*, by W. Chan Kim and Renee Mauborgne. Harvard Business School Press, 2005.

Students should actively keep abreast of current issues in management through a regular reading of current business periodicals (e.g., *Business Week*, *Fortune*, *Wall Street Journal*, *The Economist*, etc.). Students are also strongly encouraged to actively search the Web for information about case companies and strategic issues.

**Plagiarism:**

Students are referred to the Plagiarism Policy in the University Handbook. Much of the work in this class involves research from published sources, students must footnote all direct quotations or concepts and list sources in a bibliography using an accepted academic format.

**Grading:**

	Individ- ual	Team	Total	Notes
Final Exam		15%	15%	This is your company's BSG Strategic Plan for the future
Business simulation results		25%	25%	Results of how your company ranks in the BSG industry
Case analysis and solution reports	50%		50%	
Leadership and participation	10%		10%	Discussion leadership, research, reporting, critiques of others and participation in class.
Total	60.0%	40.0%	100.0%	

**Attendance:**

Consistent class attendance is a must for many reasons, not the least of which is the obvious fact that it is very difficult to contribute to, participate in, or profit from classroom discussions and other activities if you are not present. Discuss unavoidable absences with the instructor in advance, if possible, and do whatever is necessary to make-up missed work. A record of two absences with prior approval of the instructor may be acceptable. Any more than that would have an adverse impact on the grade. Four or more absences will result in an automatic failing grade.

<b>Class</b>	<b>Topic</b>	<b>Reading</b>	<b>Cases</b>	
Week 1	Course Introduction <ul style="list-style-type: none"> <li>• Strategic management process</li> <li>• Team formation</li> </ul>			Form tea Downlo
Week 2	Setting Direction BSG discussion	BSG Player’s Manual Thompson-Ch. 1 Kim –Ch. 1 & 2		Read Pla BSG set
Week 3	Analyzing a Company’s External Environment Starbucks discussion	Thompson-Ch. 2 Kim-Ch. 3 – 6	#2 Starbucks * Focus on Q. 1, 5 & 8	Setup on decision
Week 4	Analyzing a Company’s Resources and Competitive Position Netflix discussion	Thompson-Ch. 3 Kim-Ch. 7 – 9	#3 Netflix Focus on Q. 6, 8 & 10	Comple Objectiv Decision
Week 5	The Five Generic Competitive Strategies: Which one to employ? Dell Computer discussion	Thompson-Ch. 4	#7 Dell Computer Focus on Q. 2, 4 & 6	Decision
Week 6	Beyond Competitive Strategy: Other Important Strategic Choices KKD discussion		#10 KrispyKreme Donuts  Full Case Analysis	Decision
Week 7	Competing in Foreign Markets Harley-Davidson discussion	Thompson-Ch. 5	#20 Harley-Davidson Focus on Q. 2, 3 & 4	Decision
Week 8	Diversification: Strategies for Managing a Group of Businesses Adidas discussion	Thompson-Ch. 6	#22 Adidas Focus on Q. 2, 3 & 4	Decision
Week 9	Tailoring Strategy to Fit Specific Situations eBay discussion	Thompson-Ch. 8 Bossidy-Ch. 1 – 5	#16 eBay Focus on Q. 5, 6 & 8	Three ye Decision
Week 10	Strategy Execution Wal-Mart discussion	Thompson-Ch. 9 Bossidy-Ch. 6 & 7	#26 Wal-Mart Full Case Analysis	Decision

Week 11	Strategy and Social Responsibility Merck discussion	Thompson-Ch. 7 Bossidy-Ch. 8 & 9	#32 Merck Focus on Q. 4, 5 & 6	Decision
Week 12	Final Exam			Explana and plan

\* Questions can be found in the Case Tutor for each case