

## 1. General Information

1a. Submitted by the College of: BUSINESS AND ECONOMICS

Date Submitted: 11/25/2013

1b. Department/Division: B&E Graduate Center

1c. Contact Person

Name: Steven Skinner

Email: [steve.skinner@uky.edu](mailto:steve.skinner@uky.edu)

Phone: 257-1543

Responsible Faculty ID (if different from Contact)

Name:

Email:

Phone:

1d. Requested Effective Date: Semester following approval

1e. Should this course be a UK Core Course? No

## 2. Designation and Description of Proposed Course

2a. Will this course also be offered through Distance Learning?: No

2b. Prefix and Number: EMBA 604

2c. Full Title: Strategic Analysis

2d. Transcript Title:

2e. Cross-listing:

2f. Meeting Patterns

LECTURE: 2

2g. Grading System: Graduate School Grade Scale

2h. Number of credit hours: 2

2i. Is this course repeatable for additional credit? No

If Yes: Maximum number of credit hours:

If Yes: Will this course allow multiple registrations during the same semester?

2j. Course Description for Bulletin: This course provides a framework of competitive analysis and competitive advantage upon which functionally oriented courses in the program may build. It provides an overall picture of the analysis activities and decision-making situations facing a company's top management team (i.e. CEOs, general managers, division managers focusing on top management decisions relating to the external environment and internal issues. It presents practical experience in recognizing what information is important, sifting it for relevance, and employing the knowledge for the competitive benefit of the firm.

2k. Prerequisites, if any: Admission to the joint EMBA program.

2l. Supplementary Teaching Component:

3. Will this course taught off campus? Yes

If YES, enter the off campus address: Possibly at the University of Louisville

4. Frequency of Course Offering: Fall,

Will the course be offered every year?: Yes

If No, explain:

5. Are facilities and personnel necessary for the proposed new course available?: Yes

If No, explain:

6. What enrollment (per section per semester) may reasonably be expected?: 40

7. Anticipated Student Demand

Will this course serve students primarily within the degree program?: Yes

Will it be of interest to a significant number of students outside the degree pgm?: No

If Yes, explain: [var7InterestExplain]

8. Check the category most applicable to this course: Traditional – Offered in Corresponding Departments at Universities Elsewhere,

If No, explain:

9. Course Relationship to Program(s).

a. Is this course part of a proposed new program?: Yes

If YES, name the proposed new program: Joint Executive MBA Program with the University of Louisville

b. Will this course be a new requirement for ANY program?: No

If YES, list affected programs:

10. Information to be Placed on Syllabus.

a. Is the course 400G or 500?: No

b. The syllabus, including course description, student learning outcomes, and grading policies (and 400G-/500-level grading differentiation if applicable, from 10.a above) are attached: Yes

## Distance Learning Form

Instructor Name:

Instructor Email:

Internet/Web-based: No

Interactive Video: No

Hybrid: No

1. How does this course provide for timely and appropriate interaction between students and faculty and among students? Does the course syllabus conform to University Senate Syllabus Guidelines, specifically the Distance Learning Considerations?

2. How do you ensure that the experience for a DL student is comparable to that of a classroom-based student's experience? Aspects to explore: textbooks, course goals, assessment of student learning outcomes, etc.

3. How is the integrity of student work ensured? Please speak to aspects such as password-protected course portals, proctors for exams at interactive video sites; academic offense policy; etc.

4. Will offering this course via DL result in at least 25% or at least 50% (based on total credit hours required for completion) of a degree program being offered via any form of DL, as defined above?

If yes, which percentage, and which program(s)?

5. How are students taking the course via DL assured of equivalent access to student services, similar to that of a student taking the class in a traditional classroom setting?

6. How do course requirements ensure that students make appropriate use of learning resources?

7. Please explain specifically how access is provided to laboratories, facilities, and equipment appropriate to the course or program.

8. How are students informed of procedures for resolving technical complaints? Does the syllabus list the entities available to offer technical help with the delivery and/or receipt of the course, such as the Information Technology Customer Service Center (<http://www.uky.edu/UKIT/>)?

9. Will the course be delivered via services available through the Distance Learning Program (DLP) and the Academic Technology Group (ATL)? NO

If no, explain how student enrolled in DL courses are able to use the technology employed, as well as how students will be provided with assistance in using said technology.

10. Does the syllabus contain all the required components? NO

11. I, the instructor of record, have read and understood all of the university-level statements regarding DL.

Instructor Name:

SIGNATURE|ZNNIKO0|Roshan N Nikou|EMBA 604 NEW Graduate Council Review|20140107

SIGNATURE|MKT210|Steven J Skinner|EMBA 604 NEW College Review|20131125

**EMBA 604**  
**STRATEGIC ANALYSIS**

Professor:  
Office:  
Office Hours:  
Phone:  
Email:

**COURSE DESCRIPTION:** EMBA 604 provides a framework of competitive analysis and competitive advantage upon which functionally oriented courses in the program may build. The course provides an overall picture of the analysis activities and decision-making situations facing a company's top management team (i.e., CEOs, General Managers, Division Managers). The focus is on top management decisions relating to the external environment (competition, stakeholders, and industry trends) and internal issues (resources, capabilities and competencies). The course presents practical experience in recognizing what information is important, sifting it for relevance, and employing the knowledge for the competitive benefit of the firm.

**TEXT:** Strategic Management: Creating Competitive Advantages, 6<sup>th</sup> Edition-Loose-Leaf by Dess, Lumpkin, Eisner & McNamara (2012). Boston, McGraw-Hill Irwin. ISBN-13 # 9780077439637

A regular reading of business periodicals (e.g., *Wall Street Journal*, *Fortune*, *BusinessWeek*, etc.) is strongly recommended.

**LEARNING OUTCOMES:** Each student will be able to: 1.) analyze the competitive situation facing a firm, 2.) identify the strengths, weaknesses, opportunities and threats that influence a firm, 3.) recognize potential sources of competitive advantage and disadvantage, and 4.) persuasively communicate their analytical conclusions, both verbally and in writing.

**ATTENDANCE:** (50 PTS.) Attendance at each class will be worth 10 points and will be earned if the student is in attendance at the time attendance is recorded.

**EXAMINATION:** (200 pts.) Individual effort only. Exam will be open-book, take-home, use an essay format and consist of analyzing cases and responding to questions regarding those cases by applying the theories and concepts presented during the course. The exam must be typed.

**TEAM-BASED WORK**

Student teams will write (and orally present) a strategic case analysis on a real firm selected by the team. Chapter 13 in the text provides considerable information on preparing a strategic case analysis.

**TEAM-DEVELOPED WRITTEN CASES:** (150 pts.) This is a formal, written presentation of a team-developed case to be turned in on the due date as indicated on the Class Schedule. LATE

ASSIGNMENTS WILL NOT BE ACCEPTED. Format guidelines for this written case are as follows:

1. The analysis must be typed, doubled spaced, on 8.5" X 11" paper.
2. Use margins equal to 1" on every side and 12 point Ariel font.
3. Use paragraph format, not bullets.
4. Maximum length: 10 pages of text excluding title page, table of contents, graphs, charts, etc. (which should be used only to directly support the text and presented in an appendix).
5. Use major headings and subheadings to aid the reader in following the organization of the case.
6. A title page (identifying team name/color and all team members listed in alphabetical order) and a table of contents (listing headings/subheadings and appendices, if any, and page numbers) must be included.

The team-developed written case will be evaluated using the following criteria:

1. Understanding and comprehension of key issues relating to the firm.
2. Quality of the analysis regarding pertinent organizational and/or environmental attributes relating to the firm.
3. Explicit use of course concepts applicable to the case.
4. Logical flow from introduction to analysis to recommendation.
5. Support of analysis/recommendation by specific data.
6. Grammar/spelling/appearance.

**TEAM-DEVELOPED ORAL CASE PRESENTATION:** (100 pts.) This is a formal, oral presentation of the team-developed written case. Just prior to the team's oral case presentation, a one page written executive summary of the case must be distributed to all class members. The case presentation (approx. 20minutes) and question/answer period (approximately 5 minutes) combined will be limited to 25 minutes maximum and should cover (at a minimum) the issues and topics listed on the Case Evaluation Form found on BlackBoard. Application of ideas and concepts discussed in class are particularly important. The oral presentation is to be accomplished in a professional, socially acceptable manner. Effective communication is critical! Thus, visual aids, creativity in conception, clarity of ideas, retention of the audience, etc. are important aspects of the presentation. Both content and delivery are important. The oral presentation may be videotaped. Class members (other than those in the presenting team) will evaluate the presentation using the Case Evaluation Form found on BlackBoard (bring one for each presentation). The average class evaluation score for each presentation will comprise fifty (50%) percent of the team's oral presentation score; the remaining fifty (50%) will be assigned by the professor.

The case analysis (written and oral) should follow the following outline:

1. Introduction
  - a. Organizational history
  - b. Current situation
2. External Environmental Analysis
  - a. General Environment Trends

- b. Industry Analysis
  - c. Competitor Analysis
- 3. Internal Environmental Analysis
  - a. Resources (tangible-inc. financial & intangible)
  - b. Capabilities – Value Chains Analysis
  - c. Core Competencies
- 4. SWOT Summary
  - a. Strength & Weaknesses
  - b. Opportunities & Threats
- 5. Business-Level Strategy Analysis & Recommendation

**TEAM PEER EVALUATIONS:** At the end of the class, each team member will be required to evaluate all members of their team (including themselves) using Team Evaluation Forms found on BlackBoard. Individual scores for team-based work will reflect these evaluations.

**GRADING SUMMARY**

|                   |            |      |
|-------------------|------------|------|
| Written case      | 150 points | 30%  |
| Case Presentation | 100 points | 20%  |
| Attendance        | 50 points  | 10%  |
| Examination       | 200 points | 40%  |
| <br>              |            |      |
| Total             | 500 points | 100% |

**GRADING SCALE:**

|   |            |
|---|------------|
| A | 90%-100%   |
| B | 80%-89.99% |
| C | 70%-79.99% |
| E | <70%       |

## **COURSE OUTLINE**

| <u>Date</u> | <u>Topic</u>  | <u>Reading Assignment</u> |
|-------------|---|---------------------------|
|             | Creating Competitive Advantages                     | Chapter 1                 |
|             | The External Environment of the Firm                | Chapter 2                 |
|             | The Internal Environment of the Firm                | Chapter 3                 |
|             | The Firm's Intellectual Assets                      | Chapter 4                 |
|             | Business-Level Strategy                             | Chapter 5                 |
|             | Corporate-Level Strategy                            | Chapter 6                 |
|             | International Strategy                              | Chapter 7                 |
|             | Entrepreneurial Strategy and Competitive Dynamics   | Chapter 8                 |
|             | Strategic Control and Corporate Governance          | Chapter 9                 |
|             | Creating Effective Control and Corporate Governance | Chapter 10                |
|             | Strategic Leadership                                | Chapter 11                |
|             | Managing Innovation                                 | Chapter 12                |

## **COURSE POLICIES**

### Submission of Assignments

Explicit instructions will be given when each assignment is handed out.

### Attendance Policy

Given the nature of this program, it is hard to imagine that anyone would ever miss class except for a very good reason.

### Makeup Policy

Makeup quizzes and exams will only be given if there is an excused absence. If it is possible, you must notify me before the quiz/exam date.

### Excused Absences

Students need to notify the professor of absences prior to class when possible. S.R. 5.2.4.2 defines the following as acceptable reasons for excused absences: (a) serious illness, (b) illness or death of family member, (c) University-related trips, (d) major religious holidays, and (e) other circumstances found to fit “reasonable cause for nonattendance” by the professor.

Students anticipating an absence for a major religious holiday are responsible for notifying the instructor in writing of anticipated absences due to their observance of such holidays no later than the last day in the semester to add a class. Information regarding dates of major religious holidays may be obtained through the religious liaison, Mr. Jake Karnes (859-257-2754).

Students are expected to withdraw from the class if more than 20% of the classes scheduled for the semester are missed (excused or unexcused) per university policy.

### Verification of Absences

Students may be asked to verify their absences in order for them to be considered excused. Senate Rule 5.2.4.2 states that faculty have the right to request “appropriate verification” when students claim an excused absence because of illness or death in the family. Appropriate notification of absences due to university-related trips is required prior to the absence.

### Academic Integrity

Per university policy, students shall not plagiarize, cheat, or falsify or misuse academic records. Students are expected to adhere to University policy on cheating and plagiarism in all courses. The minimum penalty for a first offense is a zero on the assignment on which the offense occurred. If the offense is considered severe or the student has other academic offenses on their record, more serious penalties, up to suspension from the university may be imposed.

Plagiarism and cheating are serious breaches of academic conduct. Each student is advised to become familiar with the various forms of academic dishonesty as explained in the Code of Student Rights and Responsibilities. Complete information can be found at the following website: <http://www.uky.edu/Ombud>. A plea of ignorance is not acceptable as a defense against the charge of academic dishonesty. It is important that you review this information as all ideas borrowed from others need to be properly credited.

Part II of *Student Rights and Responsibilities* (available online <http://www.uky.edu/StudentAffairs/Code/part2.html>) states that all academic work, written or otherwise, submitted by students to their instructors or other academic supervisors, is expected to be the result of their own thought, research, or self-expression. In cases where students feel unsure about the question of plagiarism involving their own work, they are obliged to consult their instructors on the matter before submission.



When students submit work purporting to be their own, but which in any way borrows ideas, organization, wording or anything else from another source without appropriate acknowledgement of the fact, the students are guilty of plagiarism. Plagiarism includes reproducing someone else's work, whether it be a published article, chapter of a book, a paper from a friend or some file, or something similar to this. Plagiarism also includes the practice of employing or allowing another person to alter or revise the work which a student submits as his/her own, whoever that other person may be.

Students may discuss assignments among themselves or with an instructor or tutor, but when the actual work is done, it must be done by the student, and the student alone. When a student's assignment involves research in outside sources of information, the student must carefully acknowledge exactly what, where and how he/she employed them. If the words of someone else are used, the student must put quotation marks around the passage in question and add an appropriate indication of its origin. Making simple changes while leaving the organization, content and phraseology intact is plagiaristic. However, nothing in these Rules shall apply to those ideas which are so generally and freely circulated as to be a part of the public domain (Section 6.3.1).

Please note: Any assignment you turn in may be submitted to an electronic database to check for plagiarism.

#### Accommodations due to disability

If you have a documented disability that requires academic accommodations, please see me as soon as possible during scheduled office hours. In order to receive accommodations in this course, you must provide me with a Letter of Accommodation from the Disability Resource Center (Room 2, Alumni Gym, 257-2754, email address: [jkarnes@email.uky.edu](mailto:jkarnes@email.uky.edu)) for coordination of campus disability services available to students with disabilities.