



TROY UNIVERSITY
eCampus
MBA 6611 DBHA
BUSINESS STRATEGY

COURSE SYLLABUS

Term B, 2008
October 15- December 16, 2008

SORRELL COLLEGE OF BUSINESS VISION STATEMENT

Sorrell College of Business will be the first choice for higher business education students in their quest to succeed in a dynamic and global economy. Sorrell College of Business will create the model for 21st century business education and community service.

SORRELL COLLEGE OF BUSINESS MISSION STATEMENT

Through operations that span the State of Alabama, the United States, and the world, Sorrell College of Business equips our students with the knowledge, skills, abilities and competencies to become organizational and community leaders who make a difference in the global village and global economy. Through this endeavor, we serve students, employers, faculty, and Troy University at large as well as the local and global communities

TROY UNIVERSITY MISSION STATEMENT

Troy University is a public institution comprised of a network of campuses throughout Alabama and worldwide. International in scope, Troy University provides a variety of educational programs at the undergraduate and graduate levels for a diverse student body in traditional, nontraditional and emerging electronic formats. Academic programs are supported by a variety of student services which promote the welfare of the individual student. Troy University's dedicated faculty and staff promote discovery and exploration of knowledge and its application to life-long success through effective teaching, service, creative partnerships, scholarship and research.

Professor: Dr. Eren Ozgen

E-mail: eozgen@troy.edu

Office Location: Adams 204

Office Hours: M 8:25-9:25 am; 10:15-3:15 PM
T 3:30- 5:30 PM; 7:45- 8:15 PM

Phone: 334- 983-6556 ext: 430

INSTRUCTOR EDUCATION:

Ph.D. Management	Rensselaer Polytechnic Institute, NY
MBA	Rensselaer Polytechnic Institute, NY
B.S. Marketing	Russell Sage College, NY

MEETING LOCATION, DATES & TIMES:

This class meets both online and on site. We meet in person once each week and you will have online assignments every week, except the last week of the course. **When meeting on site, hours are 5:30-7:45 PM on Tuesdays. When you are participating online, you have deadlines during the week to complete your work but we do not meet at a stated time during those weeks.**

METHOD OF INSTRUCTION:

This course will be delivered using a hybrid-learning format. This means that while most of the 45 contact hours of the course schedule will be in-class sessions; there are scheduled online meetings, exercises, and/or discussions.

The in class sessions will be delivered on *Tuesdays between 5:30-7:45 PM on Dothan Campus. Also an online session will be delivered each week, excluding the last week of the class, over the Internet using the Blackboard system. Each online session is estimated to equal two hours and fifteen minutes of contact time, exclusive of readings.*

A Blackboard site has been created to help manage class activities and to promote interaction among students. Blackboard will be used to provide such things as class announcements, lecture slides, syllabi, case analysis questions, research paper examples, and interactive forums for on line class meetings/exercises/ and or discussions. Access procedures will be provided at the first class session. For online class meetings, students are evaluated on the quantity (level of participation), quality (content) of participation, and the fulfillment of requirements and deadlines.

Please note that the on-line sessions **are not synchronous**. Specific participation instructions and response times will be posted on Blackboard.

Blackboard Discussion

For each weekly discussion forums there are specific timeframes during which you can participate. **Each week the online session will start on Wednesday, PM and close at Sunday, midnight. PLEASE NOTE THAT THE ONLINE CLASS SESSION TIMES ARE VERY STRICT. Comments submitted prior to the start date and after the closed-by date will not be included in the grading process.** This is like attending class—if you aren't in the classroom at the time of the discussion, you can't receive credit for participation. Be sure to note the date by

which you must respond. The items will NOT be available for you to respond to after those dates, so do not ask to make them up if you miss them.

Special note: comments or initial submissions made after midnight on the final day the forum will not count towards credit. **Waiting until the last minute to make a comment is like waiting until the other students have left the classroom to make a point. It is too late to count as participation because there is no one with which to participate.**

ONLINE DISCUSSION GRADING

Please note that for each Module assignment 80% of your grade will come from your analysis posted and 20% of your grade will come from your well-thought response to four other postings. To receive full credit for each online forum assignment each student is required to submit his/her analysis for the assigned case and make four substantive independent comment to the classmates' postings. A comment such as "I agree (or disagree)", "I concur" or "what do you mean" or something similar does not qualify to receive credit.

LATE REGISTRATION:

Students who register during the first week of the term, during late registration, will already be one week behind. Students who fall into this category are expected to catch up with all of Week #1 and Week #2's work by the end of Week #2. No exceptions, since two weeks constitutes a significant percentage of the term's lessons. Students who do not feel they can meet this deadline should not enroll in the class. If they have registered, they should see their registrar, academic adviser, CTAM/eArmyU representative, or Military Education officer to discuss their options.

Also note that late registration may mean you do not receive your book in time to make up the work you missed in Week #1. Not having your book on the first day of class is not an excuse for late work after the deadlines in the Schedule.

PREREQUISITES:

Completion of a minimum of 24 GSH in the MBA program with a B average or better, including ACT 6691, MBA 6651, MBA 6631, MBA 6661, and MBA 6640/6641, or program director approval. Students should be in the last term of their program when completing this course.

ENTRANCE COMPETENCIES:

All the students must possess the knowledge and skills in using Blackboard. Students are expected to complete the Blackboard tutorial to facilitate use of this software. Before taking MBA 6611, the completion of the prerequisites is a must.

STUDENT EXPECTATION STATEMENT:

Students are expected to:

- read e-mails and all postings on the class online bulletin board.
- participate in discussion forums and applied exercises on a weekly basis.
- read the textbook, PowerPoint slides and online articles as assigned.
- work with other students (online) on group project as assigned.

Students should check Blackboard at least every 24 hours for announcements and new assignments.

Students are also expected to have ready access to a computer, a word processor and the Internet and have a "Plan B" if your primary plan fails. Internet Explorer 5.5 or Netscape Navigator 6.2 or higher are recommended for accessing Blackboard.

CATALOG DESCRIPTION:

This course is the capstone course in the MBA program. It integrates the skills and knowledge developed in earlier courses and emphasizes case analysis. Formulation and implementation of strategies are stressed. The course includes an end-of-course comprehensive examination. The course is designed to examine how and why a well-conceived and executed strategy enhances a company's long-term performance and to integrate the knowledge gained in the core curriculum. **This is a research-based course.** That is, foundation information is provided in the text. Students are expected to use the text as a springboard and complete further analysis from information found through other resources and library databases. A grade of "B" or better is required to complete this course successfully. The course may not be transferred into the MBA program.

PURPOSE (COURSE OBJECTIVES):

- Make strategic judgments about a company, its business position, how it can gain substantial competitive advantage, and how its strategy can be implemented and executed successfully.
- Conduct strategic analysis of firms in either a manufacturing or service industry.
- Assess competitive challenges facing organizations today.
- Perform an analysis of a company's strengths, weaknesses, opportunities, and threats
- Use several decision tools while designing strategy.
- Develop a strategy that will optimize a firm's performance relative to its perceived strengths and weakness as well as opportunities and threats in the environment.
- Integrate the knowledge gained in previous MBA courses.
- Prepare to compete effectively in an information-driven economy.
- Complete a piece of work that makes a positive and significant contribution to the student's professional portfolio.

STUDENT LEARNING OUTCOMES:

On completion of the course, the student should be able to:

1. Describe the strategic-management process, citing appropriate theories and research, and specifically including strategy formulation, implementation, and evaluation.

Class assignment, case analysis exercises and discussion forum week 4-8

2. Identify and critically evaluate mission statements, strategic objectives, and organization-level strategies.

Class assignment, case analysis exercises and discussion forums week 1, 3

3. Identify and justify company strengths, weaknesses, opportunities, and threats.

Term Project, Quiz, Class assignment, case analysis exercises and discussion forum week 2

4. List and describe the major competitive challenges facing organizations today.

Quiz, Class assignment, case analysis exercises and discussion forum week 1, 2, 3

5. Apply industry competitive analysis and company situational analysis to a manufacturing or service industry case study scenario to craft a strategic plan that optimizes the conditions for sustainable competitive advantage, correctly using quantitative tools, matrices, and models.

Exam, Term project, Class assignment, case analysis exercises and discussion forum week 3, 5, 8

6. Apply management, marketing, finance, and information strategies to business objectives in an apt scenario, effectively bridging the gap between theory and practice.

Quiz, Class assignment, case analysis exercises and discussion forum week 5, 7, 8

TEXTBOOK(S) AND/OR OTHER MATERIALS NEEDED:

Strategic management: Concepts and cases

12th edition

The author: David Fred

Prentice Hall

ISBN: 9780-1360-15703

Students should have their text the first week of class. Not having your book will not be an acceptable excuse for late work. Students who add this course late should refer to the “Late Registration” section for further guidance.

ADDITIONAL READING:

- **Required:** The online articles as assigned
- **Recommended:** Strategy and Business magazine. You can have access to the magazine at

<http://www.strategy-business.com>

The magazine publishes articles that focus on strategic management issues and contains excellent feature articles.

RESEARCH COMPONENT:

Students are required to prepare a case analysis. Working in a team, students will select a project company to research. The company will be selected in the cases section of the textbook. The project guidelines and further detailed info will be provided in the class.

TROY EMAIL:

All Students

Effective July 1, 2005, all students were required to obtain and use the TROY email address that is automatically assigned to them as TROY students. All official correspondence (including bills, statements, emails from instructors and grades, etc.) will be sent ONLY to the troy.edu (@troy.edu) address.

- **All students are responsible for ensuring that the correct email address is listed in Blackboard by the beginning of Week #1.** Email is the only way the instructor can, at least initially, communicate with you. It is your responsibility to make sure a valid email address is provided. Failure on your part to do so can result in your missing important information that could affect your grade.
- Your troy.edu email address is the same as your Web Express user ID following by @troy.edu. Students are responsible for the information that is sent to their TROY account. You can get to your email account by logging onto the course and clicking “email link.” You will be able to forward your Troy email to your earmy email. You must first access your Troy email account through the Troy email link found on the website. After you log in to your Troy email account, click on “options” on the left hand side of the page. Then click on “forwarding.” This will enable you to set up the email address to forward your email to.

- **Weekly Module Assignments**: Each student is required to participate on weekly forums and submit the assignments on a timely basis.

MAKE-UP WORK POLICY:

Missing any part of this schedule may prevent completion of the course. If you foresee difficulty of any type (i.e., an illness, employment change, etc.) which may prevent completion of this course, notify the instructor as soon as possible. Failure to do so will result in failure for an assignment and/or failure of the course. See "Attendance," above.

If I have not heard from you **by the deadline dates for assignments, exams, or forums**, no make-up work will be allowed (unless extraordinary circumstances existed, such as hospitalization). Requests for extensions must be made in advance and accompanied by appropriate written documentation if the excuse is acceptable to the instructor. "Computer problems" are not an acceptable excuse.

INCOMPLETE GRADE POLICY:

Missing any part of the Course Schedule may prevent completion of the course. If circumstances will prevent the student from completing the course by the end of the term, the student should complete a request for an incomplete grade.

Note: A grade of incomplete or "INC" is not automatically assigned to students, but rather must be requested by the student by submitting a *Petition for and Work to Remove an Incomplete Grade* Form. Requests for an incomplete grade must be made on or before the date of the final assignment or test of the term. A grade of "INC" does not replace an "F" and will not be awarded for excessive absences. An "INC" will only be awarded to student presenting a valid case for the inability to complete coursework by the conclusion of the term. *It is ultimately the instructor's decision to grant or deny a request for an incomplete grade, subject to the policy rules below.*

Policy/Rules for granting an Incomplete (INC):

- An incomplete cannot be issued without a request from the student.
 - To qualify for an incomplete, the student **must**:
 - a. have completed over 50% of the course material and have a documented reason for requesting the incomplete. (50% means all assignments/exams up to and including the mid-term point, test, and/or assignments.)
 - b. be passing the course at the time of their request.
- If both of the above criteria are not met an incomplete cannot be granted.**
- **An INC is not a substitute for an F. If a student has earned an "F" by not submitting all the work or by receiving an overall F average, then the F stands.**

METHOD OF INSTRUCTION:

This is a **hybrid class**. It is **not** a “correspondence course” in which students may work at his or her own pace. Each week there will be assignments, on-line discussions, and/or exams with due dates. Refer to the schedule at the end of this syllabus for more information.

METHOD OF EVALUATION:

Online Weekly Module Exercises	20%
Exam	20%
Quizzes (online)	15%
Team Research Project	15%
MBA Capstone exam	20%
MFT Exam	10%
TOTAL	100%

ASSIGNMENT OF GRADES:

All grades will be posted in the student grade book in Blackboard and will be assigned according to the following or similar scale:

A	90 – 100%
B	80 – 89%
C	70 – 79%
D	60 – 69%
F	59% and below

Postings: I post grades in Blackboard, in the Gradebook.

FA: “FA” indicates the student failed due to attendance. This grade will be given to any student who disappears from the course for three or more weeks. See the **Attendance** section of this syllabus for additional information.

SUBMITTING ASSIGNMENTS:

- The assignments are listed in the course schedule: Please note the due dates on them. The **discussion board assignments** will be posted **only on the discussion board**. (Please do not e-mail or use the digital drop box to submit your discussion board assignment).
- The term project will be submitted via digital drop box. Your responses must be typed, **using 12pt. font, double-spaced, in MS-Word format**. One person from each team will submit the term project. The assignments **must be turned into the Digital drop box** by mid-night of the due date (note: Blackboard and I operate on central US time). Failure to comply will result in point deductions. No e-mail attachments will be accepted, due to the risk of viruses.

EXAMINATION SCHEDULE & INSTRUCTIONS:

There is one midterm exam. It will be given at the announced date on the syllabus. The midterm exam will be a case based exam.

There are **two Final Exams** in this course: MBA Capstone exam and MBA MFT exam.

1. **MBA Capstone exam**: Troy University Sorrell College of Business Administration instituted a policy regarding MBA 6611 students' taking a **proctored case-based online MBA capstone exam** as the final exam of the MBA 6611 course. The closed book exam will be three hours long. **Further information on the exam will be announced in the class.**

2. **MBA MFT Exam**: By the policy of Troy University Sorrel College of Business MBA 6611 students should also take an online proctored MBA MFT exam. It is a nation-wide external field assessment test for MBA programs. The exam is three hours long. MBA outcomes assessments designed to measure the basic knowledge and understanding achieved by students in a major field of study. You can get further info related this exam at the www.ets.org. Then click the major field tests under the test section. Then click format. Under the test format scroll down until you see MBA pdf file. Then click the file to get a sample of MBA MFT questions. **Further information on the exam will be announced in the class.**

TECHNOLOGY REQUIREMENTS:

Students must have:

- A TROY e-mail account that you can access on a regular basis (see "TROY email" above)
- E-mail software capable of sending and receiving attached files.
- Access to the Internet with a 56.9 kb modem or better.
- A personal computer capable of running Netscape Navigator 7.0 or above, Internet Explorer 6.0 or above, or current versions of Firefox or Mozilla. Students who use older browser versions will have compatibility problems with Blackboard.
- Microsoft WORD software. (I cannot grade anything I cannot open! This means NO MS-Works, NO Wordpad, NO Wordperfect)
- Virus protection software, installed and active, to prevent the spread of viruses via the Internet and email. It should be continually updated!

Internet Access:

- This is an on-line class. Students must have access to a working computer and access to the internet. Students can use the TROY computer lab, a public library, etc., to insure they have access.
- "Not having a computer" or "computer crashes" are not acceptable excuses for late work.

TECHNICAL SUPPORT INFORMATION:

If you experience technical problems, you should contact the Blackboard Online Support Center. You can do this in two ways. First if you can log onto the course simply look at the tabs at the top of the page. You will see one entitled, "Tech Support." If you click on this tab, you will see the information below. You can click on the "Blackboard Support Center" link and receive

assistance. If you cannot log onto the course, simply contact the center by calling toll free the number listed below. Assistance is available 24 hours a day/7 days per week.

Blackboard Support Center

Blackboard Online Support Center for Troy University provides Customer Care Technicians who are available to support you 24 hours a day/7 days a week.

Call 1-888-383-6206 for live assistance

If you are experiencing technical difficulties with your coursework or with features in Blackboard that are generating errors, please click the link below.

Blackboard Support Center: <http://supportcenteronline.com/ics/support/default.asp?deptID=67>

NON-HARASSMENT, HOSTILE WORK/CLASS ENVIRONMENT:

Troy University expects students to treat fellow students, their instructors, other TROY faculty, and staff as adults and with respect. No form of “hostile environment” or “harassment” will be tolerated by any student or employee.

AMERICANS WITH DISABILITY ACT (ADA):

Troy University supports Section 504 of the Rehabilitation Act of 1973 and the Americans With Disabilities Act of 1990, which insure that postsecondary students with disabilities have equal access to all academic programs, physical access to all buildings, facilities and events, and are not discriminated against on the basis of disability. Eligible students, with appropriate documentation, will be provided equal opportunity to demonstrate their academic skills and potential through the provision of academic adaptations and reasonable accommodations. Further information, including appropriate contact information, can be found at the following link: <http://www.troy.edu/humanresources/ADAPolicy2003.htm>.

HONESTY AND PLAGIARISM:

The awarding of a university degree attests that an individual has demonstrated mastery of a significant body of knowledge and skills of substantive value to society. Any type of dishonesty in securing those credentials therefore invites serious sanctions, up to and including suspension and expulsion (see Standard of Conduct in each TROY *Catalog*). Examples of dishonesty include actual or attempted cheating, plagiarism*, or knowingly furnishing false information to any university employee.

*Plagiarism is defined as submitting anything for credit in one course that has already been submitted for credit in another course, or copying any part of someone else’s intellectual work – their ideas and/or words – published or unpublished, including that of other students, and portraying it as one’s own. Proper quoting, using strict APA formatting, is required, as described by the instructor. All students are required to read the material presented at:

<http://troy.troy.edu/writingcenter/research.html>

- Students must properly cite any quoted material. No term paper, business plan, term project, case analysis, or assignment may have **no more than 20% of its content quoted** from

another source. Students who need assistance in learning to paraphrase should ask the instructor for guidance and consult the links at the Troy Writing Center.

- This university employs **plagiarism-detection software**, through which *all* written student assignments are processed for comparison with material published in traditional sources (books, journals, magazines), on the internet (to include essays for sale), and papers turned in by students in the same *and* other classes in this *and all previous terms*. The penalty for plagiarism may range from zero credit on the assignment, to zero in the course, to expulsion from the university with appropriate notation in the student’s permanent file.

LIBRARY SUPPORT:

The Libraries of Troy University provide access to materials and services that support the academic programs. The address of the Library Web site is <https://library.troy.edu> This site provides access to the resources of all Campus and Regional Libraries, as well as to resources such as the Library’s Catalog and Databases. Additionally, the Library can also be accessed by choosing the “Library” link from the University’s home page, www.troy.edu, or through the eLibrary tab within Blackboard.

FACULTY EVALUATION:

In the eighth week of each term, students will be notified of the requirement to fill out a course evaluation form. These evaluations are completely anonymous and are on-line.

COURSE SCHEDULE:

Dates	Assignment
<p>Week 1</p> <p>In-Class: (two hours and fifteen minutes)</p> <p>Online (Two hours and fifteen minutes)</p>	<p>Chapters 1 and 2 The Nature of Strategic Management The Business Vision and Mission Teams will be formed, In-class case analysis</p> <p>Case Analysis Forum: Case (TBA) discussion session (analysis of Chapter 1-2 concepts on real life companies) Team forums: Team case analysis- company selection Quiz-1 (1 hour)</p>
<p>Week 2</p> <p>In-Class: (two hours and fifteen minutes)</p> <p>Online (Two</p>	<p>Chapters 3 and 4 The External Assessment The Internal Assessment In-class Case Analysis</p> <p>Case Analysis Forum: Case (TBA) discussion session (analysis of Chapter</p>

hours and fifteen minutes)	3-4 concepts on real life companies) Quiz-2 (1 hour)
<p>Week 3</p> <p>In-Class: (two hours and fifteen minutes)</p> <p>Online (Two hours and fifteen minutes)</p>	<p>Chapters 5 and 6</p> <p>Strategies in Action</p> <p>Strategy Analysis and Choice</p> <p>Case Analysis Forum: Case (TBA) discussion session</p> <p>Quiz-3 (1 hour)</p>
<p>Week 4</p> <p>In-Class: (two hours and fifteen minutes)</p> <p>Online (Two hours and fifteen minutes)</p>	<p>Veteran's Day</p> <p>Case Analysis Forum: Case (TBA) discussion session</p> <p>Team Exercise</p>
<p>Week 5</p> <p>In-Class: (two hours and fifteen minutes)</p> <p>Online (Two hours and fifteen minutes)</p>	<p>Chapters 7 and 8</p> <p>Implementing Strategies: Management and Operation Issues</p> <p>Implementing Strategies: Marketing, Finance/ Accounting, R&D and MIS issues</p> <p>Case Analysis Forum: Case (TBA) discussion session</p> <p>Quiz-4 (1 hour)</p>
<p>Week 6</p> <p>In-Class: (two hours and fifteen minutes)</p> <p>Online (Two hours and</p>	<p>Chapter 9</p> <p>Strategy Review, Evaluation and Control</p> <p>CASE ANALYSIS EXAM</p>

fifteen minutes)	
<p>Week 7</p> <p>In-Class: (two hours and fifteen minutes)</p> <p>Online (Two hours and fifteen minutes)</p>	<p>Workshop quizzes</p> <p>MFT EXAM- TBA (Malone Computer Lab) (three hours)</p> <p>Case Analysis Forum: Case (TBA) discussion session (strategic analysis of a real life company)</p>
<p>Week 8</p> <p>In-Class: (two hours and fifteen minutes)</p> <p>Online (Two hours and fifteen minutes)</p>	<p>Case Analysis</p> <p>Capstone Exam- TBA (Malone Computer Lab) (three hours)</p> <p>Case Analysis Forum: Case (TBA) discussion session</p>
<p>Week 9</p> <p>In-Class: (two hours and fifteen minutes)</p>	<p>TERM PROJECTS</p>

In-class contribution: 51%

Online contribution: 49%