

# Course Syllabus

[Jump to Today](#) [Edit](#)

## Course Information

This course is offered collaboratively through the UW MBA Consortium.

**Course Title:** MBA 704 - Strategic Competitiveness in a Global Environment

**Course Section:** 840

**Credit Hours:** 4.0

**Course Term:** Fall 2023

**Delivery Mode:** Online

**Course Dates:** September 11, 2023 - December 17, 2023

*If you are considering dropping this course, having a conversation with your academic advisor is a good place to start. You should also let the instructor know what your plans are. Click the following links, based on your home campus, to learn more about dropping this course: [Consortium/UW-Eau Claire](#)Links to an external site. | [UW Oshkosh](#)Links to an external site. | [UW-Parkside](#)Links to an external site.*

## Instructor Information

**Instructor Name:** Anup Nandialath, Ph.D.

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## Course Description

This course focuses on how managers must lead their companies strategically in developing and sustaining ongoing efforts to emerge as globally dominant players. Students will learn a series of interrelated steps in which managers conduct analyses at the industry, business, and corporate levels, decide on strategies to enhance firm competitiveness, put those strategies into action, and constantly evaluate and modify those strategies as needed.

The course begins by introducing business strategy and why it's important, before launching into an in-depth look at corporate strategy. Along the way, students will explore specific factors to consider when making strategic decisions in a global context.

## Learning Outcomes

This course aims to help prepare such leaders by focusing on the following objectives. Upon completion of this course, students will be prepared to:

- Evaluate the effect of the main features of an economy, industry, and firm on a firm's global business strategy.
- Evaluate the implications of strategic decisions on the firm.
- Evaluate strategies for positioning a firm at an advantage relative to competition in both a domestic and global context.
- Develop strategic action plans to capture competitive advantage in both a domestic and global context.
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## Program Goals

Upon completion of the program, students will be able to demonstrate the knowledge and skills necessary to be effective leaders who can do the following in a global and domestic context:

- Lead a diverse and inclusive organization.
- Demonstrate a sense of social and ethical responsibility.
- \*Identify and evaluate market opportunity.
- \*Create and sustain competitive advantages.
- Communicate effectively in organizations.
- \*Use critical thinking and analytical reasoning to make informed business decisions.
- Create and maintain a dynamic vision for personal and professional development.

## Required Course Materials

### Textbook

**Title** Strategic Management: Creating Competitive Advantages (10th edition, 2021)

**Authors:** Dess, McNamara, Eisner, Lee.

**ISBN:** 978-1260706628

**Title** HBR's 10 Must Reads on Strategy, Vol. 1

**Authors:** Harvard Business Review.

**ISBN:** HBR's 10 Must Reads on Strategy, Vol. 1 - See *CoursePack from Harvard Business Publishing* section below

**Title** HBR's 10 Must Reads on Strategy, Vol. 2 (1st edition, 2020)

**Authors:** Harvard Business Review.

**ISBN:** HBR's 10 Must Reads on Strategy, Vol. 2 - See *CoursePack from Harvard Business Publishing* section below

**Title** Reimagining Capitalism in a World on Fire (1st edition, 2020)

**Authors:** Henderson.

**ISBN:** 978-1541730151

\*\*Please note that this ISBN may differ from what appears on the UWEC bookstore website. If ordering from a source other than the UWEC bookstore, be sure to use the ISBN provided here to ensure you get the correct text.\*\*

[Click here to learn more about ordering textbooks](#)[Links to an external site.](#). Contact [mba@uwec.edu](mailto:mba@uwec.edu) with any textbook-related concerns.

## Required Purchase - CoursePack from Harvard Business Publishing

There is a coursepack for this course. This coursepack contains the *HBR's 10 Must Reads on Strategy, Vol. 1 and 2* books. You can purchase this through Harvard Business Publishing. [Click here to purchase the MBA 704 coursepack directly through the Harvard Business Publishing website](#)[Links to an external site.](#). You will need to create an account to purchase the materials. The cost of the coursepack is \$24.95.

## Technology Requirements

Access to a computer and high-speed Internet connection that is capable of accessing Canvas is a requirement of this course.

Please review the minimum technology requirements and recommendations in the **Online Course Resources** link in the left-hand Course Navigation menu. To set yourself up for success, pay special attention to the sections on *Your Responsibilities, Strategies for Success, Tech Tips, and Tech Support*.

## Course Topical Outline

- Unit 1: Introduction to Strategy in Globalized World
- Unit 2: Introduction to Strategy in Globalized World, continued
- Unit 3: Global Sustainability and CSR
- Unit 4: Organizational Structure
- Unit 5: Evaluating the External Environment
- Unit 6: Evaluating the Internal Environment
- Unit 7: Intellectual Assets as a Driver of Strategy
- Unit 8: Strategy Hierarchy & Competitive Advantage
- Unit 9: Creating Value through Corporate-Level Strategy
- Unit 10: Improving Competitive Position
- Unit 11: Assessing and Creating Value in Global Markets
- Unit 12: Assessing and Creating Value in Global Markets Continued

- Unit 13: Successful Implementation
- Unit 14: Leadership & Corporate Culture

## Assignments & Activities

Throughout the course, you will be working on assignments individually and participating in several group discussions. Group discussions can help to develop a deeper understanding of the course material. The feedback from your discussion group should result in more thorough thought and understanding of the topics. All discussion groups will be pre-assigned. All discussion group members are encouraged to participate throughout the entire week to help students get the most out of their learning process.

There are numerous small and large assignments, designed to blend tough intellectual challenges with practical/applied skill-building tasks. You are encouraged to review and plan for these assignments well in advance of the due date. See the **Calendar** for the course due dates.

In addition to class participation, your course grade will depend on your performance in the assessment activities in the course.

	<b>Points</b>
Strategy Assessment (7 assignments @ 75 points each; 1 discussion @ 25 points)	550
Individual Assignments (4 assignments @ 50 points each)	200
Discussions (11 discussions @ 25 points each)	275
<b>Total</b>	<b>1000</b>

A comprehensive list of all course activities is listed in the calendar.

Additional information and resources can be accessed via links on the Navigation bar of this course. Specifically:

- The **Online Course Resources** link in the left-hand navigation bar.
- For graduate-level writing expectations, refer to the [Writing Guide](#).
- For information regarding discussion grading, refer to the [Discussion Participation Instructions & Rubric](#).

## Final Letter Grades Scale

Your course grade is based on the summation of a variety of individual and group assessment activities. Your final grade evaluation will be based on the scale below:

<b>Percentage</b>	<b>UW-Consortium/ UW-Parkside</b>	<b>UW-Oshkosh</b>

93-100%	A	A
90-92.9%	A-	A-
87-89.9%	B+	B+
83-86.9%	B	B
80-82.9%	B-	B-
77-79.9%	C+	C+
73-76.9%	C	C
70-72.9%	C-	C
67-69.9%	D+	F
63-66.9%	D	F
60-62.9%	D-	F
0-59.9%	F	F

## Excused Absence Policy

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.
  - [UW Oshkosh Links to an external site.](#)
  - [UW-Parkside Links to an external site.](#) (see page 31)
2. UW MBA Consortium students will follow the [UW-Eau Claire Authorized Absence Policy. Links to an external site.](#)

If your absence falls into the excused absence category, please contact me as soon as possible. I may request that you provide documentation, and I may need time to make alternative assessments available to you.

## Late Work Policy

For assignments, other than discussions, there will be a 10% deduction for each day late and no credit after 5 days. Zero points will be awarded for late discussion work since entering a discussion after it is over is not beneficial to anyone.

If you have the need for special consideration in regard to an assignment due date, contact us ahead of time and special arrangements may be made, subject to our discretion. We recognize that sometimes situations occur that may require an extension on an assignment (death in the family, hospitalization, job responsibility changes). We suggest that these be handled by you contacting us as soon as you realize the situation is occurring and together, we can determine if an extension or an incomplete is advisable or if other action needs to be taken.

## What You Can Expect

We will do our utmost to respond to your questions within 24 hours and submit our evaluations within 7 - 10 business days after the assessment deadline. When in doubt, do not hesitate to ask us!

Please note that while we are sympathetic to the fact that most if not all of the participants are working professionals, and many of you prefer to work on assignments during the weekend, please note that the instructors and Consortium administrators may not be able to reply to queries on assignments over the weekend. For those who prefer to work on the weekends, we recommend that you work on assignments at least one week ahead of time to ensure that your queries are addressed effectively during the week prior to a deadline.

For questions related to the course, please post in the [Ask the Class/Raise Your Hand](#) forum in the Community Discussions module. For questions of a sensitive nature, please email or call one of us directly. You will find our emails and phone numbers at the top of this syllabus.

Check the **Announcement** area in the course homepage each time you log in for course-related announcements, thoughts from the instructors, and other updates and information pertinent to the course.

## What We Expect

### Class Participation Expectations

Let us state right away that your class participation is considered invaluable to the success of this class. If knowledge and technology are the twin forces transforming a winning approach to the 21st century, the ability to add value to any undertaking whether at home or abroad requires collective input. Your insightful comments and consistent observations in class discussions are therefore indispensable contributions to everyone's learning in this class.

## Time Allotment

This is a 4-credit course and therefore we anticipate that you will log in every weekday and spend approximately 12 hours per week on this course, including time spent reading, completing required activities, and completing the assignments and discussions. The instructional resources built into this course are extensive because the nature of the subject matter requires breadth and depth of analysis. In this 4-credit course, your best approach is to log in every day, get into the habit of reading regularly, and watch the instructional videos as soon as possible.

## Academic Conduct

To foster a productive learning environment, all students are required to accept and adhere to the [UW MBA Consortium Student Code of Conduct Agreement](#) in order to participate in this course.

## Academic Integrity Policy

All class materials are the intellectual property of the instructors and may not be shared outside of this course (e.g., to commercial "study sites" or "tutoring sites") without our permission.

Unless we specify otherwise, all work that you turn in to us should be an individual effort. The sentence structure, wording, and content for your assignments and discussions must be your original work. Academically dishonest behaviors include (but may not be limited to) the following:

- Intentionally or unintentionally presenting someone else's ideas or words as your own, either as a direct quote or paraphrased or summarized material, without the proper citation. All quotes and direct references must include citations. Remember to use APA format for citations. See the [OWL website from PurdueLinks to an external site.](#) for APA citation guidelines.
- Submitting work that is identical to or so similar to that of another's in its wording, sentence structure, and content that it cannot be considered original.
- Plagiarizing yourself by submitting work for evaluation in this course that was previously graded or otherwise evaluated in another course. You can cite your previous work. If you want to use your previous work, contact me first.
- Making up data or citations.
- Consulting resources to complete a graded course assessment other than those allowed in the assessment directions. If you are unsure what is considered as an authorized resource, consult with your instructor.
- Helping someone else engage in academically dishonest behavior, including posting course materials online.

- Violating copyright laws. In some cases, citing a source is not sufficient; you also have to obtain permission from the original source for the materials you use. Likewise, if you use any materials from this course outside this course, you may need permission to use them (e.g., in your company's training manuals, publications, or style guides).

Our assumption is that you will do your own work and that academic honesty will not be an issue. While we realize that the Internet makes cheating much easier, we have also discovered that it also makes cheating much easier to detect. If you are tempted to cheat, ask yourself why. If you feel the need to cheat because the work is too hard or you're overwhelmed by the online environment, contact one of us. We will work with you so that you can complete the course with your self-respect intact. If you feel the need to cheat because you got behind or procrastinated, preserve your self-respect by accepting the lost points or by dropping the course and taking it when you're in a better position to succeed.

## Generative AI Use

To create a shared understanding regarding the use of generative AI in this course, this course's policy on the "Generative AI Use" page is available in the Course Information module. Keep in mind that other instructors may have different expectations based on their course outcomes, so be sure you always check before you use generative AI in your classes.

Please note that the UW MBA Consortium owns the copyright to all course and program materials. You may not share program or course materials in any way in any generative AI platform. Likewise, this course will not require you to share program or course content or your work in a generative AI platform. You are encouraged to ask any questions you have regarding the policy.

## Accommodation for Students with Disabilities

In order to ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with disabilities when posting web-based materials. Canvas is [compliant with W3C's Web Accessibility Initiative](#) and with [Section 508](#) guidelines. Additionally, Canvas was certified as a [substantially conformant LMS](#); by WebAIM, a third party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support at [BIZHelp@uwec.edu](mailto:BIZHelp@uwec.edu) and we will work with you to find a reasonable accommodation.

## Course Summary:



<b>Date</b>	<b>Details</b>	<b>Due</b>
	Calendar Event <a href="#">Complete the Code of Conduct</a>	12am
Mon Sep 11, 2023	Discussion Topic <a href="#">1.2   Discussion: Self-Introduction</a>	due by 11:59pm
	Page <a href="#">1.1   Overview</a>	to do: 11:59pm
Tue Sep 12, 2023	Discussion Topic <a href="#">1.3   Strategy Assessment Choosing an Organization</a>	due by 11:59pm
Thu Sep 14, 2023	Page <a href="#">1.2a   Discussion Replies Due</a>	to do: 11:59pm
	Page <a href="#">1.3a   Discussion Replies Due</a>	to do: 11:59pm
Mon Sep 18, 2023	Page <a href="#">2.1   Overview</a>	to do: 11:59pm
Tue Sep 19, 2023	Discussion Topic <a href="#">2.2   Discussion: Causes of Globalization</a>	due by 11:59pm
Thu Sep 21, 2023	Page <a href="#">2.2a   Discussion Replies Due</a>	to do: 11:59pm
Mon Sep 25, 2023	Page <a href="#">3.1   Overview</a>	to do: 11:59pm
Tue Sep 26, 2023	Discussion Topic <a href="#">3.2   Discussion: The Case for Social Responsibility and Sustainability Initiatives</a>	due by 11:59pm
Thu Sep 28, 2023	Page <a href="#">3.2a   Discussion Replies Due</a>	to do: 11:59pm
Sun Oct 1, 2023	Assignment <a href="#">3.3   Strategy Assessment: Background and Industry</a>	due by 11:59pm
Mon Oct 2, 2023	Page <a href="#">4.1   Overview</a>	to do: 11:59pm
Sun Oct 8, 2023	Assignment <a href="#">4.2   Individual Assignment: Company Structure</a>	due by 11:59pm
Mon Oct 9, 2023	Page <a href="#">5.1   Overview</a>	to do: 11:59pm

<b>Date</b>	<b>Details</b>	<b>Due</b>
Tue Oct 10, 2023	Discussion Topic <a href="#">5.2   Discussion: External Analysis Tools</a>	due by 11:59pm
Thu Oct 12, 2023	Page <a href="#">5.2a   Discussion Replies Due</a>	to do: 11:59pm
Sun Oct 15, 2023	Assignment <a href="#">5.3   Strategy Assessment: External Analysis</a>	due by 11:59pm
Mon Oct 16, 2023	Page <a href="#">6.1   Overview</a>	to do: 11:59pm
Sun Oct 22, 2023	Assignment <a href="#">6.2   Strategy Assessment: Internal Analysis</a>	due by 11:59pm
Mon Oct 23, 2023	Page <a href="#">7.1   Overview</a>	to do: 11:59pm
Tue Oct 24, 2023	Discussion Topic <a href="#">7.2   Discussion: Intellectual Asset Analysis</a>	due by 11:59pm
Thu Oct 26, 2023	Page <a href="#">7.2a   Discussion Replies Due</a>	to do: 11:59pm
Mon Oct 30, 2023	Page <a href="#">8.1   Overview</a>	to do: 11:59pm
Tue Oct 31, 2023	Discussion Topic <a href="#">8.2   Discussion: The Role of Competitive Advantage in Strategy Development</a>	due by 11:59pm
Thu Nov 2, 2023	Page <a href="#">8.2a   Discussion Replies Due</a>	to do: 11:59pm
Sun Nov 5, 2023	Assignment <a href="#">8.3   Strategic Assessment Industry Lifecycle and Competitive Strategy</a>	due by 11:59pm
	Page <a href="#">Midterm Course Evaluation</a>	to do: 11:59pm
Mon Nov 6, 2023	Page <a href="#">9.1   Overview</a>	to do: 11:59pm
Tue Nov 7, 2023	Discussion Topic <a href="#">9.2   Discussion: Diversification</a>	due by 11:59pm
Thu Nov 9, 2023	Page <a href="#">9.2a   Discussion Replies Due</a>	to do: 11:59pm

<b>Date</b>	<b>Details</b>	<b>Due</b>
Sun Nov 12, 2023	Assignment <a href="#">9.3   Strategic Assessment Corporate Level Strategies</a>	due by 11:59pm
Mon Nov 13, 2023	Page <a href="#">10.1   Overview</a>	to do: 11:59pm
Tue Nov 14, 2023	Discussion Topic <a href="#">10.2   Discussion: Strategic Partnerships</a>	due by 11:59pm
Thu Nov 16, 2023	Page <a href="#">10.2a   Discussion Replies Due</a>	to do: 11:59pm
Sun Nov 19, 2023	Assignment <a href="#">10.3   Individual Assignment: Mergers and Acquisitions</a>	due by 11:59pm
Mon Nov 20, 2023	Page <a href="#">11.1   Overview</a>	to do: 11:59pm
Mon Nov 27, 2023	Page <a href="#">12.1   Overview</a>	to do: 11:59pm
Tue Nov 28, 2023	Assignment <a href="#">11.2   Individual Assignment: Examining National Advantage</a>	due by 11:59pm
Thu Nov 30, 2023	Discussion Topic <a href="#">12.2   Discussion: Creating Value in Global Markets</a>	due by 11:59pm
Sun Dec 3, 2023	Assignment <a href="#">12.3   Strategic Assessment Foreign Market</a>	due by 11:59pm
	Page <a href="#">12.2a   Discussion Replies Due</a>	to do: 11:59pm
Mon Dec 4, 2023	Page <a href="#">13.1   Overview</a>	to do: 11:59pm
Tue Dec 5, 2023	Discussion Topic <a href="#">13.2   Discussion: Informational and Behavioral Controls</a>	due by 11:59pm
Thu Dec 7, 2023	Page <a href="#">13.2a   Discussion Replies Due</a>	to do: 11:59pm
Sun Dec 10, 2023	Assignment <a href="#">13.3   Individual Assignment: Strategic Control Systems</a>	due by 11:59pm

<b>Date</b>	<b>Details</b>	<b>Due</b>
Mon Dec 11, 2023	Page <a href="#">14.1   Overview</a>	to do: 11:59pm
Tue Dec 12, 2023	Discussion Topic <a href="#">14.2   Discussion: Reflection</a>	due by 11:59pm
Thu Dec 14, 2023	Page <a href="#">14.2a   Discussion Replies Due</a>	to do: 11:59pm
	Assignment <a href="#">14.3   Strategy Assessment: Recommendations</a>	due by 11:59pm
Sun Dec 17, 2023	Discussion Topic <a href="#">Discussion Leader Summaries</a>	due by 11:59pm
	Page <a href="#">Final Course Evaluation</a>	to do: 11:59pm
	Assignment <a href="#">Final Grade</a>	