

Course Syllabus

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Course Information

Course Title: MBA 713: Module 3 - Strategic Competitiveness in a Global Environment

Course Section: 840

Credit Hours: 4.0

Course Term: Fall 2020

Delivery Mode: Online

Instructor Information

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Course Description and Goals

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 beyond a domestic context. Later in the course, students will have an opportunity to apply strategic thinking in a global context by exploring strategic decision making from the perspective of various functional areas across the firm.

Course Goals

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.

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 Readings and Other Materials

Textbook

Rothaermel, Frank. (2019). *Strategic Management*. 5th edition. ISBN: 978-1264103799

CESIM Global Challenge Simulation

As part of the experiential learning in this course, we will be using CESIM simulations. To begin working on this simulation you will need to follow instructions as given below.

Please visit www.cesim.com and register using your UNIVERSITY email address. You will be required to pay a fee of around \$42 dollars for the simulation. Please note that CESIM is a Finnish company and hence the charge may appear as coming from Finland on your credit card statement.

See the [CESIM Simulation Introduction](#) document for more information on how to complete your registration and get started with the simulation.

Grading Policy

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:

- 93% or above = A
- 90% - 92.9% = A -
- 88% - 89.9% = B +
- 83% - 87.9% = B

80% - 82.9% = B -
78% - 79.9% = C+
73% - 77.9% = C
70% - 72.9% = C-
68% - 69.9% = D+
63% - 67.9% = D
60% - 62.9% = D-
0% - 59.9% = F

Excused Absence Policy

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

- UW MBA Consortium students will follow the **UW – Eau Claire Authorized Absence Policy**.

If your absence falls into the authorized 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.

Grading Composition

In addition to class participation, your course grade will depend on your performance in the assessment activities in the course. A total of 1000 points will be awarded throughout the course.

Category	Points
Simulation Assignments	420
Assignments	480
Discussions	100
Total	1000

Summary of Assignments

Throughout the course, you will be working on assignments individually and in groups. Discussing and working on assignments in groups can help to develop a deeper understanding of the course material. The support of your team members also should result in more thorough answers to each assignment. All groups will be pre-assigned. All team members on a group assignment, however, may not receive the same grade for that assignment.

There are numerous small and large assignments, designed to blend tough intellectual challenges with practical/applied skill-building tasks. Many of the smaller ones consist of group discussions of textbook

material and relevant articles. These smaller assignments will be discussed in the Unit Readings and Activities documents. Use the following links to review each of the larger assignments. 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.

CESIM Simulation

Throughout the semester, we will be using the online CESIM Global Challenge Simulation to provide you with an opportunity to explore market-entry and market attractiveness issues including mode of entry and sequence, segmentation and targeting, and the Four P's all in an international context.

Along with eight rounds of strategic decisions, there are three assignments associated with the CESIM Simulation, making up 42 percent of your final grade. You are encouraged to read the CESIM case and become familiar with the simulation as quickly as possible.

Student Expectations

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 small teams and class discussions on a weekly basis are therefore indispensable contributions to everyone's learning in this class. This part of your grade will be captured, in part, by peer assessments in addition to the instructors' assessment of your participation.

We will expect you to participate from the first day of the class. This means that each of you will become familiar with Canvas and will immediately begin to organize yourselves within the assigned groups for course activities. If someone in one of your groups is not online right away, we expect you to contact that person and/or let us know of their delay. We appreciate your taking the initiative as is the case when working within "learning communities."

You will be interacting with each other in small and large teams throughout the duration of the course. We expect each of you to be involved within your teams a minimum of 4-5 times each week. The purpose is to add value to the discussions rather than repeat what others have said. Making connections, differentiating opinion from facts, and providing real-life examples are specific ways to assure successful interaction. We expect a "we" mentality within groups that makes for an enjoyable learning experience for all. Please give your best effort to each of the groups you are assigned. We will ask you to fill out peer evaluations to help ensure credit is given to where credit is due. Create internal group norms that assure effective use of teamwork and do not hesitate to call on us if we can lend a hand.

Time Allotment

We anticipate that you will spend 5-8 hours per week online, in addition to time spent viewing lecture videos and reading the text, books, and supplementary materials. These instructional resources 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 get into the habit of doing the readings and watching the instructional videos as soon as possible.

Instructor Expectations

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.

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. You can cite your sources in APA format.
- 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.
- Receiving credit for group work for which you did not contribute.
- Making up data or citations.
- 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).

Any form of academic dishonesty will result in a score of "zero" for the assignment and will follow the student academic disciplinary procedures as established by the UW System Board of Regents (**UWS Chapter 14**).

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 1-715-836-6020 or email **BIZHELP@uwec.edu** and we will work with you to find a reasonable accommodation.

Additional Information and Resources

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**.



Course Summary:

Date	Details	
Wed Sep 2, 2020	<u>Complete the Code of Conduct Agreement</u>	12am
Fri Sep 4, 2020	<u>Unit 1 Overview</u>	to do: 11:59pm
	<u>Complete CESIM simulation registration</u>	12am
Sun Sep 6, 2020	<u>Introduction Discussion</u>	due by 11:59pm
	<u>Personal Firm Analysis: Individual Assignment</u>	due by 11:59pm
	<u>CESIM Fundamentals: Graded Simulation Quiz</u>	due by 11:59pm
Tue Sep 8, 2020	<u>Practice Decision 1 and Team Introductions Discussion Area (Individual Decisions and Intros)</u>	to do: 11:59pm
	<u>Unit 2 Overview</u>	to do: 11:59pm
Wed Sep 9, 2020	<u>Course Check In Webinar 1</u>	to do: 5:30pm

Date	Details	
Sun Sep 13, 2020	<u>Practice Decision 1 (Team Decision)</u>	to do: 11:59pm
Tue Sep 15, 2020	<u>Practice Decision 2 Discussion Area (Individual Decision)</u>	to do: 11:59pm
	<u>Unit 3 Overview</u>	to do: 11:59pm
Wed Sep 16, 2020	<u>Course Check-in Webinar 2</u>	to do: 7pm
Sun Sep 20, 2020	<u>Problem Sets: Individual Assignment</u>	due by 11:59pm
	<u>Practice Decision 2 (Team Decision)</u>	to do: 11:59pm
Tue Sep 22, 2020	<u>Course Check-in Webinar 3</u>	to do: 6pm
	<u>Decision 1 Discussion Area (Individual Decision)</u>	to do: 11:59pm
	<u>Unit 4 Overview</u>	to do: 11:59pm
Sun Sep 27, 2020	<u>Data Driven Industry Analysis: Group Assignment</u>	due by 11:59pm
	<u>Decision 1 (Team Decision)</u>	to do: 11:59pm
Tue Sep 29, 2020	<u>Decision 2 Discussion Area (Individual Decision)</u>	to do: 11:59pm
	<u>Unit 5 Overview</u>	to do: 11:59pm
Sun Oct 4, 2020	<u>Business Plan: Group Assignment</u>	due by 11:59pm
	<u>Decision 2 (Team Decision)</u>	to do: 11:59pm
Tue Oct 6, 2020	<u>VRIO Discussion (Initial Post)</u>	due by 11:59pm
	<u>Decision 3 Discussion Area (Individual Decision)</u>	to do: 11:59pm

Date	Details	
	<u>Unit 6 Overview</u>	to do: 11:59pm
	<u>Competitive Strength Assessment (CSA): Individual Assignment</u>	due by 11:59pm
Sun Oct 11, 2020	<u>Decision 3 (Team Decision)</u>	to do: 11:59pm
	<u>VRIO Discussion (Response)</u>	to do: 11:59pm
	<u>Current Global Impacts Discussion (Initial Post)</u>	due by 11:59pm
Tue Oct 13, 2020	<u>Decision 4 Discussion Area (Individual Decision)</u>	to do: 11:59pm
	<u>Unit 7 Overview</u>	to do: 11:59pm
	<u>Current Global Impacts Discussion (Response)</u>	to do: 11:59pm
Sun Oct 18, 2020	<u>Decision 4 (Team Decision)</u>	to do: 11:59pm
Tue Oct 20, 2020	<u>Unit 8 Overview</u>	to do: 11:59pm
	<u>Financial Statement Analysis: Group Assignment (Rounds 1-4)</u>	due by 11:59pm
Sun Oct 25, 2020	<u>Peer Evaluation 1</u>	due by 11:59pm
	<u>Decision 5 Discussion Area (Individual Decision)</u>	to do: 11:59pm
Tue Oct 27, 2020	<u>Unit 9 Overview</u>	to do: 11:59pm
	<u>International Competitive Strategy: Individual Assignment</u>	due by 11:59pm
Sun Nov 1, 2020	<u>Decision 5 (Team Decision)</u>	to do: 11:59pm

Date	Details	
Tue Nov 3, 2020	<u>Decision 6 Discussion Area (Individual Decision)</u>	to do: 11:59pm
	<u>Unit 10 Overview</u>	to do: 11:59pm
Sun Nov 8, 2020	<u>Internationalization Strategy: Individual Assignment</u>	due by 11:59pm
	<u>Decision 6 (Team Decision)</u>	to do: 11:59pm
Tue Nov 10, 2020	<u>Diversification Discussion (Initial Post)</u>	due by 11:59pm
	<u>Decision 7 Discussion Area (Individual Decision)</u>	to do: 11:59pm
	<u>Unit 11 Overview</u>	to do: 11:59pm
Sun Nov 15, 2020	<u>Diversification Video Case: Individual Assignment</u>	due by 11:59pm
	<u>Decision 7 (Team Decision)</u>	to do: 11:59pm
	<u>Diversification Discussion (Response)</u>	to do: 11:59pm
Tue Nov 17, 2020	<u>Decision 8 Discussion Area (Individual Decision)</u>	to do: 11:59pm
	<u>Unit 12 Overview</u>	to do: 11:59pm
Sun Nov 22, 2020	<u>Strategic Analysis of Investments Case: Individual Assignment</u>	due by 11:59pm
	<u>Decision 8 (Team Decision)</u>	to do: 11:59pm
Mon Nov 30, 2020	<u>Simulation Discussion Prewrite Space</u>	to do: 11:59pm
Wed Dec 2, 2020	<u>Simulation Discussion (Initial Post)</u>	due by 11:59pm

Date	Details	
	<u>Unit 13 Overview</u>	to do: 11:59pm
Sun Dec 6, 2020	<u>Ethics and Corporate Governance Assignment</u>	due by 11:59pm
	<u>Simulation Discussion (Response)</u>	to do: 11:59pm
Tue Dec 8, 2020	<u>Unit 14 Overview</u>	to do: 11:59pm
Fri Dec 11, 2020	<u>Final Simulation Report</u>	due by 11:59pm
	<u>FINAL GRADE</u>	
	<u>Peer Evaluation 2</u>	