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*MISSOURI STATE UNIVERSITY*  
**Mgt. 667-001 Org. Strategy/Policy (Sp 2007)**

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**Instructor:** Vinay Garg  
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**Office Hours:** TR 12:15 to 1:55, W 5 to 6:25, plus by appointment

- Required Text/Other Material:**
1. Book Chapters, Articles and Cases on the syllabus. Some of the material can be obtained from the library resources. For book chapters, students will need to buy a course-pack. It may cost about \$20. Details will be provided in the class.
  2. **“Capstone” Strategy Simulation.** (Details will be provided in the class. **Recently, the reg. fee per student was about \$ 42).**
  3. Business Week.

**Course Objectives and Description:**

This course aims at accumulating knowledge and abilities for an informed participation in the business world and for evaluating knowledge claims in strategic management. This course is aimed at developing a real life understanding of strategic management, critical analytical and decision-making skills, and the ability to work in a team. It requires the application of the knowledge and techniques learned by students in other courses in the business school.

More specifically, the content involves “integration of the functional areas of business via the strategic planning process. Emphasis is placed upon the formulation, implementation, and control of an organization’s mission, objectives, strategies, and policies as determined by external and internal analyses” (MSU GC, 2004-05: 94).

**Learning Approach:**

Along with the articles and book chapters, cases (short as well as long) **and** a strategy simulation will be used in this course. Learning through participation will be emphasized. Therefore, participants must study the scheduled material, analyze it and share their insights with their team members and the rest of the class. More specifically, you will be expected to have read the articles/book chapters /case/ simulation material scheduled on a given day. Our discussions in the class will mainly center on clarifying concepts and evaluating their applications.

It is important that you keep internalizing the material covered in each session before the next session. There are a lot of concepts and models that might be unfamiliar to you and that build on each other. Therefore, any postponement of efforts to internalize them may hamper your learning subsequent material.

**Schedule:**

A tentative schedule is enclosed. I reserve the right to make any changes, if necessary. Please make sure to incorporate any changes announced and to note any other announcements made in the class from time to time. If you miss a session, please check with me or other participants concerning any changes/announcements.

## Evaluation and Grading:

The final grade for the course will be based on performance in the following:

<b>Simulation Quiz (2)</b>	<b>20 points</b>
<b>Class Tests (2)</b>	<b>40 points</b>
<b>Final Exam</b>	<b>50 points</b>
<b>Strategy Simulation (Team)</b>	<b>60 points</b>
<b>Simulation Presentation (Team)</b>	<b>30 points</b>
<b>Simulation Reflections</b>	<b>5 points</b>
<b>Peer Evaluation</b>	<b>20 points</b>
<b><u>Total</u></b>	<b><u>225 points</u></b>

**Grade A: 90% and above; B: 80-89.9%; C: 70-79.9%; D: 60-69.9%. F: Less than 60%.**

### Exams:

Exam, tests and quiz will be closed-book. They will test your ability to recall, explain, critique, integrate and apply key concepts and frameworks covered in the class. Superficial familiarity with the material will be insufficient; a thorough preparation will be necessary to do well. There will be no make-ups.

### Simulation:

The objective of the simulation is to provide a frame of reference to integrate conceptual business learning with practice of formulating and implementing functional and competitive strategy. The simulation will be completed in a team. You will form teams on your own, and register them on a website. In all, there will be six teams, each representing a company. The six companies together will form an industry. Teams will make decisions and enter in a spread-sheet (downloaded from the website) for their company each round. Decisions will be made according to the characteristics of the industry and its customers, and will be bound by a framework of objectives, strategies, and rules. More details of the simulation will be provided in the class. Every team will make a presentation after the last round. I will provide a common guideline for the presentations. Time to work on the simulation will be occasionally made available in the class. Frequently, you will be asked to relate information from the simulation with the topics covered in the class.

All members of a team must make satisfactory contributions to all team activities. To encourage fair contributions, points will be awarded to each student based on peer evaluations to be completed by all members of their team before presentation grades are announced.

The need for equitable contributions is the primary reason that you are asked to form a team of your choice. Among other criteria, commitment to attend group meetings is very important. Make sure all members of your team agree to meet as required before you register the team with me. As the activities progress, send e-mails to remind your team members of commitments. If you find that a member is not fulfilling commitments or communicating adequately, or is acting unethically, promptly send them an e-mail with a copy to me to indicate your concerns. Send reminders if the desired improvement is not demonstrated. **Do not wait until the week before presentations.** If I do not get such e-mails from a group, I will assume there are no serious problems in that group and the peer evaluation difference will be restricted to 5 points.

### COBA Exit Assessment Examination:

All MGT 667 students may be required to take an Exit Assessment examination. The purpose of the exam is to evaluate the MBA program, and to report required assessment information to a Board of Higher Education. Your score on the exam will not affect your grade in the course, nor does it affect your graduation

status. However, participation in the exam is required by the college.

### **Class Attendance Policy:**

The attendance policy in this course follows that of the University. Because class attendance and course grade are demonstrably and positively related, the University expects all students to attend all sessions of courses in which they are enrolled. I will try to accommodate students whose absence from a session resulted from: (1) participation in University-approved duties; (2) personal illness; or (3) family and or compelling circumstances. I will need official documentation ahead of the absence, if you request attendance due to any of the above reasons. Otherwise, there will be no make-ups. While scheduling activities, make sure there is no conflict with this class.

To learn the material properly, it is important to arrive in time and to contribute to class discussion. While it might be unavoidable to miss a few classes, missing too many classes would suggest that the student can not achieve the course objectives. Therefore, **if any student misses more than three days, the appropriate University authority will be notified.**

If you arrive late by a few minutes, and I have already called the rolls by that time, you must approach me at the end of the session. I might grant the attendance in deserving cases, but only if there is no consistent pattern of late arrivals or early departures. In addition, disruptive behavior (verbal or nonverbal, see Class Disruption <http://www.missouristate.edu/recreg/classdis.html>) in class may result in the student being asked to leave and in losing attendance for the day.

### **Academic Dishonesty Policy:**

MSU is a community of scholars committed to developing educated persons who accept the responsibility to Missouri State University is a community of scholars committed to developing educated persons who accept the responsibility to practice personal and academic integrity. You are responsible for knowing and following the university's student honor code, *Student Academic Integrity Policies and Procedures*, available at <http://www.missouristate.edu/provost/22102.htm> and also available at the Reserves Desk in Meyer Library. Any student participating in any form of academic dishonesty will be subject to sanctions as described in this policy, up to and including a grade XF (failing because of academic dishonesty).

### **Disability Accommodation Policy:**

To request academic accommodations for a disability, contact the Director of Disability Services, Plaster Student Union, Suite 405, (417) 836-4192 or (417) 836-6792 (TTY), <http://www.missouristate.edu/disability>. Students are required to provide documentation of disability to Disability Services prior to receiving accommodations. Disability Services refers some types of accommodation requests to the Learning Diagnostic Clinic, which also provides diagnostic testing for learning and psychological disabilities. For information about testing, contact the Director of the Learning Diagnostic Clinic, (417) 836-4787, <http://psychology.missouristate.edu/ldc>

### **Nondiscrimination Policy:**

Missouri State University is an equal opportunity/affirmative action institution, and maintains a grievance procedure available to any person who believes he or she has been discriminated against. At all times, it is your right to address inquiries or concerns about possible discrimination to the Office for Equity and Diversity, Siceluff Hall 296, (417) 836-4252. Other types of concerns (i.e., concerns of an academic nature) should be discussed directly with your instructor and can also be brought to the attention of your instructor's Department Head.

### **Cell Phones:**

The use by students of cell phones, pagers, or similar communication devices during scheduled classes is prohibited. All such devices must be turned off or put in a silent mode and cannot be taken out during class. At the discretion of the instructor, exception to this policy is possible in special circumstances.

### **Dropping the class:**

It is your responsibility to understand the University's procedure for dropping a class. If you stop attending this class but do not follow proper procedures for dropping the class, you will receive a failing grade and will also be financially obligated to pay for the class. For information about dropping a class or withdrawing from the university contact the Registration Center at 836-4335 .

### **Miscellaneous:**

This course demands a lot of your time. Please make sure you have allocated enough time for this course.

Your grade depends on how well you do in the course, not on how badly you want a grade to graduate! The grading scheme is structured in such a way that you will keep getting feedback and earning points throughout the semester. Keep recording your points, so that you know where you stand in the class at any point of time.

If you have any questions/clarifications/concerns about grading or any other matter pertaining to the course, please feel free to come by and see me before it is too late for me to work with you. I will try my best to help you. My office location and hours are noted on the front along with the tel. # and e-mail address. Although office hours are preferable, we can also meet at alternative times. When necessary, please contact me for an appointment. Concerning e-mails, please also note that I can only be very brief in my replies. **For any matters suggesting a detailed explanation, a meeting is preferable.**

**Good luck.** I look forward to having a rewarding experience with you all.

**TENTATIVE SCHEDULE MGT 667-001 Sp 07**

SESSION	DATE	TOPIC
1	<b>Jan 16</b>	Discuss syllabus, On-line research exercise
2	18	Exercise Discussion and Team Formation <b>HW:</b> Simulation registration and On-line Tutorials
3	23	Overview of the Simulation; <b>Rehearsal</b> Simulation; <b>HW:</b> On-line Tutorials
4	25	<b>Article:</b> Core Competence of the Corporation; <b>HW:</b> <b>Rehearsal</b> Simulation; On-line Tutorials
5	30	Making decisions; <b>HW:</b> <b>Rehearsal</b> Simulation; On-line Tutorials
6	<b>Feb 1</b>	<b>Practice Round 1 (deadline 23 hours before start of the next class)</b>
7	6	Debrief Practice Round 1; Simulation grading explanation; <b>HW:</b> <b>Situation Analysis</b>
8	8	Situation Analysis; Choosing strategy; <b>Reset Practice Round 1 (deadline 23 hours before start of the next class)</b>
9	13	Debrief; <b>Book Chapter:</b> Resource-based Theory of Competitive Advantage
10	15	<b>Sim. Quiz 1;</b> Resource-based Theory of Competitive Advantage; <b>Reset Practice Round 2 (usual deadline)</b>
11	20	Business-week case; <b>HW:</b> <b>Forecasting</b>
12	22	Forecasting; <b>Re-Reset Practice Round 1 (usual deadline)</b>
13	27	Guidelines for Simulation Presentation; Conference with 2 groups; <b>Re-Reset Practice Round 2 (usual deadline)</b>
14	<b>Mar 1</b>	Conference with 2 groups; <b>Actual Round 1 (usual deadline)</b>
15	<b>6</b>	Debrief; Article /case: <b>Competitive Strategy: It's OK to be different</b>
16	8	<b>Sim. Quiz 2;</b> Conference with 2 groups; <b>Round 2 (usual deadline)</b>
17	13	<b>Test 1;</b> Debrief; ; Conference with groups as needed
18	15	<b>Round 3 (usual deadline)</b>
Spring Break	<b>20 &amp; 22</b>	<b>Enjoy!</b>
19	27	<b>Book Chapter:</b> Corporate – level Strategy
20	29	Book Chapter: Corporate – level Strategy; <b>Round 4 (usual deadline)</b>
21	<b>Apr 3</b>	Book Chapter: Corporate – level Strategy; <b>Round 5 (usual deadline)</b>
Sp. Holiday	5	<b>Have a nice break!</b>
22	10	<b>Presentation Conference;</b> <b>Book Chapter:</b> Global Strategy
23	12	Global Strategy; <b>Round 6 (usual deadline)</b>
24	17	<b>Article:</b> Exporting America: Why Corporate Greed is Shipping American Jobs overseas; The Lexus and the Olive Tree
25	19	<b>Test 2</b>
26	24	<b>Simulation Presentations</b> <b>(Presentation printouts FOR ALL GROUPS due at the start)</b>
27	26	<b>Simulation Presentations; Peer Evaluation</b>
28	<b>May 1</b>	Business-week case
29	3	<b>Article:</b> Business as Usual: The Acceptance . . . of Corruption in Organizations
30	8	<b>MBA Assessment Exam</b>
31	10	<b>MBA Assessment Exam</b>
As per Finals Schedule		<b>Final Exam</b>

