

Fall 9-1-2001

MBA 600.01: The Contemporary Organization

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Recommended Citation

Neu, Clyde W. and Evans, Gerald E., "MBA 600.01: The Contemporary Organization" (2001). *Syllabi*. 9291.
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THE CONTEMPORARY
ORGANIZATION

MBA 600 Syllabus 2001

SYLLABUS
(Fall 2001)

COURSE INFORMATION:

Instructors:	Dr. Clyde W. Neu	Dr. Gerald Evans
Office:	GBB 361	GBB 358
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Class Meetings: Daytime Section (# 01)

September 4 – December 20

Bldg. Room

Tuesdays & Thursdays 9:40AM – 11:00 AM

GBB L14

Class Meetings: Evening Section (# 60)

September 4 – December 20

Bldg. Room

Thursdays 6:10 PM – 9:00 PM

GBB 106

COURSE SUMMARY:

MBA 600 explores the role of business strategy and information systems as integrating themes for the functional areas of business. A resource-based view of strategy is studied in contrast to a market view with illustrations of successful strategy implementation drawn from a variety of emerging, American and global companies. At the same time, the role of information within organizations is studied and compared to the role that organizations themselves play in defining the need for information systems. Students are exposed to such examples of business process integration as enterprise resource planning (ERP), Data Warehousing, and Electronic Commerce and their link with strategy.

The strategy aspect of MBA 600 is designed to introduce students to some of the more significant research and writings on *Business Strategy*. The text, ***Strategic Thinking: An Executive Perspective*** by Cornelis A. DeKluyver, Prentice Hall, © 2000 will be covered in its entirety. In addition, selected articles from ***The Harvard Business Review*** will be assigned in support of each chapter to provide students with insights to *Strategy Formulation*.

The information systems aspect of MBA 600 focuses on business process integration, which is introduced early in the course. As the process of formulating business strategy is developed through the semester, the role that an information system plays in implementing strategy becomes apparent. Adding value to the enterprise and achieving competitive advantage are two of the primary goals of information technology (IT). This is accomplished through data integration, customer service, and alignment of IT functions with corporate strategy. The text for the information systems portion of this class is ***Management Information Systems for the Information Age*** by Haag, Cummings, and McCubbrey. We will also utilize articles from Tech Republic (<http://www.techrepublic.com>) and readings selected by students for Mini Briefings.

MBA 600 is a four credit-hour course. Thus, in addition to scheduled 3-hr. class times each week, both instructors will assign additional work via the Internet. This additional work will represent the

equivalent of 1 cr.-hr. of course content and will be integrated within the material presented by each instructor.

CLASS PARTICIPATION:

MBA 600 is intended to be a highly *interactive* class. Students are expected to learn from one another as well as from the instructors and the assigned reading material. Enrollment in UM's MBA program is characterized by a diverse audience of individuals, many with several years of work experience from which unique viewpoints can emerge. Students should use this to their advantage and question other students as well as the instructor.

EVALUATION:

Students' final grades in MBA 600 will be based on three components of an integrated evaluation. Grades received over the strategy part of the course will constitute **40%** of the final grade and scores received over the information systems part of the course will represent another **40%**. An integrated project will be assigned early in the semester, due at the end of the course. This will account for the remaining **20%** of each student's final grade.

The business strategy part of the course will contain one mid-term exam and two written assignments. The mid-term exam will consist of one or two essay questions assigned in advance plus an in-class objective exam over the assigned material. The written assignments will be due one week after each is posted to the instructor's web site. Each of the written assignments will be equivalent in weight and will represent 30% of the grade earned in the strategy part of the course. The mid-term exam will represent the balance of the 40% assigned to the business strategy part of the course.

The information systems part of the course also will contain one mid-term exam and two written assignments. The mid-term exam will consist of one or two essay questions assigned in advance plus an in-class objective exam over the assigned material. The first written assignment (Written Assignment #2) will be based on Extended Learning Module A and will require students to write a report on the use of Information Systems in their organization. The second written assignment (Written Assignment #4) will be an analysis of e-commerce in the global economy. Additionally, each student will be required to do one Mini Briefing, which will consist of presenting an article in class relevant to the topic that week. These briefings should be no more than 10 minutes in length. Sources for these briefings can be Tech Republic, chapter footnotes, or other readings at the student's discretion.

At the end of the semester, letter grades will be assigned based on the **weighted value** of the evaluation measures outlined above:

A	90% and above
B	80% to 89%
C	70% to 79%
F	Below 70%

WRITING SKILLS:

Scattered throughout the course will be several short written assignments for students to turn in as "take home" parts of exams as well as the final written assignment itself. These will be graded not only for *content*, but also for *writing style*. The Instructors will provide students with a document titled **Comments on Writing Style** with guidelines for preparing written assignments. Writing skills no less than those "worthy of publication" are expected of MBA students at The University of Montana; students will not receive "A" grades if these skills are not evident.

MBA 600
Class Schedule

(Day Section # 01)

<u>Class Meetings</u>	<u>Topic or Exam with Additional Reading Assignments Covered</u>
Sep. 04 & 06:	What is Strategy? (Chapter 1, De Kluyver) <ul style="list-style-type: none">• <i>Competition & Business Strategy in Historical Perspective (HBR Note)</i>
Sep. 11 & 13:	Change & Uncertainty / External Environment (Chapter 2, De Kluyver) <ul style="list-style-type: none">• <i>How Competitive Forces Shape Strategy (HBR Reprint)</i>• <i>Competing for the Future (HBR Reprint)</i>
Sep. 18 & 20:	The Information Age in Which You Live w/ ELM A (Chapter 1, Haag) Mini Briefing: http://www.techrepublic.com/article.jhtml?src=search&id=r00520010727con02.htm
Sep. 25 & 27:	Strategic and Competitive Opportunities (Chapter 2, Haag) Mini Briefings:
Oct. 2 & 4:	Leveraging Internal Resources and Change Drivers for Strategic Advantage (Chapter 3, De Kluyver) <ul style="list-style-type: none">• <i>Strategic Intent (HBR Reprint)</i>• <i>Competing on Resources: Strategy for the 1990s (HBR Reprint)</i>
	* Written Assignment # 1 Due on Oct. 4 (Posted Sep. 27)
Oct. 9 & 11:	Business Unit Strategy (Chapter 4, De Kluyver) <ul style="list-style-type: none">• <i>Customer Intimacy & Other Value Disciplines (HBR Reprint)</i>• <i>The Discipline of Innovation (HBR Reprint)</i>
	* Integrated Project Proposal Due on Oct. 11
Oct. 16 & 18:	Databases and Data Warehouses w/ ELM B (Chapter 3, Haag) Mini Briefings:
	* Written Assignment # 2 Due October 18
Oct. 23 & 25:	Electronic Commerce: The End of the Beginning (Chapter 5, Haag) Mini Briefings:

- Oct. 30:
Nov. 1: **Corporate Strategy (Chapter 5, De Kluyver)**
- *From Competitive Advantage to Corporate Strategy (HBR Reprint)*
 - *Corporate Strategy: The Quest for Parenting Advantage (HBR Reprint)*
- Nov. 6: **Global Strategy (Chapter 6, De Kluyver)**
- *Managing in a Borderless World (HBR Reprint)*
 - *The Dubious Logic of Global Megamergers (HBR Reprint)*
- Nov. 8: * **Mid-Term Exam (Part 1)** (Covers Chapters 1 through 5 in De Kluyver plus Supportive Readings from *Harvard Business Review*). Exam will include take-home essay questions assigned on Nov. 1 plus in-class objective examination)
- Nov. 13:** **Decision Support, AI, & Emerging Technologies (Chapters 4 & 6, Haag)**
- Mini-Briefings**
- Nov. 15:** * **Mid-Term Exam (Part 2)** (Covers Haag Chapters 1-3, 5). The exam will include a take-home component.
- Nov. 27 & 29:** **Developing IT Systems (Chapter 7, Haag)**
Protecting Information and People (Chapter 8, Haag)
- Mini Briefings:**
- Dec.4 & 6: **Strategy and the (R)evolution in Management (Chapter 7, De Kluyver)**
- *Value Innovation: The Strategic Logic of High Growth (HBR Reprint)*
- Contemporary issues in business strategy discussed**
- * **Written Assignment # 3 Due on Dec. 6** (to cover Contemporary Issues - Posted Nov. 29)
- Dec. 11 & 13:** **Preparing for the Future (Chapter 9, Haag)**
- Mini Briefings:**
- * **Written Assignment # 4 Due on Dec 13**
- Dec. 18: * **Integrated Project Due**