

**DEPARTMENT OF MANAGEMENT
COLLEGE OF BUSINESS, ILLINOIS STATE UNIVERSITY**

COURSE INFORMATION

Professor: Dr. Avimanyu (Avi) Datta
Course No: MBA– 485
Course Title: Advanced Organizational Strategy
Prerequisites: MBA 421, MKT 430, FIL 440, and MBA 427 or MBA 415 (either of the latter may be taken concurrently with MBA 485).
Credit Hours: 3.0
Time and Location: SFHB 147 Wednesdays 6:00 PM through 7:30 PM

ZOOM LINK <https://illinoisstate.zoom.us/j/97025807968>

Course Website: CANVAS

INSTRUCTOR INFORMATION

Professor: Dr. Avimanyu (Avi) Datta, Ph.D. Professor of Strategy & Entrepreneurship; and Director of the Means Center for Entrepreneurial Studies
Phone: 309-438-7991 (Office)
Email: adatta@ilstu.edu
Office Location: SFHB 214A (Director's suite at Means Center for Entrepreneurship)
Office Hours: Mondays and Wednesdays, 12:30 PM to 1:30 PM (or send me an email)
Website: <https://about.illinoisstate.edu/adatta/profile/> (Professional)
<https://avi-datta.com/> (**Author**)

Other Information:

1. Indian Born American
2. Undergraduate Degree in Computer Science from the University of London, UK.
3. Master's in Information Systems from Hawaii Pacific University, USA.
4. Doctorate in Business Administration (Technology, Innovation, and Entrepreneurship from Washington State University, USA.
5. Rank with University – Full Professor; Director of the Means Center for Entrepreneurial Studies
6. I worked in four countries: the USA, Japan, Panama, and India.
7. Senior Research Fellow at Peter Drucker Masatoshi Ito Graduate School of Business, Claremont Graduate University.
8. Visiting Scholar – Institute of Innovation Research, Hitotsubashi University, Tokyo, Japan.
9. Hobbies—Artist, Watch collector, Fountain pen collector, Coffee Brewing
10. Amazon bestselling Sci-Fi Author for The Time Corrector Series (<https://www.amazon.com/stores/Avi-Datta/author/B09MWMCGFZ>)

RESOURCES / MATERIALS

Required Textbook: *Strategic Management Theory* (12th ed.) by C.W.L. Hill, M. Schilling, and G.R. Jones (Publisher: South Western). Chapter PowerPoints will be available on Canvas under Course Schedules.

Note: You can access the PowerPoint of all the lectures on CANVAS under MODULES

Papers

Note: You can find them on CANVAS under MODULES

COURSE DESCRIPTION

Advanced 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. Strategic management attempts to understand why some firms continue to grow, compete effectively, and attain competitive advantage while others flounder, stagnate, or even go out of business. The purpose of this course is to (a) help integrate materials relating to Organizational Strategy that you have learned thus far, and (b) provide a holistic view of the strategic management process.

By the end of the semester, you should be fairly conversant with:

- (a) Analyzing the 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 a PowerPoint slide-aided lecturing mode of teaching and will allow sufficient scope for class participation and interaction. I will highlight and discuss current business events and share personal work experiences wherever possible. At the same time, I will expect you to share your relevant work experiences to enrich class discussions and promote 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 different facets of advanced 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 textbook concepts/class discussions with real-life business events.
- (d) Engaging in critical thinking and expressing your views and point-counterpoints (verbal and written) with clarity.

GRADE COMPOSITION (Course Total 300 points)

Attributes	Points	Percentage	Mode of Submission
Exams2 Exams@100 points each	200	50%	Canvas
Paper Summaries	100	25%	Canvas
Contribution/ Participation:100 points	100	25%	Class
TOTAL	400	100%	

ASSIGNMENT DESCRIPTIONS

Exams (200 points)

There will be **two closed-book, closed-note exams** (covering text, lectures, readings, and cases) over 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.

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) before the Exam time. A student absent from an exam (without prior notice) will receive no points for that exam.

Paper Summary (100 Points)

There are 10 papers in CANVAS. The schedule says which summaries are due when. A page summary is needed for each Paper. The summary must comprise

1. Central Thesis
2. Key concepts, definitions, and hypotheses
3. Key Findings
4. Your Criticism.

These summaries are to be submitted online via Canvas. They are due at 11:55 PM on the day we discuss the papers. Thus, you need to have read the papers before class. Delayed Submissions will carry a 20% Penalty per day. *The papers for which summaries are due will be discussed in class. I will randomly ask any student to talk about the readings for the day. This will count toward your participation points.*

Class Attendance and Participation (100 Points)

Each student is expected to attend and contribute to 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 100 points for class participation. **While attendance is necessary, it is not sufficient to earn full points.**

I will expect ZOOM participants to have their cameras ON during the class session. And when called upon, they should answer if they want to earn participation points.

GRADING / CLASS POLICIES

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 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). Their office 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 exam grades only will be considered within one week of when the grades are posted. Appeals should be made in writing (e-mail will suffice), explaining the rationale for the incorrect grade.

E-mail. Provide your full name and course number. Anonymous e-mails will not be answered. You must email me only from your ISU Redbird mail ID. Emails from other accounts will not be answered.

Late For or Absent From Lectures. It is your responsibility to get the notes and to check the class website 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 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 and probing questions.

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

Make-Up Exams: Only legitimate, instructor-approved absences will be accepted for make-up exams. Absolutely no late work is acceptable unless an extreme emergency occurs. 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% grade penalty for each day late in turning in an assignment or delaying an exam.**

Cheating and plagiarism. Anyone who cheats (e.g., using unfair means during tests) will have severe consequences. The first offense will result in a score of zero for the particular assignment. The second offense will result in an F grade. Examples of Plagiarism in this class are, yet not restricted to, (a) using other people's work and/or ideas without giving them credit for it, (b) using past exams on Course Hero, StudyBlue, etc.¹, (c) cheating/copying during exams, (d) copying answers from AI, etc. 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 website), and for practicing as many exercises as are necessary to learn the material. During *lectures* and Exams, there should not be any disturbances from **cell phones** 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 before the time (which should be immediately before the final exam) of the request. The student should see the ISU catalog for other conditions about 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>

¹ Note: Copies of past exams are not legally supposed to be available online, unless a student have take a photograph and have posted it. Using such materials will constitute plagiarism.

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. To be prepared in case of an emergency, please visit this link on campus safety: <http://admissions.illinoisstate.edu/community/safety.shtml>.

M/W: 6:00 PM through 7:30 PM

Date	Discussion	Readings/Lectures	Papers/Discussions	Assignments
19-Aug	Introduction, Syllabus, etc, Strategic Leadership, External Analysis	Chapters 1, 2 Readings ahead of class		
26-Aug	No Lecture	READ PAPERS FOR NEXT DAY	WATCH VIDEOS FOR NEXT DAY	
2-Sep	Internal Analysis, Building Comp. Advantage through functional and Business Strategy; PAPER DISCUSSIONS	Chapters 3, 4 Read chapters and Watch Videos Ahead of Class	• Barney, 1991; • Prahalad and Hamel • Students will be randomly assigned to talk about the papers.; Class Videos -Michael Porter's Five Forces	Paper Summary Due (one summary for each Paper)
9-Sep	Internal Analysis, Building Comp. Advantage through functional and Business Strategy; Class Videos	Chapters 5,6 Read chapters and Watch Videos Ahead of Class.		
16-Sep	No Lecture	No CLASS; take EXAMS / Read Papers for next day	No CLASS; take EXAMS / Read Papers for next day	No CLASS; take EXAMS / Read Papers for next day
23-Sep	Technology and Strategy, Strategy and Global Environment; Class Videos	Chapters 7 and 8; Read chapters and Watch Videos Ahead of Class.	Class Video: Andrew McAfee (Race against Machines) Class Video: Vijay Govindarajan (Reverse Innovation) Class Video: Gary Hamel (Management Innovation)	
30-Sep	No Lecture	READ PAPERS FOR NEXT DAY	READ PAPERS FOR NEXT DAY	READ PAPERS FOR NEXT DAY
7-Oct	Business Level Strategy, Industry, Environment, Technology, and Strategy, Strategy and Global Environment; PAPER DISCUSSIONS	Chapters 9 and 10 Readings ahead of class	Datta and Jessup, 2013; Christensen and Bower, 1996 (Students will be randomly assigned to talk about the papers.)	Paper Summary Due (one summary for each Paper)
14-Oct	No Lecture	READ PAPERS FOR NEXT DAY	READ PAPERS FOR NEXT DAY	
21-Oct	Corporate Performance, Governance, and Ethics; Implementing Strategy in firms; Paper Discussions	Chapters 11, 12 Readings ahead of class	Cohen and Levinthal, 1990; Zahra and George, 2002	Paper Summary Due (one summary for each Paper)
28-Oct	No Lecture	READ PAPERS FOR NEXT DAY	WATCH VIDEOS FOR NEXT DAY	
4-Nov	Paper Discussions and Class Videos	Readings and Watch Videos Ahead of Class	Joshi, Chi, Datta, and Han, 2010; Sahaym, Datta, aNd Brooks, 2021; (Students will be randomly chosen to talk about the papers.) Class Video: Gary Hamel (Rethinking Management) Class Video: Muhd.Yunnus (History of Microfinance) Class Video: Nishant Lalwani(Fighting Poverty With Innovation)	Paper Summary Due (one summary for each Paper)
11-Nov	No Lecture	READ PAPERS FOR NEXT DAY	READ PAPERS FOR NEXT DAY	READ PAPERS FOR NEXT DAY
18-Nov	Paper Discussions and Class Videos	Readings ahead of class	Datta and Srivastava, 2023; Datta, Jessup, and Mukherjee, 2015 (Students will be randomly chosen to talk about the papers)	Paper Summary Due (one summary for each Paper)
25-Nov	THANKS GIVING	THANKS GIVING	THANKS GIVING	THANKS GIVING
2-Dec	No Lecture	No CLASS Take EXAMS	No CLASS Take EXAMS	No CLASS Take EXAMS