Capstone course that builds on tools and concepts introduced in more specialized business courses and on students’
general business knowledge. Includes: methods for analysis of forces driving competition; identification of strengths,
weaknesses, opportunities, and threats faced by individual corporations; and practical strategies for enabling new or
existing firms to compete successfully within an industry. Case studies and in-class situations challenge students to
develop skills in handling multidimensional business problems.

**Course Description**
A capstone course that enlists a student’s general business knowledge in developing corporate strategy. Essential
to performing this task is the introduction of guidelines and concepts of Strategic Thinking and experimentation.
As often stated “**Behind every successful company is a superior strategy**”. Whether this strategy is due to luck,
position, incumbency, “vision”, instinct or a host of other internal & external conditions will be discussed
throughout the course. Utilizing the deduced strategy of successful corporations will provide an insight into the
dynamics of competitive analysis, industry analysis, the value chain and the strategic process.

You should read or view the assigned material prior to class and take notes during the class. Some sessions
of class will be presented in a multi-media format with the computer providing online illustrations of the topics
being discussed. Textbook chapters are assigned as noted below whereas “other material”, simulations, case
studies, “sites” will be specified on Blackboard. **Since we use Blackboard extensively to interact and post grades,
assignments, information, notices, etc. it is important that your email address be correct. You access Blackboard
via the Internet using http://blackboard.stonybrook.edu**

**Instructor and GA Hours**
Art Lekacos  Email: MBA512@lekacos.com  
**Office Hours:** Tuesday 4:00 – 5:00 PM  
Room 314D Harriman Hall, other time periods available by appointment.  
GA Office Hours and email address are noted on Blackboard.

**Course Objectives**
Strategy can be perceived as a series of bold moves coupled with perfect execution however there is no set
series of steps or sequences that can be defined as a de facto standard to successful strategic thinking. What can
be quantified is the framework that may be used by the strategic manager as a guide to developing, evolving,
implementing and managing a strategic policy. Since uncertainty is an ever present force that causes the best laid
plans to be changed, you will employ a simulation model to develop the skills associated with a rapidly changing
environment. Consider this as hands-on experience in running a business. This simulation requires an extensive
amount of analysis and decision-making encompassing all aspects of a business. As such each team should plan
their meetings and collaborations (online, in-person, etc.) techniques.

At the end of the semester you should be able to:

- Understand the difference between Strategic Thinking and Implementation
- Understand the foundation of the Strategic Process
- Identify, analyze and develop insights into the Elements of Internal and External Context
- Pursue a Sustained Competitive advantage
- Discuss the benefits of Causal Ambiguity
- Identify a competitive landscape and the position of a company within that environment
- Understand the inherent differences and similarities of Explorer and Exploiter firms
- Describe the value chain and understand the differences between creating and capturing value
- Identify the stage (within its Life Cycle) of a product or industry
- Understand how to use financial statements to measure and monitor the condition of a corporation
- Employ industry ratio’s to measure the position of a corporation in its industry
1/28 **Read Chapter “1” – What is Strategy and Why is It Important?**

| L - 1 | Team Creation | We will discuss the various perspectives and approaches to strategic management (traditional, resource-based, stakeholder and contemporary, which contains elements of all of the other three) by describing the strategic management process. |

2/04 **What Business Are We In? - HBR Articles**

| L - 2 | Strategic direction is established based, in part, on an analysis of the internal and external environments and the history of success or failure of the business in that market. (3C’s). Mission Statement, Vision Statement, Executive Summary and Strategy Statement |

2/11 **Read Chapter “2” – Evaluating a Company’s External Environment (External Context)**

| L - 3 | Firms do not operate in a vacuum. They are interconnected within and across industries and international boundaries. This “industry environment” is described by a number of models including Porter’s 5-Forces. |

2/18 **Read Chapter “3” – Evaluating a Company’s Resources and Competitive Position (Internal Context)**

| L - 4 | Self-pace | Organizations are made up of resources and the key to success is the acquisition, development and management of these resources to create a sustainable competitive advantage. By analyzing their Value Chain and industry ratios a firm can craft a SCA. Consideration of the Supply Chain is an essential component. (4P’s) |

2/25 **Chapter “4” – The Five Generic Competitive Strategies: Which One to Employ? (Internal & External Context)**

| L - 5 | Strategy must draw upon the strengths of the firm’s core competency to achieve a competitive advantage. By analyzing the stage in the industry Life Cycle a firm can optimize the utilization of its available resources through various generic business strategies. Three broad approaches to corporate-level strategy are concentration, vertical integration, and diversification. |

3/04 **Read Chapter “5” – Building an Organization Capable of Good Strategy Execution (Internal Context)**

| L - 6 | Formal reporting relationships, organizational structures, among levels and across functions and departments provide the controls needed to successfully operate a firm. From Explorer to Exploiter a company’s organizational structure must be able to implement management’s strategy. |

3/11 **Read Chapter “6” – Crafting a New Product & It’s Deployment Strategy (Internal & External Context)**

| L - 7 | Self-pace | Understanding the complexities and ramifications of introducing new products and services to a customer base. The success of a new product or service is dependent on more than the value delivered by that item. Customer awareness, packaging, distribution channels, complementary products, etc. all play a role in increasing the standalone value. |

3/25 **Read Chapter “7” Core Competency - HBR Articles (Internal Context)**

| L - 8 | Competitive Advantage |

4/01 **Midterm Online**

4/08 **Read Chapter “8” & “9” SWOT Analysis - HBR Articles (Internal & External Context)**

| L - 10 | SWOT |

4/15 **Continuous Reinvention - HBR Articles (Internal & External Context)**

| L - 12 | Self-pace | The continuous process of change in an organization and the core rigidity issues |

4/22 **Read Chapter “11” Corporate Governance - HBR Articles (Internal Context)**

| L - 13 | The process of corporate governance. |

4/29 **Productivity and Team Work**

| L - 14 | Self-pace | Team Development Process |

5/06 **Q&A Sessions**

| Q&A Session | Q & A Portion of Presentations |

*All Dates Should Be Verified*
Books and Other Material:

   Every student must purchase a license

   Every student must purchase a license by 1/31


D.  *Optional Reference One per team (Connect, Presenter and Captivate) Communicating in a Digital World,* A.T. Lekacos, Whitehall  

E.  *Additional Material:* Additional required reading will be selected from various publications (HBR, WSJ, FT, etc.) and the Internet. Information, assignments and links will be posted on Blackboard.

Grading Policy:

- **Midterm Online 4/01**  20 points
- **Three discussion board ‘bonus’ assignments** (due dates as noted on Blackboard)  
  - These assignments assist the team management in preparing their respective memo content.
- **Team Related Simulation (C62220) Requirements** (maximum of 6 students per team 6 teams per industry)  
  - Simulation Weekly Decision Participation (20 points) Non-productive team members will receive partial, no credit or negative credit. Practice 2/04 through 2/16 Rounds 2/23 through 4/20
    - Decision Participation (Team) Decisions entered for Capstone
  - **Bonus Simulation Performance** - If your team is ranked in the Top 10 in any of the categories upon completion of Round 8 you will automatically receive 2 bonus points. Your team will lose 2 points if ranked last in your class industry and 1 point for being next to last
  - **Management Reports (Use Memo format) (One report per team)**
    - Organizational Chart & Job Description (10 points) 2/25
    - Targeted Vision and Mission Statement (10 points) 3/04
  - **Board Meeting Presentation (SWF) (20 points)** Submitted by 10:00PM 5/02
    - SWOT - Annual Management Report (PDF) (Core Competence, Competitive Advantage Including Competitor analysis)
    - Q&A session will be in class 5/06
  - **Note:** Peer evaluations on team member performance will be completed anonymously and given to the instructor. A formal meeting can be held with the instructor at the request of any member. Non-productive team members will receive partial credit for group grades.

- **COMP-XM (Individual simulation)** Self-paced 4/20 – 4/27 (10:00PM)  20 points  
  - **NO EXCEPTIONS MUST BE COMPLETED BY 4/27 OR EARLIER**
    - A business simulation, similar to Capstone® that each student runs as an individual. It is composed of a series of simulation decisions (4) and associated quizzes, called Board Queries that ask each student answers based on their unique simulation results. **You should not attempt to complete this project in one day.**

- **Grade Range**  
  - 90 A  
  - 89 A-  
  - 86 B+  
  - 80 B  
  - 79 B-  
  - 76 C+  
  - 70 C  
  - 69 C-  
  - 60 F

**Attendance:** In order to facilitate the learning experience, it is essential that every student make an effort to attend every class session. Attendance will be taken during class and it is the responsibility of the student to ensure that they have signed the attendance sheet. **Attendance (team room or specified location) during simulation decision meetings is required.**
Assignments: All assignments their specifications and due dates are posted on Blackboard at the beginning of the semester. Each assignment must be submitted by the specified due date (in class), using the proper memo format and will not be accepted late. **Once submitted, it cannot be resubmitted. Once the deadline has past, it cannot be reactivated or submitted.** Please follow the specifications noted on Blackboard for all submissions. It is the students’ responsibility to verify that the material was submitted by the assigned due date. Backups should always be kept of submitted materials.

Final exam – no exam.

**Policy On Academic Dishonesty.** Cheating in any form will result in an F for the course and referral of formal charges to the university committee. The Professor and GA’s reserve the right to inspect any papers, books, notes or other material you bring into the exam room. “Academic dishonesty includes any act that is designed to obtain fraudulently, either for oneself or for someone else, academic credit, grades, or other recognition that is not properly earned or that adversely affects another’s grade.” For example:

- Cheating on exams or assignments by the use of books, electronic devices, notes, or other aids when these are not permitted, or by copying from another student.
- Collusion: two or more students helping one another on an exam or assignment when it is not permitted.
- Ringers: taking an exam for someone else, or permitting someone else to take one’s exam.
- Submitting the same paper in more than one course without permission of the instructors.
- Exchange of any information concerning the examination with any other person after the examination has begun.
- The submission in whole or part of the work of another person as if it were your own.

For additional information regarding Policies and Procedures Governing Plagiarism please go to http://naples.cc.sunysb.edu/CAS/ajc.nsf/pages/plagiarism

**Americans with Disabilities Act**

If you have a physical, psychological, medical or learning disability that may impact your course work, please contact Disability Support Services, ECC (Educational Communications Center) Building, room 128, (631) 632-6748. They will determine with you what accommodations are necessary and appropriate. All information and documentation is confidential. Students requiring emergency evacuation are encouraged to discuss their needs with their professors and Disability Support Services. For procedures and information, go to the following web site. **http://www.ehs.sunysb.edu/fire/disabilities/asp**

**Capstone Simulation – C62220 Due Dates**

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