

MGT 590.01 BUSINESS POLICY & STRATEGY

Fri. 12:00 pm to 5:00 pm,

Sat 8:00 am – 1:00 pm

Summer 2008,

Janice Black	Office: BC 324
Phone: 575-646-2374	Office Hours: ½ hour before & after class & by appointment (web/F2F)
janblack@nmsu.edu	

PREREQUISITES: Successful completion of all other MBA core courses except BA 590, Basic Skills in all Windows Professional Office Programs; Access to the Internet outside of class

TEXTS & VIDEO CASES:

Integrated StratSim Simulation Experience: Strategic Management: A Dynamic Perspective; Carpenter & Sanders (on-line Text info via email) (can purchase a hard copy for an additional \$10) Access to StratSim is part of the above textbook and must be purchased through the above contact.

Our Feature Presentation: Strategy, by Joseph Champoux, Thomson/Southwester, ISBN 0-324-31692-5

Course Description:

This is a learning-by-doing course. Through the combination of lectures, readings, the StratSim simulation, case studies, and class participation, this course introduces you to the tools and vocabulary prerequisite to critical and effective strategic analysis, thinking, and communication. *Strategy* is the central, integrated, externally oriented concept of how a firm will achieve its objectives. A strategy encompasses the pattern of organizational actions taken in pursuit of an advantage over its competitors. Or put another way, a strategy outlines how a firm will create unique value. The concepts in Strategic Management integrate the knowledge and skills you acquired in earlier courses so that you may apply them using the same multi-disciplinary perspective demanded of a general manager -- irrespective of the industry or position you are targeting for employment or advancement.

Course Objectives:

In Strategic Management you will exercise and improve (1) your ability to think strategically, (2) your knowledge of, and ability to apply strategy tools and strategy vocabulary, (3) and your written and verbal communication skills. You can accomplish these objectives through careful reading of the syllabus and assignments, detailed case analyses, regular attendance and attentiveness to class lectures, and active participation in class discussions.

Active Learning:

People learn best by doing. You will be assigned to a group that will compete against other groups in a computer-based strategy simulation. No matter how well your group does on the simulation, you will have a much better appreciation for the demands of running a business by the time the simulation is complete. Do not underestimate the simulation, neither its time demands nor its impact on your grade. The simulation is time consuming and difficult. It requires teamwork and rigorous analysis. If you take the simulation seriously, you will learn a great deal and you will have fun in the process. The simulation will allow you to experiment with strategic concepts, as well as basic business skills that you should have acquired in your other classes (e.g., finance, marketing, operations).

Because the simulation is time consuming and requires group work, I allocate a significant amount of class time to group work. This time is noted on the attached calendar as Simulation Lab time. I have provided these days to help facilitate group meetings; however, it is unlikely that you will be successful in the simulation if you only use the time I provide. You will need some time devoted to the simulation outside of class (certainly for individual work, but perhaps for team work as well since some rounds are due outside of class time). More information on the simulation will be provided in class.

As long as each team demonstrates concerted effort to compete and succeed, the grade distribution for the performance part of the simulation grade will be A, A-, B+, B, B-. (i.e., if you manage to go bankrupt, you will not receive the real world equivalent grade). Instructions for how to register for the simulation will be provided in class.

Please note that this class closely follows the word of thumb admonition of for every hour inside of class expect 3 to 5 hours of work outside of class. We meet for 10 hours on a week end; thus, between weekends you can expect to put in 30 to 50 hours of work on this class.

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.

EARNING OF GRADE POINTS AND GRADES: Students may earn grade points as indicated on the following table. Letter grades are based on total grade points earned as indicated in the “Grades” column of the table. Grade points earned are rounded to the nearest integer. The link between grade point categories and the class objectives are provided.

EVALUATION	
BASIC UNDERSTANDING OF VOCABULARY & TOOLS → 100 POINTS	
In Class Exercises (Make-up via Chapter Exams)	80 points
Simulation Quiz (on-line through Stratsim)	20 points
DEMONSTRATION OF BASIC INTEGRATION & APPLICATION SKILLS → 260 POINTS	

Individual	Midterm: Simulation Reflection Paper	120 points
	Assigned Video Cases	40 points
	Management/Supervisor Planning Assignment	50 points
Team	Practice Simulation (4 rounds)	40 points
	Peer Evaluation of Practice Simulation	10 Points
DEMONSTRATION OF ADVANCED INTEGRATION & APPLICATION SKILLS → 640 POINTS		
Application	Management/Supervisor Quality Control/Assessment Assignment (Feedback/Evaluations of Others' Presentations: 17 video cases)	170 points
Integration	Craft & Present New Video Case Assignment	100 points
	On-Line Simulation	180 points
	80 points for the decision rounds	
	40 points for Rapid Decision Making Experience	
	60 points for Final ranking along performance measures	
	Final Peer Evaluation	40 points
	Individual Final: Convention Booth Presentation on Learning From Semester's Assignments Including On-Line Simulation & Assignments	150 points

SCHEDULE & PLANNING INFORMATION: A tentative course schedule is presented in the table below. This schedule is subject to changes and will be updated on-line. Students are responsible for checking the on-line version for the most recent updates.

COURSE SCHEDULE	
Week # & Date	Topics
May 30	Welcome Exercise; Handout of Syllabi for MGT 590 & BA 590,
12:00 pm – 12:30 pm	
12:30 pm – 1:30 pm	Introduction to BA 590; Guest Speaker – Dr. Tom McGuckin; Team Formation (3 to 5 person teams)
1:30 pm - 2:30 pm	Introduction to Mgt 590, Web-CT & Video Case; Begin Management/Supervisor Planning Project Assignment (Uses Microsoft Project)
2:30 pm – 2:45 pm	<i>BREAK</i>
2:45 pm – 5:00 pm	Chapter 1: Introducing Strategic Management; Video Case #1 U-571; Continue Management/Supervisor Planning Project Assignment (Uses Microsoft Project); Sled Exercise
May 31	1. DRAFT OF PLANNING PROJECT DUE
8:00 am – 10:30 am	Chapter 2: Leading Strategically; Video Case #2 (Backdraft);
10:30 am – 10:45 am	<i>BREAK</i>
10:45 am – 1:00 pm	Chapter 3: Examining The Internal Environment: Resources, Capabilities & Activities; Video Case #4 (Ray); Tinker Toys Exercise
HOMEWORK	READ CHAPTERS 1 – 4; CRAFT NEW VIDEO CASES FOR CHAPTERS 1-4;

	FINALIZE DRAFT OF PLANNING ASSIGNMENT; SIMULATION QUIZ DUE ON-LINE (DUE JUNE 4); DO INITIAL ROUNDS OF PRACTICE SIMULATION. ROUND 1 OF PRACTICE SIMULATION DUE BY MIDNIGHT OF JUNE 7. ROUND 2 OF PRACTICE SIMULATION DUE BY MIDNIGHT OF JUNE 11. ROUND 3 OF PRACTICE SIMULATION DUE BY MIDNIGHT OF JUNE 14. ROUND 4 OF PRACTICE SIMULATION DUE BY MIDNIGHT OF JUNE 18.
June 20	<ol style="list-style-type: none"> FINAL PLANNING PROJECT DUE Chapter 4: Exploring the External Environment: Macro and Industry Dynamics; Video Case #3: The Bourne Supremacy; Block Tower Exercise & Flying Blind Video
12:00 pm – 2:30 pm	
2:30 pm – 2:45 pm	<i>BREAK</i>
2:45 pm – 5:00 pm	<ol style="list-style-type: none"> VIDEO CASES PRESENTED <ol style="list-style-type: none"> CH 1 NEW (1, 2, 3, 4) CH 2 NEW (5, 6, 7, 8)
June 21	<ol style="list-style-type: none"> VIDEO CASES PRESENTED <ol style="list-style-type: none"> CH 3 NEW (9, 10, 11) CH 4 NEW (12, 13)
8:00 am – 10:30 am	
10:45 am – 1:00 pm	DO MIDTERM REFLECTION PAPER
HOMEWORK	Read Chapters 5 – 8; Do Video Cases from Text
July 11	Chapter 5: Creating Business Strategies, Video Case #5: About a Boy;
12:00 pm – 2:30 pm	
2:45 pm – 5:00 pm	Chapter 6: Crafting Business Strategy for Dynamic Contexts; Video Case # 6 : Josie & the Pussycats & 7: Meet the Parents;
July 12	Chapter 8; Implementation in Dynamic Contexts; Video Case #10 -- October Sky;
8:00 am – 10:30 am	
10:45 am – 1:00 pm	Chapter 7: Looking at International Strategies; Video Case #8: Mr. Baseball & 9: Erin Brockovich;
HOMEWORK	ROUND 1 OF SIMULATION DUE BY MIDNIGHT OF JULY 19 OR JULY 15.
	ROUND 2 OF SIMULATION DUE BY MIDNIGHT OF JULY 23 OR JULY 18.
	ROUND 3 OF SIMULATION DUE BY MIDNIGHT OF JULY 26 OR JULY 21.
	ROUND 4 OF SIMULATION DUE BY MIDNIGHT OF JULY 30 OR JULY 24.
	CRAFT NEW VIDEO CASES FOR CHAPTERS 5-8
	BRING SUPPLIES FOR CONVENTION BOOTH LEARNING PRESENTATION (including potluck contribution for luncheon)
Aug 1 or July 25	<ol style="list-style-type: none"> CRAFTED VIDEO CASES DUE LAST ROUND OF CHAPTER/EXERCISE PRESENTATIONS DUE LAST SIMULATION DECISION ROUND DUE FINAL PRESENTATION DUE

12:00 pm – 3:00 pm	ROUND 5 OF SIMULATION DUE BY 1:00PM ROUND 6 OF SIMULATION DUE BY 3:00 PM
3:00 pm – 5:00 pm	ROUND 7 OF SIMULATION DUE BY 5:00 PM ROUND 8 OF SIMULATION DUE BY 7:00 PM
Aug 2 or July 26	1. NEW VIDEO CASES PRESENTED
8:00 am – 9:00 am	A. CH 5 NEW (14) B. CH 6 NEW (15) C. CH 7 NEW (16) D. CH 8 NEW (17)
9:00 am – 11:00 am	Create Final Presentation Covering On-line simulation and Ind. Learning & Extension Assignment (DUE at 11 am) & Potluck Luncheon
11:00 am – 1:00 pm	<u>FINAL DUE</u> CONVENTION CENTER PRESENTATIONS (I.E. DISPLAY BOARDS & “BOOTHS” OF FINAL LEARNING OVER SIMULATIONS, CHAPTERS AND VIDEO CASES)

EXAM: The midterm and final exams will be comprised of linking efforts in strategic decision making with topics from the text, and all other class associated work.

CASE & PRESENTATION: This is another way of embedding what is learned in the MBA curriculum and this course in particular with the “real world”. Rather than doing textual cases, this course does the one simulation. Because of this, the simulation work is considered a demonstration of advanced integration skill. As such is requires a significant amount of work and time allocation. Along with the required assignments and the quizzes, there is also a final presentation.

You can anticipate that this project will take between 40 and 80 hours of work of which approximately 10 hours will be allocated from class time.

The final presentation is a formal business presentation by the top management team of your simulated firm (i.e. your team) to the board of directors (i.e. me and other invited guests such as the MBA director, the dean of the College of Business, Company Sponsors, etc).

It is possible to earn a “D” in this course and not do the Integrative Case. It is not possible to earn a “B” or an “A” in this course without doing at least “C” level work on the Integrative simulation case. Thus, for example, even if earning sufficient points to make a “B” by doing “D” level work on the Integrative case, the student will NOT receive a “B” but will receive a “C.” The student can also earn a “C” in the course even doing “A” or “B” level work on the case by low performance on the “BASIC UNDERSTANDING OF VOCABULARY & TOOLS” and “DEMONSTRATION OF BASIC INTEGRATION & APPLICATION SKILLS” sections of this class.

MAKE-UP WORK: There are times when life interferes and work can not be completed in a timely manner.

Since all Chapter Quizzes are available at least two weeks before they are due, if one knows in advance that one will miss a deadline one needs to work ahead. Since the Video Assignments are known from the beginning of the course, you will also need to work ahead if you will miss class.

For simulation work, the simulation presentation & the exams, if something that is on the university approved make-up reason list comes up at the last minute which causes one to miss a deadline, make-up work will be accepted after the missed time period with a corresponding loss in maximum possible point of 10% per day after the missed deadline. This penalty includes weekends and holidays in the day count.

No work more than 10 calendar days late will be accepted and all make up work is due by July 2nd .

<p>STUDENTS WITH DISABILITIES: If you have (or believe you have) a disability & would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center, Room 244 (Phone 646-6840; TTY 646-1918). All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, Instructions & forms from the SSD office are online at http://www.nmsu.edu/~ssd/index.html. Accommodations: SSD Office, 646-6840 (Corbett Center, room 244); Discrimination: Office for Instructional Equity, 646-3635, O'Loughlin House</p>	
<p>Student Responsibilities</p> <ol style="list-style-type: none"> 1. Within a few days of the start of the semester, register with SSD & obtain forms. 2. Within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence), deliver the completed forms to the instructor(s). 3. Within 5 days of giving the forms to faculty & at least 1 week before any scheduled exam, retrieve the signed forms from faculty & return them to SSD. 4. Contact the SSD Office if services/accommodations requested are not being provided, not meeting your needs, or additional accommodations are needed. 	<p>Faculty Responsibilities</p> <ol style="list-style-type: none"> 1. Within five (5) working days after student gives you the forms, sign them, retain a copy & return originals to the student. 2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc. 3. Refer the student to SSD for any additional accommodations.

OTHER: You are soon-to-be-graduated Masters' students. As such, I would expect that you have reached some conclusions about life, work, learning and responsibility. I also anticipate that you are not a novice in learning but are capable of handling abstract, ambiguous and integrative processes in applied learning situations. All presented earlier in this syllabus is open for discussion. This course is meant to be challenging, integrative and to stretch you beyond undergraduate levels of understanding of strategy but it is also meant to be doable.

DROPPING THE COURSE WITH A "W": The last day to drop is June 2nd which is a Saturday this probably means that the following Monday will be the effective drop date. Students are responsible for dropping the course. I will not drop students but will require you to be responsible for your own paper work.
NOTE: DROPPING THIS COURSE WILL LIKELY DELAY YOUR GRADUATION DATE.