

## MGT 590.01 BUSINESS POLICY & STRATEGY

Mon. 6:00 pm to 8:30 pm,  
SPRING 2008, JAN 16 – MAY 9

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Phone: 505-646-2374	Office Hours: ½ hour before & after class & by appointment (web/F2F)
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	Class Room: GU 303

**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 or any used version) (can purchase a hard copy for an additional \$10)

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 have opportunities both as individuals and as teams to be engaged in learning about strategy formulation and implementation. We will be doing in-class exercises and cases, simulations of strategic experiences in class and via computers, reaction papers and research papers. Each activity has been carefully chosen to enhance your learning opportunities.

With regards to the competitive simulations, as long as each individual or team demonstrates concerted effort to compete and succeed, the grade distribution for the performance part of the grade will be relative to your final performance ranking (i.e., if you manage to go bankrupt, you will not receive the real world equivalent grade, but rather your ranked grade).

*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 30 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>BASIC UNDERSTANDING OF VOCABULARY &amp; TOOLS → 210 POINTS</b>			<b>A</b>
	<b>Midterm:</b> Simulation Instruction & Video Reflection Paper	100 points	900-1000
	<b>Final:</b> Management/Supervisor Learning/Improvement Reflection Paper	110 points	
<b>DEMONSTRATION OF BASIC INTEGRATION &amp; APPLICATION SKILLS → 370 POINTS</b>			<b>B</b>
	<b>Individual</b> In Class Exercises (Make-up via Chapter Exams)	160 points	800-899
	Assigned Video Cases	80 points	
	Simulation Saturday Participation	50 points	<b>C</b>
	<b>Team</b> Management/Supervisor Communication Assignment (Team Chapter Presentation Assignment)	50 points	700-799
	Peer Evaluation of Team Presentation	30 Points	
<b>DEMONSTRATION OF ADV. INTEGRATION &amp; APPLICATION SKILLS → 420 POINTS</b>			<b>D</b>
	<b>Application</b>	<b>160 points</b>	600-699
	Management/Supervisor Planning Assignment	50 points	
	Management/Supervisor Design of Work Assignment (Design/Lead/Debrief Exercise Illustrating Concept from Chapter)	50 Points	
	Management/Supervisor Quality Control/Assessment Assignment (Feedback/Evaluations of Others' Presentations)	70 points	
	<b>Integration</b>	<b>250 points</b>	<b>F</b>

Craft & Present New Video Case Assignment	50 points	<600
On-Line Simulation 10 points for each decision round's Peer evaluation (7 rounds) 30 points for Final performance measures ranking (This is where you will get one of the following values 30, 28, 26, 24, 22.)	100 points	
<b>Final Oral Presentation:</b> on Learning From Semester's Assignments Including On-Line Simulation & Assignments	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.

<b>COURSE SCHEDULE</b>		
<b>Week # &amp; Date</b>	<b>Points</b>	<b>Topics</b>
JAN 21		<b>MLK, Jr. DAY HOLIDAY – NO CLASS –</b>
1. JAN 28		Welcome; Introduction to Course, Web-CT & Video Case; Team Assignments; Alaska Gold Mine Case; New Video Case & Research Paper Assignments; Begin Management/Supervisor Planning Project Assignment (using Microsoft Project); Do Management Skills Assessment Questionnaires on-line
2. FEB 4	55/55	Chapter 1: Introducing Strategic Management; Video Case #1 U-571; <b>DUE (AT START OF CLASS):</b> 1. <b>VIDEO CASE #1 WRITE-UP (10 POINTS)</b> 2. <b>1<sup>ST</sup> DRAFT OF PLANNING PROJECT DUE (25 POINTS)</b> <b>DUE AT END OF CLASS</b> 3. <b>IN-CLASS EXERCISES &amp; PARTICIPATION (20 POINTS)</b>
3. FEB 11	40/95	Chapter 2: Leading Strategically; Video Case #2: Backdraft; <b>DUE (AT START OF CLASS):</b> 1. <b>VIDEO CASE #2</b> 2. <b>RESULTS FROM ON-LINE SELF-ASSESSMENT (USING CMASS &amp; SIMON) (10/50 on Management/Supervisor Learning/Improvement Assignment)</b> <b>DUE AT END OF CLASS</b> 3. <b>IN-CLASS EXERCISES &amp; PARTICIPATION (20 POINTS)</b>
4. FEB 18	30/125	Chapter 3: Examining the Internal Environment: Resources, Capabilities and Activities; Video Case #4: Ray; Tinker Toy Towers Exercise <b>DUE (AT START OF CLASS):</b> 1. <b>VIDEO CASE #4:</b> <b>DUE AT END OF CLASS</b> 2. <b>IN-CLASS EXERCISES &amp; PARTICIPATION (20 POINTS)</b>
5. FEB 25	30/155	Chapter 4: Exploring the External Environment: Macro and Industry Dynamics; Video Case #3: The Bourne Supremacy; Block Towers Exercise <b>DUE:</b>

		<p>1. <b>VIDEO CASE #3:</b> <b>DUE AT END OF CLASS</b></p> <p>2. <b>IN-CLASS EXERCISES &amp; PARTICIPATION</b> (20 POINTS)</p>
6. MARCH 3	75/230	<p>1. <b>PRESENTATION OF FIRST SET OF "CRAFT &amp; PRESENT NEW VIDEO" ASSIGNMENTS</b> (50 points);</p> <p>2. <b>FINAL VERSION OF PLANNING PROJECT DUE</b> (25 POINTS)</p>
7. MARCH 10	100/330	<b>EXAM 1 Midterm Reflection Paper (100 points)</b>
8. MARCH 17	140/470	<p>Chapter 5: Creating Business Strategies, Video Case #5: About a Boy; <b>DUE:</b></p> <p>1. <b>1<sup>ST</sup> TEAM PRESENTATION OF CHAPTER</b> (50 points)</p> <p>2. <b>1<sup>ST</sup> Set of Management/Supervisor Design of Work Assignments</b> (50 points)</p> <p>3. <b>VIDEO CASES 5, 6</b> (10 points total)</p> <p><b>DUE AT END OF CLASS</b></p> <p>4. <b>IN-CLASS EXERCISES &amp; PARTICIPATION</b> (20 points)</p> <p>5. <b>1<sup>ST</sup> set of Managerial Assessments Assignment Due</b> (10 points)</p>
<b>SPRING BREAK → NO CLASS</b>		
9. MARCH 31	40/510	<p>Chapter 6: Crafting Business Strategy for Dynamic Contexts; Video Case # 6 : Josie &amp; the Pussycats &amp; 7: Meet the Parents; <b>DUE:</b></p> <p>1. <b>2<sup>ND</sup> TEAM PRESENTATION OF CHAPTER</b></p> <p>2. <b>2<sup>ND</sup> Set of Management/Supervisor Design of Work Assignments</b></p> <p>3. <b>VIDEO CASES 6 &amp; 7</b></p> <p><b>DUE AT END OF CLASS</b></p> <p>4. <b>IN-CLASS EXERCISES &amp; PARTICIPATION</b> (20 points)</p> <p>5. <b>2<sup>ND</sup> Set of Managerial Assessments Assignment Due</b> (10 points)</p>
10. APRIL 7	40/550	<p>Chapter 8; Implementation in Dynamic Contexts; Video Case #10; <b>DUE:</b></p> <p>1. <b>3<sup>RD</sup> TEAM PRESENTATION OF CHAPTER</b></p> <p>2. <b>3<sup>RD</sup> Set of Management/Supervisor Design of Work Assignments</b></p> <p>3. <b>VIDEO CASE #10</b></p> <p><b>DUE AT END OF CLASS</b></p> <p>4. <b>IN-CLASS EXERCISES &amp; PARTICIPATION</b> (20 points)</p> <p>5. <b>3<sup>RD</sup> Set of Managerial Assessments Assignment Due</b> (10 points)</p>
11. APRIL 14	50/600	<p>Chapter 7: Looking at International Strategies; Video Case #8: Mr. Baseball &amp; 9: Erin Brockovich; <b>DUE:</b></p> <p>1. <b>4<sup>TH</sup> TEAM PRESENTATION OF CHAPTER</b></p> <p>2. <b>4<sup>TH</sup> Set of Management/Supervisor Design of Work Assignments</b></p> <p>3. <b>VIDEO CASES 8 &amp; 9</b></p>

		<b>DUE AT END OF CLASS</b> 4. <b>IN-CLASS EXERCISES &amp; PARTICIPATION</b> (20 points) 5. <b>4<sup>TH</sup> Set of Managerial Assessments Assignment Due</b> (10 points + 10 for completing all 4 assignments)
12. APRIL 21	70/670	1. <b>PRESENTATION OF LAST SET OF “CRAFT &amp; PRESENT NEW VIDEO” ASSIGNMENTS;</b> 2. <b>TEAM EVALUATIONS DUE</b> (10 points) 3. ON-LINE SIMULATION BEGINS <b>A. ROUND 1 DUE APR 23 AT MIDNIGHT</b> <b>B. ROUND 2 DUE APR 25 AT MIDNIGHT</b>
13. APRIL 28	20/690	<u>On-Line Simulation Continues</u> <b>C. ROUND 3 DUE APR 28 AT MIDNIGHT</b> <b>D. ROUND 4 DUE APR 30 AT MIDNIGHT</b>
14B May 2/3	Simulation Weekend 60/750	<u><b>ON-LINE SIMULATION SATURDAY</b></u> <b>GROUPS MEET IN ASSIGNED SPACES AND DO LAST THREE DECISIONS RAPIDLY</b> <b>E. ROUND 5 DUE MAY 3 AT 8 AM</b> <b>F. ROUND 6 DUE MAY 3 AT 10 AM</b> <b>G. ROUND 7 DUE MAY 3 AT 12 NOON</b>
15. MAY 5	250/1000	<b>MANAGERIAL/SUPERVISORY LEARNING/IMPROVEMENT REFLECTION PAPER DUE ON-LINE</b> (150 points) <u><b>FINAL</b></u> 1. <b>LEARNING &amp; SIMULATION REFLECTION PRESENTATION DUE</b> (SCIENCE FAIR FORMAT—100 POINTS)

**EXAMS:** The midterm and finals are take home. They consist of your reflecting on a simulation assignment and linking the work to your text, the video cases and the concepts presented there.

**CASES, PROJECTS & PRESENTATIONS:** This is a way of embedding what is learned in the MBA curriculum and this course in particular with the “real world”. Rather than doing text-based cases, this course does a variety of exercises, creative activities and reports. While some of these are at a simple UG learning level, much requires you to integrate textual material with other information/processes. Because of this, the 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.

**MAKE-UP WORK:** There are times when life interferes and work can not be completed in a timely manner. The Assignments are known from the beginning of the course, you will need to work ahead if you know you will miss class. To make up the practical integration efforts that occur during class time, chapter tests will be made available.

For the assigned projects, presentation & 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 due the session after the missed session (no grade reduction). Additional time may be made available 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 May 5<sup>th</sup>.**

<p><b>STUDENTS WITH DISABILITIES:</b> If you have (or believe you have) a disability &amp; 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 &amp; forms from the SSD office are online at <a href="http://www.nmsu.edu/~ssd/index.html">http://www.nmsu.edu/~ssd/index.html</a>. Accommodations: SSD Office, 646-6840 (Corbett Center, room 244); Discrimination: Office for Instructional Equity, 646-3635, O'Loughlin House</p>	
<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>

**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 ambitious, 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 March 10<sup>th</sup> which is a Monday. Our midterm is on March 10<sup>th</sup>. You will have preliminary scores from your Midterm by Monday March 24<sup>th</sup>. 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.**