

# REQUEST FOR NEW COURSE

## 1. General Information.

- a. Submitted by the College of: Business and Economics Today's Date: 1/15/2010
- b. Department/Division: MBA
- c. Contact person name: Mary Lee Kerr Email: mkerr2@uky.edu Phone: 7-1924
- d. Requested Effective Date:  Semester following approval OR  Specific Term/Year<sup>1</sup>: Fall 2010

## 2. Designation and Description of Proposed Course.

- a. Prefix and Number: MBA 614
- b. Full Title: Strategic Innovation & Competitive Rivalry
- c. Transcript Title (if full title is more than 40 characters): Strat. Innovation & Competitive Rivalry
- d. To be Cross-Listed<sup>2</sup> with (Prefix and Number): No
- e. Courses must be described by at least one of the meeting patterns below. Include number of actual contact hours<sup>3</sup> for each meeting pattern type.

16 Lecture \_\_\_\_\_ Laboratory<sup>1</sup> \_\_\_\_\_ Recitation \_\_\_\_\_ Discussion \_\_\_\_\_ Indep. Study

\_\_\_\_\_ Clinical \_\_\_\_\_ Colloquium \_\_\_\_\_ Practicum \_\_\_\_\_ Research \_\_\_\_\_ Residency

\_\_\_\_\_ Seminar \_\_\_\_\_ Studio \_\_\_\_\_ Other – Please explain: \_\_\_\_\_

- f. Identify a grading system:  Letter (A, B, C, etc.)  Pass/Fail
- g. Number of credits: 1
- h. Is this course repeatable for additional credit? YES  NO
- If YES: Maximum number of credit hours: \_\_\_\_\_
- If YES: Will this course allow multiple registrations during the same semester? YES  NO

- i. Course Description for Bulletin: An immersive course within new product development introducing students to the fundamental concepts, analytical tools and frameworks related to the challenges of strategic management of innovation and competitive rivalry. Open

<sup>1</sup> Courses are typically made effective for the semester following approval. No course will be made effective until all approvals are received.

<sup>2</sup> The chair of the cross-listing department must sign off on the Signature Routing Log.

<sup>3</sup> In general, undergraduate courses are developed on the principle that one semester hour of credit represents one hour of classroom meeting per week for a semester, exclusive of any laboratory meeting. Laboratory meeting, generally, represents at least two hours per week for a semester for one credit hour. (from SR 5.2.1)

# REQUEST FOR NEW COURSE

only to One Year MBA students.

- j. Prerequisites, if any: Prereq: MBA 600 through MBA 609
- k. Will this course also be offered through Distance Learning? YES<sup>4</sup>  NO
- l. Supplementary teaching component, if any:  Community-Based Experience  Service Learning  Both
3. Will this course be taught off campus? YES  NO
4. Frequency of Course Offering.
- a. Course will be offered (check all that apply):  Fall  Spring  Summer
- b. Will the course be offered every year? YES  NO   
If NO, explain: \_\_\_\_\_
5. Are facilities and personnel necessary for the proposed new course available? YES  NO   
If NO, explain: \_\_\_\_\_
6. What enrollment (per section per semester) may reasonably be expected? 40 per section (total 80)
7. Anticipated Student Demand.
- a. Will this course serve students primarily within the degree program? YES  NO
- b. Will it be of interest to a significant number of students outside the degree pgm? YES  NO   
If YES, explain: \_\_\_\_\_
8. Check the category most applicable to this course:
- Traditional – Offered in Corresponding Departments at Universities Elsewhere
- Relatively New – Now Being Widely Established
- Not Yet Found in Many (or Any) Other Universities
9. Course Relationship to Program(s).
- a. Is this course part of a proposed new program? YES  NO   
If YES, name the proposed new program: \_\_\_\_\_
- b. Will this course be a new requirement<sup>5</sup> for ANY program? YES  NO   
If YES<sup>5</sup>, list affected programs: \_\_\_\_\_
10. Information to be Placed on Syllabus.
- a. Is the course 400G or 500? YES  NO   
If YES, the *differentiation for undergraduate and graduate students must be included* in the information required in 10.b. You must include: (i) identification of additional assignments by the graduate students; and/or (ii) establishment of different grading criteria in the course for graduate students. (See SR 3.1.4.)
- b.  The syllabus, including course description, student learning outcomes, and grading policies (and 400G-/500-

<sup>4</sup> You must *also* submit the Distance Learning Form in order for the proposed course to be considered for DL delivery.

<sup>5</sup> In order to change a program, a program change form must also be submitted.

## REQUEST FOR NEW COURSE

level grading differentiation if applicable, from **10.a** above) are attached.

# REQUEST FOR NEW COURSE

## Signature Routing Log

**General Information:**

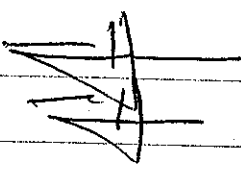
Course Prefix and Number:    MBA 614

Proposal Contact Person Name:    Mary Lee Kerr                      Phone: 7-1924                      Email: mkerr2@uky.edu

**INSTRUCTIONS:**

Identify the groups or individuals reviewing the proposal; note the date of approval; offer a contact person for each entry; and obtain signature of person authorized to report approval.

**Internal College Approvals and Course Cross-listing Approvals:**

Reviewing Group	Date Approved	Contact Person (name/phone/email)	Signature
MBA Policy Committee (Gatton College)	11/24/2009	Merl Hackbart / 7-1627 / mhackbart@uky.edu	
Gatton College Faculty	2/5/2010	Merl Hackbart / 7-1627 / mhackbart@uky.edu	
		/    /	
		/    /	
		/    /	

**External-to-College Approvals:**

Council	Date Approved	Signature	Approval of Revision <sup>6</sup>
Undergraduate Council			
Graduate Council			
Health Care Colleges Council			
Senate Council Approval		University Senate Approval	

**Comments:**

<sup>6</sup> Councils use this space to indicate approval of revisions made subsequent to that council's approval, if deemed necessary by the revising council.

## MBA 614 – STRATEGIC INNOVATION AND COMPETITIVE RIVALRY

**Instructor:** Prof. Walter J. Ferrier  
**Office:** Rm. 455X Gatton Bldg.  
**Phone:** 257-9326  
**E-mail:** [walter.ferrier@uky.edu](mailto:walter.ferrier@uky.edu) \*  
**Hours:** Monday-Friday, 8:30-10:00 a.m.

\* Preferred channel of contact.

### COURSE OVERVIEW

This course (1 credit-hour) introduces students to the fundamental concepts, analytical tools, and frameworks related to the twin challenges of strategic management of innovation and competitive rivalry. As such, it serves as a complement to the study of new product development.

### OBJECTIVES

The objectives of MBA 614 are to:

- Discover and analyze relevant dimensions of strategic space
- Develop, analyze, and implement competitive strategy supported by innovation and new products
- Develop socially responsible, sustainable strategy, innovations, and new products

### CLASS MEETINGS

- OCT 20-22; OCT 26; OCT 29-30
  - Morning Cohort: 8:00-12:00
  - Afternoon Cohort: 1:00-5:00

### COURSE MATERIALS

- Collection of articles, readings, monographs, mini-cases, worksheets, etc. contained in course reading packet (also see schedule with embedded web links below)

### ATTENDANCE

You are expected to attend all scheduled class meetings. Given the unique nature of the MBA curriculum calendar, no make-up opportunities will be available.

### PARTICIPATION

One of the critical factors in making this course a successful experience for everyone is the quality of student participation. Thus, you are expected to read all assignments before class and contribute to class discussions. The solutions to the complex and diverse problems/challenges in this course can and will be varied. Often, the most complete understanding of and best solutions for important issues and challenges emerge only after substantial class debate and discussion.

## GRADING

Wargaming Simulation Memo ( <i>team grade</i> )	10%
Genetically-Modified Food Debate Memo ( <i>team grade</i> )	10%
New Product Strategy Audit Oral Presentation ( <i>team grade</i> )	60%
Peer Evaluation ( <i>individual grade</i> )	10%
In-Class Participation/Discussion ( <i>individual grade</i> )	10%

Grading Scale: A (90-100), B (80-89), C (70-79), E (below 70)

## ACADEMIC INTEGRITY & PLAGIARISM

The MBA is a professional graduate program. Accordingly, students are expected to conduct themselves in a professional, respectful, and courteous manner in all aspects of the course.

Students are expected comply with the spirit and letter of the standards of academic honesty and integrity as outlined by the rules of the University Senate. Students should not plagiarize, cheat, or falsify or misrepresent their work. Failure to follow these rules could result in discipline ranging from failure on an assignment to failure in the class and suspension from the university.

## STUDENTS WITH DISABILITIES

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.

## COURSE SCHEDULE, TOPICS/OBJECTIVES, READING MATERIAL

### Oct 20: Strategic Innovation

**Framing questions:** How do organizations simultaneously explore, create, and launch new initiatives (i.e., new products, services, market positions, etc.) and exploit, defend, and sustain innovation-borne advantages in the face of competition?

#### *Topics*

- Conceptualization, discovery, and analysis of market space
- Organizational processes and culture for strategic innovation

#### **Required Reading:**

- Article:** Killer Strategies (*Fortune* at *CNNMoney.COM*)  
**Article:** Blue Ocean Strategy (*Harvard Business Review*)  
**Article:** Blue Ocean Strategy: Theory to Practice (*California Management Review*)  
**Article:** The Economics of Aesthetics (*strategy+business* ... scroll to pg. 3 in document)  
**Article:** P&G's Innovation Culture (*strategy+business*)  
**Article:** Oops! (*Wall Street Journal*)  
**Video:** Triumph of the Nerds (*Oregon Public Broadcasting*)  
**Task:** Razor Trials

### Oct 21: Competitive Rivalry

**Framing questions:** How do organizations effectively maneuver in the marketplace vis-à-vis rivals? What is competitive intelligence, and how can it enable organizations to anticipate and effectively react to the strategies and tactics of rivals?

#### *Topics:*

- Competitor analysis
- Competitor intelligence
- Dynamic competitive rivalry

#### **Required Reading:**

- Article:** Hardball – Five Killer Strategies (*Harvard Business Review*)  
**Article:** King of the Hill (*Academy of Management Executive*)  
**Article:** McDonald's Takes on Weakened Starbucks (*Wall Street Journal*)  
**Article:** New Ads Stir Up Coffee Wars (*Wall Street Journal*)  
**Article:** Starbucks' Rivals Brew Up a Coffee War  
**Article:** Apple, Google Rivalry Heats Up (*Wall Street Journal*)

### **Oct 22: Competitive Rivalry (cont.)**

**Task:** Wargaming Simulation: Teams will engage in an interactive dynamic competitive simulation – often referred to as *wargaming* – in which teams of students will adopt the role of a key player, customer, observer or regulator of the U.S. coffee industry. The object of wargaming is to enable strategic decision makers in the focal firms – in this case, Starbucks’s, Dunkin’ Donuts, and McDonald’s – to take unforeseen and unpredictable competitive and/or contextual changes and challenges into account in designing and executing competitive strategy.

### **Oct 26: Innovation Strategy and Social Responsibility**

**Framing questions:** Which organizational principles, values and objective transcend the attainment of profit and market share? Are corporate social responsibility and profit antithetical insofar as developing and implementing strategy and new products are concerned?

#### **Topics:**

- Concepts, frameworks and practices of corporate social responsibility
- Active exploration of
- Dynamic competitive rivalry

#### **Required Reading:**

**Article:** Meet Gordon Gekko’s Grandchildren (*Wall Street Journal*)

**Article:** Not Just for Profit (*strategy + business*)

**Video:** Cure Interrupted (*60-Minutes, CBS News*)

**Article:** EU Clears Way for Biotech Potato (*Wall Street Journal*)

**Task:** Genetically-Modified Food Debate

*Framing question:* Should genetically-modified foods (of all kinds) be allowed to enter world markets?

*Process:* Each team will have 90 seconds to succinctly articulate its general position and point of view. Ensuing debate will be moderated.

### **Oct 29-30: New Product Strategy Audit**

**Framing:** Drawing from relevant concepts, frameworks, analytical techniques, etc., your team will develop and deliver a 15-minute oral presentation (via PPoint) that provides a thorough, but concise analysis of the role of one of the following products/services in the company’s overall business-level strategy. Issues to consider for analysis include, but are not limited to:

- How are industry and strategic space defined?
- What is the new product’s value proposition for customers?
- What is the main factor (from PEST, SWOT 5-Forces, etc.) that motivated the introduction of the new product?
- How is the new product linked to company’s competitive strategy? [And, if relevant...its corporate-level strategy?]
- What are the company’s sources of competitive advantage that support the introduction of the new product?
- Who are the company’s direct, indirect, and potential competitors? How will competitors respond to or /imitate the company’s new product?
- Will (or is) this new product successful? What would you do differently?