

**DEPARTMENT OF MANAGEMENT AND QUANTITATIVE METHODS
COLLEGE OF BUSINESS, ILLINOIS STATE UNIVERSITY
SPRING 2015**

COURSE INFORMATION

Professor: Dr. Avimanyu Datta
Course No: MQM – 385
Course Title: Organizational Strategy
Prerequisites: ACC 166 or ACC 270; MQM 220, 227; FIL 185, 240; MKT 230, all with grades of “C” or better. Senior standing; Business major only.
Credit Hours: 3.0
Time and Location:

Section 9: Tuesdays and Thursdays 12:35 PM -1:50 PM Room 368

Section 14: Tuesdays and Thursdays 3:35 PM -4:50 PM Room 131

Course Website: <http://mqm385.weebly.com>

INSTRUCTOR INFORMATION

Phone: 309-438-7991 (Office)
E-mail: adatta@ilstu.edu
Office Location: SFHB 240
Office Hours: Tuesdays and Thursdays 11:00 AM to 12:15 PM or by appointment

GA Information

Name: Mohit Rathor
Email: mrathor@ilstu.edu

Reading Materials

Required Text-Book: *Strategic Management Theory* (9th ed.) by C.W.L. Hill and G.R. Jones (Publisher: South Western)

Case Studies:

1. Library (You need to be logged on to the ISU VPN)
 - a. Intel: https://www.mlb.ilstu.edu/ereserve2/fileview.php?filename=admqm_16272.pdf
 - b. SAP-America: https://www.mlb.ilstu.edu/ereserve2/fileview.php?filename=admqm_16274.pdf
 - c. Apple 2006: https://www.mlb.ilstu.edu/ereserve2/fileview.php?filename=admqm_16270.pdf
 - d. LinkedIn: https://www.mlb.ilstu.edu/ereserve2/fileview.php?filename=admqm_16951.pdf

COURSE DESCRIPTION

Organizational Strategy is the capstone course in the business curriculum, and consists of material that is generally referred to as strategic management and /or business policy. Organizational strategy is intricately linked with firm’s mission and goals, resources and capabilities, competitive positioning, structures and control systems, and the ability to gain and sustain competitive advantage. The objective of this course is to expose you to the concepts, skills, information, and tools that are relevant for strategic management of a business. By the end of the semester, you should be fairly conversant with:

- (a) Analyzing firm’s internal and external business environments.
- (b) Understanding how firms formulate and implement corporate, business and functional level strategies.

(c) Understanding how firms use various strategies to compete within their chosen industries and attempt to gain and sustain competitive advantage.

I will primarily follow PowerPoint slide-aided lecturing mode of teaching and will allow sufficient scope for student-professor and student-student interaction. I will highlight and discuss current business and personal work experiences wherever possible. I will expect you to share your experiences as well in the interest of lively class discussion and mutual learning.

COURSE COMPETENCIES

As a participant in this course, you will develop competencies in:

- (a) Using prior knowledge in understanding and integrating various concepts / examples relating to organizational strategy that we will discuss throughout the semester.
- (b) Appreciating and learning from different (and often conflicting!) ways of viewing the business world.
- (c) Relating text-book concepts / class discussions with real-life business events.
- (d) Expressing your views and point-counterpoints (verbal and written) with clarity.
- (e) Working in groups.

GRADE COMPOSITION (Course Total 500 points)

Assignments		Points	Percentage	Mode of Submission
Individual	ETS Exam	10	2%	LAB Exam
	4 Exams @ 50 points each. The last exam is cumulative	200	40%	In class EXAMS
	Contribution/ Participation : 20 points	20	4%	
	Video Summary	15	3%	Printed copy
Group	Case Presentation	40	8%	PPT in class
	Case Participation(3*15): Non Presenting teams	45	9%	Participation
	Project Presentation: 60 points (Slide Deck: 30; Delivery 30)	60	12%	PPT in class
	Group Project Paper	60	12%	DIGITAL Copy
	Peer Evaluations	50	10%	Printed copy
Total		500	100%	

ASSIGNMENT DESCRIPTIONS

INDIVIDUAL POINTS

ETS Major Field Test : All 385 students are required to take the ETS “Major Field Test for Business” as part of the requirements of this course. The computerized exam will be offered during the first few weeks of the semester. Please note:

1. Student sign-up for the test will occur on Qualtrics, which will be distributed to you by Professor Dan Goebel. If you have any question about the information please get in touch with Professor Dan Goebel (438-7077, office number – SFHB 404, and email address – djgoebe@ilstu.edu)
2. To know more about the test please visit: <http://www.ets.org/mft/about>
3. Certificates of Achievement are awarded to those students scoring in the top 75th percentile and above nationally.
4. In addition, \$100 is awarded to students scoring in the top 90th percentile and above nationally. The \$100 is awarded through student accounts.
5. This exam is an official part of 385 and will account for 2% of your final grade. That is if you appear for the exam you will get 10 points. These 10 points are independent of your performance in the exam.

6. Dates for the Exam are as follows:
 - a. Thursday, January 22 – 1:00 to 3:00
 - b. Friday, January 23 – 10:00 to 12:00
 - c. Monday, January 26 – 1:00 to 3:00
 - d. Wednesday, January 28 – 9:00 to 11:00
 - e. Tuesday, February 3 – 9:00 to 11:00
 - f. Friday, February 6 – 1:00 to 3:00
 - g. Tuesday, February 10 – 1:00 to 3:00
 - h. Friday, February 13 – 10:00 to 12:00

Exams (200 points)

There will be **four closed-books, close-note exams** (covering text, lectures, readings, and cases) over the course of the semester to evaluate your understanding of the material and give you feedback about where you may need to focus more attention. Exams will be a mixture of Multiple Choice and Short answer type questions. **Exam no. 4 will be cumulative.** Each Exam will be 50 points worth. **As a general rule, there is a 20% dock off points for each day late in turning in an assignment or delaying an exam. If you know you will be missing an EXAM, you need to get in touch with me (email, phone or in office) prior to the Exam time.**

Video Summary (15 Points)

I will show you many videos on several topics pertain to management, innovation, social entrepreneurship etc. You will summarize three of those videos (your choice of three) in a word Document and submit in **Hard Copies only. Your Summary will have four sections:**

1. Summary of Video1 (Please name the Video)
2. Summary of Video 2 (Please name the Video)
3. Summary of Video 3(Please name the Video)
4. Relationship among the three videos (How are they related)

PLEASE NEATLY STAPLE THE ASSIGNMENT. Delayed Submissions will carry a 20% Penalty per day. Also, TESLA I and II are one video not two.

Class Attendance and Participation (20 Points)

Each student is expected to attend and contribute to each and every class session in civil, constructive, value-adding ways. Be prepared for each session by reading the assigned chapters or cases, offering your answers when called on in class, and at appropriate times raising your hand and offering keen insights, probing questions, useful summaries, and so on. There will be 20 points for class participation.

GROUP POINTS (the class is broken into 4 groups for Case Studies and Semester long Group Project)

Case Study Presentation: There are 4 case studies in this class

- a. **Team 1 will present: Intel**
https://www.mlb.ilstu.edu/ereserve2/fileview.php?filename=admqm_16272.pdf
- b. **Team 2 will Present” SAP-America**
https://www.mlb.ilstu.edu/ereserve2/fileview.php?filename=admqm_16274.pdf
- c. **Team 3 will present: Apple 2006**
https://www.mlb.ilstu.edu/ereserve2/fileview.php?filename=admqm_16270.pdf
- d. **Team 4 will present: LinkedIn**
https://www.mlb.ilstu.edu/ereserve2/fileview.php?filename=admqm_16951.pdf

Note: Presentation will carry 40 points, and is based on the quality of presentation and slide decks.

Note: Every Team member must be Present in the presentation of the Case. If you are not be able to make it please let your team members and the Professor know in advance.

Case Study Participation:

- **Team 2, 3 and 4:** You are required to participate, challenge and ask important questions pertaining to Intel case when Team 1 presents.
- **Team 1, 3 and 4:** You are required to participate, challenge and ask important questions pertaining to SAP-America case when Team 2 presents.
- **Team 1, 2 and 4:** You are required to participate, challenge and ask important questions pertaining to Apple case when Team 3 presents.
- **Team 1, 2 and 3:** You are required to participate, challenge and ask important questions pertaining to LinkedIn case when Team 4 presents.

Total grade for this participation is 45 points. Thus, each team is required to engage in this activity three times, carrying 15 points each. **NOTE: It is mandatory that every members of the Participation Teams are Present to get their Participation Points.**

Semester Long Group project. Typical projects will focus on either a public company or a division/business-unit of a public company, and a critical innovation issue that it is currently facing. You will identify and analyze a topic of your choosing (though topics must be approved by me and will deal with innovation by a large corporation and management of that process). You might not be able to gather enough information on your company/division to analyze every aspect of innovation covered in our course, but you must be able to conduct the analysis in terms of both the content and process of innovation. You also must provide specific and well-reasoned recommendations that integrate well with your analysis.

NOTE: You may not select a company from the cases discussed. Also, I prefer you select a company that is not headquartered in the US.

Power Point (60 Points)

Your team will give a **PowerPoint presentation** of your analysis (providing enough detail about your case to make it coherent) in class. You will have 25 minutes to present, plus 10 minutes for questions. Please bring a copy of the slides for me (4 per page is fine); handouts for the rest of the class are appreciated but not required. The PowerPoint is worth 60 points (Slide Deck: 30; Delivery 30). 15-25 slide Presentations (Look at schedule for your dates)

- Contents
 - Executive Summary
 - Milestones (briefly describe what is the case about and problems incurred)
 - Organization and Industry Analysis
 - Industry Analysis: Porter’s five forces
 - Distinctive Competencies of the firm
 - Resources and Capabilities
 - Organization Structure
 - Current Challenges: What are some of the current challenges with the company? Are they related to products, processes, services, mergers, industry etc.
 - Recommendations: How do you Propose the problems be solved? What are your future directions?

Final Paper (60 Points)

You will write a final paper on your analysis. **Check Due date in the schedule (last page of Syllabus).** Hard copy is not required an email with an attachment to adatta@ilstu.edu. This is worth 60 points.

- **Not to exceed 40 pages (Check Schedule for due date)**
- Contents
 - Executive Summary
 - Milestones (Some of the key developments/ launching of key products, expansion etc.)
 - Organization and Industry Analysis
 - Industry Analysis: Porter’s five forces
 - Distinctive Competencies of the firm
 - Resources and Capabilities
 - Organization Structure
 - Current Challenges: What are some of the current challenges with the company? Are they related to products, processes, services, mergers, industry etc.
 - Recommendations: How do you Propose the problems be solved? What are your future directions?
- **As a general rule, there is a 20% dock off points for each day late in turning in the paper.**
- **NOTE: Please name your Final Submission as FINAL-PAPER-SECTION X-TEAM Y.DOC.** Where X is your Section and Y is the no. assigned to your team. References of your paper must be in AMR Style. The style can be downloaded from <http://mqm385.weebly.com/uploads/8/4/9/1/8491662/amrstyleguide.pdf>

Peer Evaluation (50 Points)

50 points are reserved for peer Evaluations. **Check Schedule for Due Date.** You can download that from http://mqm385.weebly.com/uploads/8/4/9/1/8491662/peer_evaluation.docx . **Peer Evaluations are due in Hard copy in .class on the day specified in the schedule. You should have one page for every member of your team. So, if you are a seven member team, it should have six pages (all members except you). ALL THE PAGES SHOULD BE NEATLY STAPLED.**

Semester Long Group Project Rubric:

Categories	Final Paper	Presentation		Peer Evals
		Slide Deck	Presentation	
1. Executive Summary	Overall Summary 1page (5 Points)	2 Slides on the overall agenda and summary of the Presentation (5 points)	How you deliver it (5 points)	
2. Milestones	2-6 pages on major milestones (10 points)	2-4 slides on major milestones (5 points)	How you deliver it (5 points)	
3. Organization Industry Analysis Distinctive competencies. Org Structure	<ul style="list-style-type: none"> ▪ Industry Analysis: Porter’s five forces ▪ Distinctive Competencies of the firm ▪ Resources and Capabilities ▪ Value Chain Activities ▪ Organization Structure 2-5 pages (15 Points)	2-4 slides (10 points)	How you deliver it (10 points)	
4. Current Challenges	<ul style="list-style-type: none"> ▪ What are some of the current challenges with the company? Are they related to products, processes, services, mergers, industry etc (10 points)	2-4 slides on Current Challenges (5 points)	How you deliver it (5 points)	
5. Looking ahead	3 pages on future Recommendations directions. (10 Points)	2-4 Slides Reco (5 points)	How you deliver it (5points)	
6. Organization/ references/ Cover Sheet/ TOC/ FILE NAME	10 points. References should confirm to AMR standard http://mqm385.weebly.com/uploads/8/4/9/1/8491662/amrstyleguide.pdf	N/A	N/A	
TOTAL	60	30	30	50
Group Project Total				170

Criteria for Evaluation

We are building a “world class” business school with high standards and expectations. As such, this course will be rigorous and grading will be demanding. The table below shows how the percentage scores on each assignment correspond to letter grades. There will typically be no “curving” of the grade distribution.

Letter Grade	Point Score
A	≥ 90%
B	≥ 80%
C	≥ 70%
D	≥ 60%
F	< 60%

Disabilities. Students with disabilities are encouraged to take part in this class and should contact the instructor to make arrangements for any needed accommodations. Please notify the professor during the first week of class of any accommodations needed for the class. All accommodations must be approved through the Disability Resource Center (DRC) , who can be contacted at 309-438-5853. The student must complete an accommodation form with the DRC staff with enough lead time for the accommodations to be made.

Grade Appeals. Appeals on test questions only will be considered within one week of when the answers are posted on the web. Appeals should be made in writing (e-mail will suffice) explaining the rationale for the incorrect grade.

E-mail. Provide your full name and ID number. Anonymous e-mails will not be answered.

Late For or Absent From Lectures. It is your responsibility to get the notes and to check the class web site for announcements in case you miss a class

Class Attendance and Participation: While your presence during the lectures is not sufficient for satisfactory performance, regular **attendance is essential** for your success.

Each student is expected to attend and contribute to each and every class session in civil, constructive, value-adding ways. Be prepared for each session by reading the assigned chapters or cases, offering your answers when called on in class, and at appropriate times raising your hand and offering keen insights, probing questions, useful summaries, and so on. Students will also be evaluated based on their level of professionalism in class and in class-related activities outside of class. There will be 20 points for class participation

Note: It is your responsibility to get the notes and to check the class web site for announcements in case you miss a class.

Make-Ups: Only legitimate, instructor-approved absences will be accepted for make-up exams. Absolutely no late work is acceptable, unless an extreme emergency occurs, and I have approved an extension. Failure to complete all parts of the course by the assigned dates will result in zero points for the assignment. **As a general rule, there is a 20% dock off points for each day late in turning in an assignment or delaying an exam. If you know you will be missing an EXAM, you need to get in touch with me (email, phone or in office) prior to the Exam time.**

Cheating and plagiarism. Anyone who cheats (e.g., using unfair means during tests) will receive an F in the class and will be reported to the Office of Student Conduct. Plagiarism is using other people’s work and/or ideas

without giving them credit for it. Cheating or plagiarism of any kind is not acceptable. This applies to work on all class assignments. The purpose of the course is for you to learn, and *you do not learn by copying someone else's work*.

Other Policies: You are responsible for all information presented in the class, for all interpretation requirements of applications for all handouts distributed (in class or course web site), practice as many exercises as is necessary to learn the material. During *lectures*, and Exams there should not be any disturbances from **cellular phone** or any other devices.

Incomplete Grade: A request for a grade of "I" (incomplete) will be granted only if unavoidable circumstances beyond the student's control prevent him/her from completing the course on schedule and the student has achieved an average grade of "C" or better on all examinations scheduled prior to the time (which should be immediately before the final exam) of the request. The student should see the ISU catalog for other conditions pertaining to grade "I".

Professionalism. Inappropriate behavior, such as rudeness, verbal or written malicious and defamatory comments, cursing, yelling, or other threatening and/or intimidating behavior, either during lectures or outside of lectures, to either the Professor or office personnel, will result in an F in the class and additional academic, administrative, or legal penalties as permitted under University policies and procedures and Illinois State law.

Withdrawal Policy: Each student is expected to know the University **Withdrawal policy**, see Academic Policies and Practices at <http://www.arr.ilstu.edu/registrar/common/selectedpolicies8.shtml>

Professional Standards: All students in this course are expected to be familiar with the "College of Business Standards of Professional Behavior and Ethical Conduct." (<http://www.cob.ilstu.edu/professionalstandards>). Please note that **only bottled water** may be consumed in the classroom wing of the College of Business Building and that all **cell phones** and other electronic devices should be **turned off** and stored away during classes, unless permission is otherwise granted by the instructor.

Campus Safety: At Illinois State University, we are firmly committed to campus safety for everyone here at the university. In order to be prepared in case of an emergency, please visit this link on campus safety: <http://admissions.illinoisstate.edu/community/safety.shtml>

Schedule (We will try and follow this schedule, however it may have minor modifications)

Date	Discussions	Readings	Assignments Due
13-Jan-15	Introduction, Syllabus, Extensions		
15-Jan-15	Strategic Leadership	Chapter 1	
20-Jan-15	Group Project Expectations	Group Project Expectations	Group Project Expectations
22-Jan-15	External Analysis	Chapters 2 + Class Video (Mike Porter Five Forces)	
27-Jan-15	Internal Analysis	Chapter 3	
29-Jan-15	Building Competitive Advantage through functional strategy	Chapter 4 + Class Videos (Tesla I and Tesla II)	
3-Feb-15	Building Competitive Advantage through business strategy	Chapter 5	
5-Feb-15	Intel Corporation (Team 1 presents; Team 2, 3, and 4 Participates)		
10-Feb-15	Exam 1		Exam 1
12-Feb-15	Business Level Strategy and the Industry Environment	Chapter 6	
17-Feb-15	Strategy and Technology	Chapter 7	
19-Feb-15	TBA	TBA	
24-Feb-15	Strategy and Global Environment	Chapter 8 + Class Video (Global Competitiveness report) + Vijay Govindarajan (Reverse Innovation)	
26-Feb-15	Corporate Level Strategy	Chapter 9	
3-Mar-15	Corporate Level Strategy	Chapter 10 + Class Videos: Mike Porter (Business and Social Problems)	
5-Mar-15	SAP-America (Team 2 presents; Team 1, 3, and 4 Participates)		
10-Mar-15	SPRING BREAK		SPRING BREAK
12-Mar-15	SPRING BREAK		SPRING BREAK
17-Mar-15	Corporate Performance Governance and Ethics	Chapter 11+ Class Video (History of Microfinance)	Corporate Performance Governance and Ethics
19-Mar-15	Exam 2		Exam 2
24-Mar-15	Implementing Strategies in companies	Chapter 12	
26-Mar-15	Implementing Strategies in companies	Chapter 13	
31-Mar-15	NO CLASS	NO CLASS	NO CLASS
2-Apr-15	Apple Computers (Team 3 presents; Team 1, 2, and 4 Participates)		
7-Apr-15	Linkedin (Team 4 presents; Team 1, 2, and 3 Participates)		Linkedin
9-Apr-15	Exam 3		Exam 3
14-Apr-15	Videos: Race Against Machines (Andrew McAfee); Reinventing Management and Management of Innovation (Gary Hamel)		
16-Apr-15	Group Presentations	Group Presentations	
21-Apr-15	Group Presentations	Group Presentations	Video Summary Due (Printed Copy)
23-Apr-15	Group Presentations	Group Presentations	Peer Evaluations DUE
28-Apr-15	No class	No class	
30-Apr-15	EXAM 4	EXAM 4	EXAM 4
5-May-15	FINAL PAPER		Due by 5:00 PM. One document/ group. Email me at adatta@ilstu.edu

