

## MGT 590.1/BUSINESS POLICY (Strategic Decision Making)

Spring 2007, GU 101

Monday 1800-2030

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<http://business.nmsu.edu/mgt/handout/adler/bkrpt/index.html>

**PREREQUISITES:** Completion of core MBA courses, or concurrent enrollment, or consent of instructor.

### TEXTS

- The Management of Technology & Innovation: A Strategic Approach, M. White & G. Bruton, 2007. ISBN 0-324-14497-0
- Why Smart Executives Fail, S. Finkelstein, 2003. ISBN 1-59184-045-7

**OBJECTIVES:** This course is designed to serve as a terminal integrative experience. As such, it has several goals:

- Define the difficult issues surrounding the implementation of strategic change.
- Formulate a "general management" point of view; that is, the capacity to view the total enterprise in the context of its environment (internal & external).
- Apply an understanding of the fundamental concepts & methods of strategic management.
- Acquire a base set of leadership skills necessary to adapt & innovate to solve problems, cope with unforeseen events & manage in unpredictable environments.
- Formulate an understanding of, & appreciation for, the concept of social responsibility in leading organizational situations.
- Identify & understand leadership skills needed for strategic implementation.

All of these "objectives" will be evaluated bearing in mind that the firm is "embedded" in an environment comprised of other organizations. Each firm's actions are in response to or in anticipation of the changes in its environments & the actions of its competitors. The term normally used to describe this situation is "competitive advantage." That is, recognizing we are operating in a competitive situation, and a "fixed sum game," we acknowledge & understand the limitations & opportunities of our situation. Most, if not all, of these principles hold even in the not-for-profit sector as well.

**PROCEDURES:** In addition to a discussion of the text material, I will also provide you with some case studies to augment these materials. These will be presented by students at appropriate points in the semester. As you know, we use the case study approach in an attempt to provide "real world" experiences. Like anything else, there are pro's & con's to this argument. But, I do feel, that particularly in this course the case study does provide benefit.

The second thing we will do to lend "reality" to the course is have each of you read a contemporary book on corporate management & business. While most of these will focus on business or management, some may deal with more philosophical & perhaps controversial issues. And this is perhaps as it should be. The purpose of this exercise is to expose the greatest number of students to the greatest amount of thought on the "art" of management & the activities of business in the least amount of time. I will ask for a written report from each of you on your book, as well as an oral presentation to the class. The real value of this assignment is in this last exercise.

**Cheating:** Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.

EVALUATION			GRADES
1 Exam @ 100 points	100 points		A=360-400
1 Case Presentation @ 150 points	150 points		B=320-359
1 Book Presentation @ 50 points	50 points		C=280-319
1 Book Report @ 100 points	100 points		D=240-279
Total (approximate) possible	400 points		F=Less than 240

**Case Presentations:** Key questions to be discussed will be identified by the instructor. Obviously the point of the case presentation is to augment & reinforce topics & experiences discussed in class. I will talk to each team of presenters about their specific case & how it might be presented. I would expect this exercise to be in the 30-minute range, but that will probably vary depending upon the particular case. I encourage creativity & ingenuity.

**Book Report/Presentations:** I have talked to a number of people about recent books that they feel describe &/or discuss "business in the 21st century." Some obviously do a better job of this than others, but I thought we would use this mechanism to expose as many students as possible to as much contemporary thought as possible, on the future of business. You are going to be a part - perhaps a large part - of that environment. So, I thought this would be a way to give you some ideas about what some people think will be the world in which you will work.

What I want is, in fact, a book report. In addition, I would like to know some things. Why did the author(s) write the book? What did they want to say? Why did they think it necessary that it be said? How will the ideas presented in this book impact the world you will work in? What can we - should we - do about it? What do you think about it? This will be provided to me in writing - & should be the length you feel necessary to do a quality job.

And then I want you to give a presentation to the class on the book - this is where the real value comes in. The class will be exposed to the thinking of a number of authors. I would expect these presentations to generate questions as the material may be somewhat controversial, so be prepared. You are the expert. I would expect these presentations - & questions - to be 30 minutes. **DO NOT SELECT A BOOK YOU HAVE ALREADY READ.** The presentation & the book report are NOT the same thing. The presentation should just give the "highlights" of the book & those things most relevant to the class. The book report is just that.

#### Notes

- Students will present one of the following cases:
  - Nokia (Feb 19)
  - Corning (Mar 5)
  - DuPont (Apr 2)
  - Microsoft (Apr 23)
- **Book reports are due** no later than at the time of book presentations.
- **EXAMS:** My thinking now is to give essay exams with three to five questions. If the class chooses, I will provide candidate questions. If I do, I expect complete answers. The student will have the option to answer one or more of the questions, with the 100 points possible being distributed equally over the number of questions answered. There will be one exam. We will discuss this in class & make a final determination.
- **OTHER:** You are soon to be graduated Masters students. As such, I would hope you have reached some conclusions about life, work, and responsibility. All I have said previously in this syllabus is open for discussion. What are your thoughts?
- **Incompletes ("I" grades):** Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate

family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.

- **Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates; last day to withdraw with a W is March 12. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.
- **Cheating:** Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.
- **Disabilities/Employee Relations:** Feel free to call the Director of Institutional Equity at 505-646-3635 with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at 505-646-6840 regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

COURSE SCHEDULE		
DATE		INSTRUCTION
Jan	22	Introduction; terms & administrative items, Project X: Case Bidding
	29	Module 1: Laying the foundation; Book choices
Feb	5	Leadership (Finkelstein) book discussion
	12	Module 2: Innovation: Internal strategy
	19	George Washington Case & Nokia
	26	Book presentations - 1st round
Mar	5	Module 2: Decision-making processes & Corning
	12	Decision-making in-class exercises
	19-23	Spring Break
	26	Module 3: Obtaining technology: External strategy
Apr	2	Module 3: Competitive analysis: DuPont
	9	Book presentations - 2nd round
	16	Exam
	23	Module 4: Building strategic MTI success: Microsoft
	30	Book presentations - 3rd round
May	7	No final exam—Class social

MGT590 - Candidate Books		
<ul style="list-style-type: none"> <li>• Leadership Secrets of Attila the Hun - Roberts</li> <li>• Digital Capital - Tapscott, Ticoll &amp; Lowy</li> <li>• The Fifth Discipline - Senge</li> <li>• Living on the Fault Line - Moore</li> <li>• The Gorilla Game - Moore, Kippola &amp; Johnson</li> <li>• Competing for the Future - Hamel &amp; Prahalad</li> <li>• The New Project Management - Frame</li> <li>• Telecosm - Gilder</li> <li>• Innovation and the GM - Christensen</li> <li>• Competitive Strategy - Michael Porter</li> <li>• The Discipline of Market Leaders - Treacy &amp; Wiersema</li> <li>• Portfolio Management for New Products - Cooper, Edgett &amp; Kleinschmidt</li> </ul>	<ul style="list-style-type: none"> <li>• The One to One Manager - Peppers &amp; Rogers</li> <li>• The Essential Drucker - Drucker</li> <li>• The End of the Nation State - Kenichi Ohmae</li> <li>• Pour Your Heart Into It - Howard Schultz</li> <li>• Brand New: How Entrepreneurs Earned Trust from Wedgwood to Dell - Koehn</li> <li>• The Individual &amp; the Corporation - Ghoshal &amp; Bartlett</li> <li>• The Integrated Circus: The New Right &amp; the Restructuring of Global Markets - Patricia Marchak</li> <li>• Fad-Free Management - Hamermesh</li> <li>• The Agenda: What Every Business Must Do to Dominate the Decade - Hammer</li> <li>• Leading Change - John Kotter</li> <li>• The Leadership Challenge - Kouzes &amp; Posner</li> <li>• The Anglosphere Challenge - Bennett</li> </ul>	<ul style="list-style-type: none"> <li>• Rules &amp; Tools for Leaders - Perry Smith</li> <li>• Differentiate or Die - Jack Trout</li> <li>• Liberation Management - Peters</li> <li>• E-volve: Succeeding in the Digital Culture of Tomorrow - Kanter</li> <li>• Organizing Genius - Bennis</li> <li>• Good to Great - Collins</li> <li>• Sun Tzu: The Art of War - Griffith</li> <li>• Creating Value in the Network Economy - Tapscott</li> <li>• First Things First – Covey</li> <li>• There's No Business That's not Show Business – Schmitt, Rogers &amp; Vrotsos</li> <li>• 200% of Nothing - Dewdney</li> </ul>

