

## MGT 590.01 BUSINESS POLICY & STRATEGY

Mon. & Wed. 6:00 pm to 9:45 pm, BC 343

Summer 1 2007, MAY 30 – JULY 6

Janice Black	Office: BC 324
Phone: 505-646-2374	Office Hours: ½ hour before & after class & by appointment (web/F2F)
<a href="mailto:janblack@nmsu.edu">janblack@nmsu.edu</a>	

**PREREQUISITES:** Successful completion of all other MBA core courses except BA 502, 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  
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 through the StratSim Simulation:

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).

The simulation is worth 45% of your grade. You will be graded on six aspects of the simulation: (1) your written objectives and intended strategy (5%), (2) your score on a pre-test that covers the instructions in the student manual (5%), (3) your strategic plan for your simulated firm, (4) how well your “firm” performs over the course of the simulation (15%), (5) your individual participation on the team as judged by your peers and as reflected in the simulation logs (5%), and (6) a written (and for a few lucky teams, an oral) presentation to your “board of directors” which demonstrates your learning and justifies your further existence and job security (10%). More details on each aspect will be delivered in class. Please note that the 15% of your grade that is based on your team’s performance is enough weight to be a significant carrot, but it is not so great that the simulation determines your overall grade. It is possible to be on the worst performing simulation team and still receive an “A”s in the course. However, it is much easier to get an A if your team performs fairly well in the simulation.

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. [n.b. During lab time, I will always show up in class for team consultation.] 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). 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. A three unit course assumes six class hours of class per week. Thus expect to spend 18 to 35 hours of outside of class work for 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		GRADES
		<b>A</b>
<b>BASIC UNDERSTANDING OF VOCABULARY &amp; TOOLS → 400 POINTS</b>		900-1000
Video Case & Simulation Quizzes (5 @ 16 points each)	80 points	<b>B</b> 800-899
Pre-Class Text Chapter Quizzes (8 @ 15 points each)	120 points	
Exams (over Video Cases, Class Exercises ,Text & Simulation Processes/Interpretations) (2 proctored exams @ 100 points each)	200 points	
<b>DEMONSTRATION OF BASIC INTEGRATION &amp; APPLICATION SKILLS<sub>r</sub>→ 200 POINTS</b>		<b>C</b> 700-799
Video Cases	100 points	
In Class Exercises	50 points	
Pretest on Simulation Instructions	50 points	<b>D</b> 600-699
<b>DEMONSTRATION OF ADVANCED INTEGRATION &amp; APPLICATION SKILLS<sub>r</sub>→400 POINTS</b>		
<b>Simulation</b>		<b>F</b> <600
Written Objectives & Intended Strategies	50 points	
Strategic Plan	50 Points	
Quality of Simulation Work	150 points	
Team Effort (peer eval & simulation logs)	50 points	
Written/Oral Presentation on Learning	100 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	
Meeting # & Date	Topics
1 May 30	Welcome; Introduction to Course, Web-CT & Video Case; Team Assignments & Introduction to StratSim – StratSim ppts; Assessment Questionnaires; & Begin Chapter 1
2 June 4	Chapter 1: Introducing Strategic Management; Video Case #1 U-571; Chapter 2: Leading Strategically; Video Case #2: Backdraft; <b>DUE (AT START OF CLASS):</b> 1. <b>CHAPTER QUIZZES #1 &amp; #2</b> 2. <b>QUIZ ON STUDENT INSTRUCTION MANUAL FOR SIMULATION</b> 3. <b>VIDEO CASES #1 &amp; #2:</b>
<b>TEAM HOMEWORK</b>	1. <b>ROUND 1 IN SIMULATION DUE JUNE 5 AT MIDNIGHT</b> 2. <b>SIMULATION WRITTEN OBJECTIVES AND INTENDED STRATEGY DUE via WebCT JUNE 5 at MIDNIGHT</b>

3 June 6	Chapter 3: Examining the Internal Environment: Resources, Capabilities and Activities; Video Case #4: Ray ; <b>DUE (AT START OF CLASS):</b> 1. <b>CHAPTER QUIZ #3</b> 2. <b>VIDEO CASE #4:</b>
<b>TEAM HOMEWORK</b>	<b>SIMULATION ROUND 2 DUE JUNE 8 AT MIDNIGHT</b>
4 11	Chapter 4: Exploring the External Environment: Macro and Industry Dynamics; Video Case #3: The Bourne Supremacy <b>DUE:</b> 1. <b>SIMULATION ROUND 3 DUE JUNE 11 AT MIDNIGHT</b> 2. <b>CHAPTER QUIZ #4</b> 3. <b>VIDEO CASE #3:</b>
INDIVIDUAL HOMEWORK	<b>VIDEO CASES 1, 2, 3 &amp; 4 QUIZ DUE JUNE 12 AT MIDNIGHT</b>
5 13	<b>MIDTERM (individual Proctored in Class)</b>
<b>TEAM HOMEWORK</b>	<b>SIMULATION ROUND 4 DUE JUNE 14 AT MIDNIGHT</b>
6 18	Chapter 5: Creating Business Strategies, Video Case #5: About a Boy; <b>DUE:</b> 1. <b>CHAPTER QUIZ #5</b> 2. <b>VIDEO CASE 5</b>
<b>TEAM HOMEWORK</b>	1. <b>SIMULATION ROUND 5 DUE JUNE 19 AT MIDNIGHT</b> 2. <b>SIMULATION STRATEGIC PLAN DUE JUNE 19 AT MIDNIGHT</b>
7 20	Chapter 6: Crafting Business Strategy for Dynamic Contexts; Video Case # 6 : Josie & the Pussycats & 7: Meet the Parents; The Towers Exercise; <b>DUE:</b> 1. <b>CHAPTER QUIZ #6</b> 2. <b>VIDEO CASES 6 &amp; 7</b>
<b>TEAM HOMEWORK</b>	<b>SIMULATION ROUND 6 DUE JUNE 21 AT MIDNIGHT</b>
8 25	Chapter 8; Implementation in Dynamic Contexts; Video Case #10: October Sky; 1. <b>CHAPTER QUIZ #8</b> 2. <b>VIDEO CASE #10</b>
9 27	Chapter 7: Looking at International Strategies; Video Case #8: Mr. Baseball & 9: Erin Brockovich; Meet the World Exercise/Case <b>DUE:</b> 1. <b>CHAPTER QUIZ #7</b> 2. <b>VIDEO CASES 8 &amp; 9</b>
<b>TEAM HOMEWORK</b>	<b>SIMULATION ROUND 7 DUE JUNE 28 AT MIDNIGHT</b>
INDIVIDUAL HOMEWORK	<b>VIDEO CASES 5, 6, 7, 8, 9 &amp; 10 QUIZ DUE JULY 1 AT MIDNIGHT</b>
10 July 2	<b><u>FINAL</u></b>

<b>DUE:</b> <b>1. CUMULATIVE FINAL</b> <b>2. FINAL SIMULATION PRESENTATION</b>
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**EXAM:** The midterm exam will be comprised of 100 multiple choice, matching or true/false questions. These questions are a random set of questions from the Chapter quizzes & Video Cases. It will be a closed book exam taken in class on the indicated day.

**CASE & SIMULATION:** 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 it 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 product of the simulation is a learning reflection paper on what you learned for each round of the simulation and what you learned from the whole simulation experience. Simulation work builds on each decision round. There are no late decisions accepted. The deadlines are firm so if you will be unavailable on a decision deadline, work ahead as rapidly as you can so that you will have decisions in place.

**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. Because of the integrative and cumulative nature of the simulation work, subsequent efforts will be affected by any missed work. University approved absences will be made up by a series of integrative research papers.

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

**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>. Accomodations: SSD Office, 646-6840 (Corbett Center, room 244); Discrimination: Office for Instructional Equity, 646-3635, O'Loughlin House

<p><b>Student Responsibilities</b></p> <ol style="list-style-type: none"> <li>1. Within a few days of the start of the semester, register with SSD &amp; obtain forms.</li> <li>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).</li> <li>3. Within 5 days of giving the forms to faculty &amp; at least 1 week before any scheduled exam, retrieve the signed forms from faculty &amp; return them to SSD.</li> <li>4. Contact the SSD Office if services/accommodations requested are not being provided, not meeting your needs, or additional accommodations are needed.</li> </ol>	<p><b>Faculty Responsibilities</b></p> <ol style="list-style-type: none"> <li>1. Within five (5) working days after student gives you the forms, sign them, retain a copy &amp; return originals to the student.</li> <li>2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.</li> <li>3. Refer the student to SSD for any additional accommodations.</li> </ol>
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**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 15<sup>th</sup> which is a Friday. 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.*