Graduate Business Programs – Kansas City Campus  
BUS 8500  
Graduate Seminar: Business Policies and Strategies

<table>
<thead>
<tr>
<th>Course Term and Year:</th>
<th>Spring II 2015</th>
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<tbody>
<tr>
<td>Days:</td>
<td>Wednesday</td>
</tr>
<tr>
<td>Times:</td>
<td>6:00 PM to 9:30 PM</td>
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<tr>
<td>Campus Location:</td>
<td>Ottawa University Campus, Ottawa, Kansas</td>
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**Course Description:**
“This is the MBA Capstone course in which participants develop a major case study of business administration issues, programs and policies in a current organization. Draws from and utilizes concepts, theories and skills developed in previous courses.” (Ottawa University Catalog)

This course focuses on understanding the key corporate, business and functional decisions that affect the long-term competitive position of the firm. Fundamentally, this course is about understanding the issues that affect the very survival of businesses. This means that any problem or opportunity – whether human resources, accounting, finance, marketing, production, organization, etc. – is a strategic concern if it affects the fundamental performance of the firm. As a result, this course is both integrative and interdisciplinary and assumes that students have completed the core business classes. This course, however, is more than a simple integration of the functional areas.

The central concept of this course is competitive strategy. Although there are many definitions of strategy, they all reflect a concern with the allocation of critical resources over relatively long periods of time in pursuit of specific goals and objectives. Strategy is enabled and constrained by the underlying economic and political conditions that exist within a firm, an industry, a country, and the global environment. Success depends, in part, on the soundness of a strategy as well as effective implementation through appropriate organizational, operational, and administrative choices. However, the dynamic interplay of external and internal factors can cause even a well-conceived strategy to fail.

This course adopts a general management perspective and maintains that strategy is fundamental to not just the chief executive, but to managers at all levels of the firm. As a result, it provides you with the opportunity to analyze business decisions from the perspective of the general manager. This approach is fundamental for developing critical thinking skills. To achieve this objective, we will use case analysis and discussion to connect strategic management theory with
practice. Additionally, this course allows you to practice management judgment and make mistakes in a cost-free environment. Strategy can also be uncomfortable because the questions and answers are often ambiguous and the solutions unclear. Frequently, however, there are better alternatives that can be reached through careful understanding of the competitive environment.

The overarching goal of this course is to enable students to develop and fine tune skills in the analysis of strategic and organizational problems and issues. These skills include:

1. Critically diagnosing strategic and organizational problems at various levels and developing an awareness of the fundamental assumptions involved.
2. Developing viable solutions and implementation strategies to those problems.
3. Articulating the above both orally and in writing.

_The instructor and student will meet face-to-face at least one time to discuss course expectations and methods. Other meetings between student and instructor are discretionary. All student work will be submitted via Blackboard and most of the contact between the student and instructor will take place in the discussion board and with instructor comments on student papers. The instructor and student both have the discretion to call a meeting if the instructor believes the student needs extra attention or the student desires to meet with the instructor._

**Course Learning Objectives:**

1. To apply the key elements of effective case analysis.
2. To analyze stakeholder needs and create effective mission statements.
3. To effectively utilize the strategic tools for internal and external environmental analyses.
4. To analyze organizational structures and develop alternative recommendations.
5. To understand and analyze the sources of cost- and differentiation-based competitive advantage.
6. To interpret and recommend strategic actions based on industry life-cycles.
7. To interpret and recommend organizational strategies at the functional, business, corporate and global levels.
8. To demonstrate sensitivity to ethical issues in strategy making.
9. To exercise the ability to think holistically and integrate the concepts and tools of strategic management to create realistic strategic recommendations.

**Instructor:** Charlene Dunfee  
Phone: 816-229-1942 home, 816-228-5239 work, 816-898-8014 cell  
Email: Charlene.dunfee@ottawa.edu or Charlene.dunfee@gmail.com

Profile of Instructor:

Charlene Dunfee has been teaching college-level business classes since 2004. She teaches a variety of courses ranging from quantitative analysis to leadership to management. She has earned her Ph.D in Organizational Leadership and her Doctor of Management in Organizational Management in addition to her MBA. She is currently the CFO of a software company and is active in community organizations.

Course Format:

This is a case/discussion method course. The primary instruction vehicle will be the analysis of selected management, strategy and policy cases. Short discussions of assigned readings will be used to complement the discussion of the case material. In addition, readings in the popular business press will be used to supplement the conceptual readings and formal case material. This material will be used to understand the practical application of the competitive strategy frameworks. Intense commitment to case preparation and discussion is important to a successful class experience.

Preparation for any case discussion should begin with a rapid reading of the assigned case and other materials. It is also helpful to review any assignment questions for guidance regarding which issues require special attention. The next step is to re-read the case carefully, taking notes to sort information, facts, and observations under a number of relevant headings. Most students will then want to evaluate the financial & market information to develop a more in-depth understanding of the firm’s position. Finally, preparation should include notes that can be used to help your participation in class discussions. Students will be required to choose one of the two cases assigned each session.

Students often feel uncomfortable in this course because of the high level of ambiguity and the lack of precise answers. We will, however, examine real problems that are messy and without optimal solutions. Tools are important, but are inadequate by themselves and the ever-changing environment may quickly render yesterday’s analysis inappropriate for tomorrow. Consequently, it is important to develop skills in both the art and science of strategy.

Course Evaluation:

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<th>Component</th>
<th>Weight</th>
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<tr>
<td>Portfolio Assessment</td>
<td>10%</td>
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<tr>
<td>Strategy Project</td>
<td>30%</td>
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<tr>
<td>Written/Oral Case Analyses</td>
<td>60%</td>
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Each student is required to submit designated artifacts from each of their core courses as part of the capstone course. This BlackBoard portfolio should also include a short essay (no more than three pages) on your assessment of the learning outcomes for the University and MBA program. Specifically, you should discuss whether you feel that the course of instruction has prepared you for the next step in your career through assessment of the following learning outcomes:

*University-Wide*
Cognitive Development:
- Acquire, comprehend, organize, and apply knowledge within the major area.
- Analyze and evaluate knowledge within the major area.
- Solve problems presented by the major field.
- Demonstrate oral and written competence in the major field.
Affective Development:
- Describe the significance and value of the major in meeting the needs of a global community.
- Exhibit behaviors indicative of continued learning in the field.

*Graduate Program-Wide*
Cognitive Development:
- Analyze, integrate, and apply theories, research, and techniques to plan and serve effectively within one’s professional field of study.
- Acquire knowledge of laws, ethics, and values and apply this knowledge to make decisions appropriate to one’s professional practice.
- Communicate effectively as professionals.
Affective Development:
- Demonstrate an understanding of the value of continued personal and professional development.
- Model Ottawa University values and culture by practicing mutual respect, encouragement, and support within and beyond the learning community.

*Participation:*
An important aspect of learning by the case method is discussion of the issues, problems, and solutions. This approach, however, depends on students being thoroughly familiar with the details of the case under consideration. The quality of individual preparedness in case discussions is important. Although it can be difficult, students should anticipate being asked questions concerning their responses to these cases. Criteria that will be used to judge case preparedness are:
· Are the discussion points relevant to the case?
· Do the points go beyond recitation of the case facts?
· Is there evidence of analysis to back up statements?
· Are the implications of facts clearly drawn and stated?
· Are comments linked to those of others?
· Do comments further the class understanding of issues discussed?
· Do comments raise interesting questions?
· In discussion, do the comments fit in the class context?
· Does the analysis make use of models and techniques from the reading?
· Are comments made in a respectful, professional and constructive manner?

Strategy Project:

The student will select either a publicly-held corporation or a private company that is facing interesting strategic issues. The student will develop a detailed written analysis and brief presentation. We will discuss the details in class.

Written Case Assignments:

Case review/analysis (5 page min/7 page max) 10% each

Case review/analysis: Cases will be assigned from the text. Students are required to review the major points of the case briefly, use strategic management concepts, and develop strategic recommendations. Merely repeating what is already stated in the case is not acceptable. Case analysis must add value to class case discussions. Papers should be a minimum of 5 pages and a maximum of 7 pages (double spaced, instructor legible font. See synopsis template at the end of the syllabus).

Grading Policy and Late Assignments

All students are expected to read and abide by the Academic Honest policy outlined in the current academic catalog. The criteria that will be used to judge all written assignments include:

· Are the points relevant to the case or topic?
· Do the points go beyond recitation of the case facts?
· Is there evidence of analysis to back up statements?
· Does the analysis make use of the readings or lectures?
· Are the implications of facts clearly drawn and stated?
· Do the arguments develop logically?
· Does the analysis demonstrate insight?
· Is it clearly, correctly and professionally written?
· Is there evidence of appropriate creativity in the suggested recommendations?
· Are sources and citations included?

Written assignments are evaluated both for quality of ideas and for the quality of writing,
including spelling, grammar, and organization. It is important to communicate your ideas clearly. Even the best ideas may be overlooked because of faulty presentation.

I realize that MBA students need flexibility in their assignments due to their work schedules; however I strongly recommend that each of you manage your workload so that all written assignments are not turned in at the eleventh hour. All written assignments should be submitted as hard copy in class (in emergencies, blackboard or email may be used, but do not assume I received your assignment unless you get a confirmation). The portfolio assignment must be completed in Blackboard.

### Course Schedule at a Glance

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<thead>
<tr>
<th>Week</th>
<th>Readings</th>
<th>Assignments Due</th>
<th>Date/Time Due</th>
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<tbody>
<tr>
<td>Week One</td>
<td>Chapter 1: The Concept of Strategy</td>
<td>Discussion questions in Blackboard</td>
<td>Due by Sunday/ replies by Tuesday</td>
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<tr>
<td>3-11-2015</td>
<td>Chapter 2: Goals, Values, and Performance</td>
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<td>Meet Blackboard</td>
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<td>Week Two</td>
<td>Chapter 3: Industry Analysis: The Fundamentals</td>
<td>Written Case Analysis: (4) The US</td>
<td>Due by Wednesday 6:00 PM CST posted in Blackboard</td>
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<tr>
<td>3-18-2015</td>
<td>Chapter 4: Further Topics in Industry and</td>
<td>Airline Industry in 2012</td>
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<tr>
<td>Meet Blackboard</td>
<td>Competitive Analysis</td>
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<td></td>
<td>Chapter 5: Analyzing Resources and Capabilities</td>
<td>Written Case Analysis:</td>
<td>Due by Wednesday 6:00 PM CST posted in Blackboard</td>
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<tr>
<td>Week Three</td>
<td>Chapter 6: Organization Structure and</td>
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<tr>
<td>3-25-2015</td>
<td>Management</td>
<td></td>
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<td>Meet OU Campus</td>
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<tr>
<td>Week</td>
<td>Dates</td>
<td>Chapter Content</td>
<td>Assignment Details</td>
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<tr>
<td>Four</td>
<td>4-1-2015</td>
<td><strong>Chapter 7:</strong> The Sources and Dimensions of Competitive Advantage &lt;br&gt;<strong>Chapter 8:</strong> Industry Evolution and Strategic Change &lt;br&gt;<strong>Chapter 9:</strong> Technology-based Industries and the Management of Innovation</td>
<td>Team Case Analysis Presentation (power point only)</td>
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<td>Meet OU Campus</td>
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<tr>
<td>Five</td>
<td>4-8-2015</td>
<td><strong>Chapter 10:</strong> Competitive Advantage in Mature Industries &lt;br&gt;<strong>Chapter 11:</strong> Vertical Integration and the Scope of the Firm &lt;br&gt;<strong>Chapter 12:</strong> Global Strategy and Multinational Corporation</td>
<td>Team Case Analysis Presentation (power point only)</td>
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<td></td>
<td>Meet OU Campus</td>
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<tr>
<td>Six</td>
<td>4-15-2015</td>
<td><strong>Chapter 13:</strong> Diversification Strategy &lt;br&gt;<strong>Chapter 14:</strong> Implementing Corporate Strategy: Managing the Multi Business Firm</td>
<td>Written Case Analysis:</td>
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<td></td>
<td>Meet OU Campus</td>
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<tr>
<td>Seven</td>
<td>4-22-2015</td>
<td><strong>Chapter 15:</strong> Global Strategies and the Multinational Corporation &lt;br&gt;<strong>Chapter 16:</strong> Current Trends in Strategic Management</td>
<td>Team Case Analysis Presentation (power point only)</td>
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Course Schedule:

**Week One**  
**Session 1: Learning Goals 1 – 2 – 8 – 9**  
**Read:**  
Chapter 1: The Concept of Strategy  
Chapter 2: Goals, Values, and Performance

**Week Two**  
**Session 2: Learning Goals 3 – 9**  
**Read:**  
Chapter 3: Industry Analysis: The Fundamentals  
Chapter 4: Further Topics in Industry and Competitive Analysis

**Written Case Analysis:**  
(4) The US Airline Industry in 2012 (follow the synopsis template provided at the end of the syllabus)

**Week Three  Session 3: Learning Goals 4 – 9**  
**Read:**  
Chapter 5: Analyzing Resources and Capabilities  

**Written Case Analysis:**  
(5) Ford and the World Automobile Industry in 2012

**Note:** During Weeks 4, 5 and 7 each team will provide several Case Analyses. Cases will be assigned to each team with a tentative presentation schedule. Week Three two teams will be forms. Each Case Analysis should include

1. Synopsis of case
2. Relevant factual information about the problem/decision the organization faces
3. Explanation of relevant concepts, theories, and applications derived from course material
4. Make recommendations

**Week Four  Session 4: Learning Goals 5 – 8 – 9**
Read:
- Chapter 7: The Sources and Dimensions of Competitive Advantage
- Chapter 8: Industry Evolution and Strategic Change
- Chapter 9: Technology-based Industries and the Management of Innovation

Team Case Analysis Presentation – During Weeks 4, 5 and 7 each team will provide several Case Analyses. Cases will be assigned to each team with a tentative presentation schedule. Each Case Analysis should include:

1. Synopsis of case
2. Relevant factual information about the problem/decision the organization faces
3. Explanation of relevant concepts, theories, and applications derived from course material
4. Make recommendations

Team Case Presentation:
- (6) WalMart Stores Inc., 2012 Team 1
- (7) Harley-Davidson Inc., May 2012 Team 2

Week Five Session 5: Learning Goals 6 – 7 – 8 – 9

Read:
- Chapter 10: Competitive Advantage in Mature Industries
- Chapter 11: Vertical Integration and the Scope of the Firm
- Chapter 12: Global Strategy and Multinational Corporation

Team Case Presentation:
- (10) Eastman Kodak’s Quest for a Digital Future Team 1
- (12) Video Game Console Industry in 2012: The Next Round Team 2

Week Six Session 6: Learning Goals 7 – 8 – 9

Read:
- Chapter 13: Diversification Strategy
- Chapter 14: Implementing Corporate Strategy: Managing the Multi Business Firm

Written Case Analysis:
- (19) The Virgin Group in 2012

Week Seven Session 7: Learning Goal 9:
Read:
Chapter 15: Global Strategies and the Multinational Corporation
Chapter 16: Current Trends in Strategic Management

Team Case Presentation:
(17) Outback Steakhouse: Going International  Team 1
(20) Google Inc: What’s the Corporate Strategy?  Team 2

Week Eight Session 8: Strategy Project Presentations/Discussion
(Portfolio should be complete) To be discussed in class

Class Policies

Course content, assignments, and schedule may vary from this outline to meet the needs of a particular group of students. The instructor will explain the rationale for any variance as it occurs.

There are no provisions by Ottawa University to return final course materials to students. If students wish to have their final materials returned they need to provide a self-addressed envelope with adequate postage on the final night of the course. Faculty can destroy any unclaimed student materials 60 days after the course has ended.

At times in the educational process, certain subject matter may be emotionally difficult or offensive to some students. If a student believes that a class activity may be personally disturbing, s/he should follow these procedures:
• If anticipated, notify the instructor in advance to obtain a substitute assignment.
• Take responsibility to have a fellow student collect handout materials and share notes for the part of the class that is missed.
• If the situation occurs during a class, the student should quietly leave the class.
• The student should remain in the area and return to class as soon as possible to take part in the critique and discussion.
• The student should also notify the instructor at break or after class about the general reason for leaving and should seek a substitute assignment.

Student Handbooks can be found on the Ottawa University website under the specific campus Academics link.

*Homework requirement information: Homework for accelerated courses requires 12-15 hours of independent work each week (outside of class). Some students may conclude homework study in fewer hours and some students may require additional hours beyond this estimate. Careful consideration should be given to this estimate when planning your personal schedule for this course. Online students should also follow this expectation beyond the time he/she spends interacting within the online course.*
**Academic Integrity**

Plagiarism and cheating will not be tolerated at any level--on any assignment. The reality of cyberspace has made academic dishonesty even more tempting for some, but be advised that technology can and will be used to help uncover those engaging in deception. If you ever have a question about the legitimacy of a source or a procedure you are considering using, ask your instructor. As the University Academic Council approved on May 29, 2003, “*The penalty for plagiarism or any other form of academic dishonesty will be failure in the course in which the academic dishonesty occurred. Students who commit academic dishonesty can be dismissed from the university by the provost/director.*” Consult your student handbook for information concerning all university regulations.

**For Technical Support:** Please contact the Help Desk at 1-877-717-6988 or ouhelp@ottawa.edu. The Help Desk is available 24/7.