

PLEASE READ THIS MEMORANDUM OF UNDERSTANDING BY AUGUST 24TH, 2007

**COURSE NUMBER: MBA 695-51
PIZZA, PICASSO, AND THE PYRAMIDS: THE JOURNEY TO EXCELLENCE CONTINUES!
FALL 2007 AND SPRING 2008
MEMORANDUM OF UNDERSTANDING (MU)**

PLACE

Class sessions will be held in 322 James S. Ferguson Building.

TIME

10:00 a.m. to 11:30 a.m. on Fridays.

FACULTY MEMBER

Vidyaranya B. Gargeya

E-Mail: VBGARGEY@UNCG.EDU

Department of Information Systems and Operations Management
437, Joseph M. Bryan School of Business and Economics

Phone Numbers: (336) 334-4990 (Work) (336) 334-4083 (Fax) (336) 545-9263 (Home)

APPOINTMENT TIME

2:00 p.m. to 3:00 p.m. on Fridays. You are encouraged to stop in during office hours to talk about any problems or suggestions you may have concerning the course, careers, benefits of advanced courses in operations management, or things in general. If you want to talk to the professor and find the appointment hours to be inconvenient, feel free to schedule any other appointment time.

DESCRIPTION OF THE COURSE

The 3.0 credit hour graded course is meant for students in the first of year of the full-time day-time Master of Business Administration program in the Joseph M. Bryan School of Business and Economics. Through guest speaker presentations, organizational visits, in-class and out-of-class exercises, the course focuses on integrating the first year Bryan MBA experience through theory and practice. The course will enable the students to challenge themselves for a higher level of performance while undertaking the Bryan MBA experience and beyond. The course makes use of exercises that lead to analysis and action, integration, enhanced written and verbal communication skills, and better career planning and development. The course is scheduled over a two semester period (Fall 2007 and Spring 2008).

READING MATERIALS

There is no specific text book for the course. Students will be expected to read articles from magazines, journals, and newspapers such as *Business Week*, *Fortune*, *Wall Street Journal*, *Financial Times*, *Economist*, *News & Record*, etc. In addition, a set of books/articles will be part of the recommended list.

PRE-REQUISITE COURSES

There are no pre-requisite course requirements. The only requirements are admission into the Full-Time day-time Bryan MBA program and a burning desire to excel.

GRADING

The course grade is based on two in-class written examinations, business plan, personal plan and execution, integrative analysis of a book/set of articles, class participation and contribution, and in-class and out-of-class assignments. Grades are based on the following "absolute" scale (i.e., there will not be any "curving").

	<u>Points</u>	<u>Date</u>
Business Plan	150	August 31 st , 2007 (List of Members on the Team with Brief Biographies) November 2 nd , 2007 (Executive Summary Due) April 11 th , 2008
Personal Plan and Execution	100	November 16 th , 2007 (Plan Due) April 25 th , 2008 (Final Report Due)
First In-Class Written Examination	50	December 12 th , 2007 (12:00 noon to 1:30 p.m.)
Integrative Analysis of a Book	50	March 21 st , 2008 (Due)
Second In-Class Written Examination	50	May 2 nd , 2008
Class Participation and Contribution	50	
In-Class and Out-of-Class Assignments	50	

TOTAL	500	

A \geq 400; A- \geq 367; B+ \geq 333; B \geq 300; B- \geq 267; C+ \geq 233; C \geq 200; F < 200.

IN-CLASS WRITTEN EXAMS

Each in-class written exam (of 90 minutes duration) will include an essay question. The exam content will be drawn from the course readings, vignettes, video films, visits to organizations, guest speaker presentations, and class discussions. The in-class exams are closed-book, and closed-notes.

RE-EXAMINATION POLICY

As a rule, re-examinations will not be held. Absence from the in-class written examinations due to illness, summons to jury duty, or any other compelling reason should be backed by the appropriate documents (e.g., medical certificate, etc.) in order to qualify for a re-examination. If possible, meet/talk with the professor before missing the examination to discuss the circumstances.

WITHDRAWAL DATE

The last date to drop the course without academic penalty is September 14th, 2007 (Friday). However, students in the Full-Time Day-Time MBA who withdraw cannot continue their studies with the cohort group and may have to join the next cohort group in the following year.

INTEGRATIVE ANALYSIS OF A BOOK

Each student (is to submit an integrative analysis of one of the following books:

- 1) Weatherford, J. M. (2004). Genghis Khan and the making of the modern world. New York, NY: Crown.
- 2) Smith, A. (1937). An Inquiry into the Nature and Causes of The Wealth of Nations. New York, NY: The Modern Library.
- 3) Schumacher, E. F. (1973). Small is Beautiful. New York, NY: Harper & Row, Publishers.
- 4) Chandler, A. D. (1977). The Visible Hand: The Managerial Revolution in American Business. Cambridge, MA: Belknap Press.
- 5) Rand, A. (1957). Atlas Shrugged. New York, NY: New American Library.
- 6) Turchin, P. (2006). War and Peace and War: The Life Cycles of Imperial Nations. New York, NY: Pi Press.
- 7) Ermatinger, J. W. (2004). The Decline and Fall of the Roman Empire. Westport, CT: Greenwood Press.
- 8) Kautilya (1967). Arthashastra. Translated by R. Shamasastri. Mysore (India): Mysore Printing and Publication House.
- 9) Taylor, F. W. (1916). The Principles of Scientific Management. New York, NY: Harper.
- 10) Mukherjee, R. (1974). The Rise and the Fall of the East India Company. New York, NY: The Monthly Review Press.

If the student wishes to choose some other book not cited in the above list, that book should be approved by the faculty member. The written analysis of the book should include a summary of the book. The analysis should integrate the content of the book to current day issues/events and subject matter of the courses you are taking in the first year of the Bryan MBA program.

Students should work on this written analysis on an individual basis (and not as a group). Individuals should neither seek nor receive help from friends and family in completing this written analysis. The written analysis should be typed (maximum 12 point size lettering), double-spaced on 8.5" by 11" paper, and appropriately paginated. No minimum or maximum length is specified, although the written analysis should not typically exceed 10 pages in length. Individuals are requested to refrain from repeating the details provided in the case (just to fill up space) in their written analysis. That is, individuals are requested to cover the topics thoroughly, but efficiently. Do not add verbiage for the sake of length. References should be appropriately cited in the written analysis. In preparing the written analysis, write from an objective view, in third person. Do not use the words "I", "We", or "You". Use subheadings to correspond with specific issues covered in the analysis. The analysis will be graded on organization, thoroughness (depth and breadth of coverage of material), integration with the courses taken as part of the Bryan MBA program, insight, and written communication skill. Each student should attest to the statement that "I HAVE ABIDED BY THE ACADEMIC HONOR POLICY ON THIS

ASSIGNMENT" on a separate cover page of the mini-case analysis assignment. The cover page should also include the number and title of the course, title of the paper, and name of the student. The submission deadline of integrative analysis of the book is 10:00 a.m. on March 21st, 2008. Late submissions will not be accepted.

BUSINESS PLAN

Each student team (consisting of two or three students) should develop a business plan. The names (and brief biographical sketches) of the members of the team should be provided to the faculty member at the beginning of the class session (i.e., by 10:00 a.m.) on August 31st, 2007. The Executive Summary of the Business Plan should be submitted to the faculty member by 10:00 a.m. on November 2nd, 2007.

Each student team is encouraged to develop the outline of each section of the business plan as we progress through the course. This approach will not only reinforce your learning, but also distribute the work associated with the business plan more evenly over the entire duration of the course. Feel free to discuss your business plan with the faculty member as it is being developed. The business plan should be typed (maximum 12 point size lettering), and double-spaced on 8.5" by 11" paper. No minimum or maximum length is specified. Cover the topics thoroughly, but efficiently. Do not add verbiage for the sake of length. Include diagrams, photos, sketches, or other types of illustrations that will clarify your presentation. Citations should appropriately referenced at the end of the paper, and pages, tables, figures should be appropriately numbered. The Executive Summary submissions will be entered into the 2008 Growth Accelerator Program (GAP) Competition of the Piedmont Triad Entrepreneurial Network (PTEN). The deadline for submitting the Executive Summary for the GAP Competition is November 11th, 2007 (Sunday). More information about the GAP competition can be obtained at the following web site:

http://www.pten.org/pten_programs.asp?collection-id=927123734

The Bryan School of Business and Economics is organizing a series of 6 seminars in the “Building Entrepreneurial Learning for Life” Forum. Two of the six seminars will be particularly useful in developing the business plan. They are as follows:

October 24 th , 2007 (Wednesday)	4:00 p.m. to 6:00 p.m.	Dilemmas and Debates (to be held in the Alexander Room, Elliott University Center)
October 31 st , 2007 (Wednesday)	4:00 p.m. to 6:00 p.m.	Celebrating UNCG Graduate Entrepreneurs (to be held in the Auditorium, Elliott University Center)

Students can register electronically for the seminars at <http://entrepreneur.uncg.edu>. There is no cost for attending the seminars.

The business plan (for the course) should be submitted at 10:00 a.m. on April 11th, 2008. Each student team is required to make an “Elevator Pitch” Presentation (not lasting more than 5 minutes) of its business plan on that day. The business plan will be graded on organization, thoroughness, written and

oral communication skill. It is highly recommended that a project management approach be taken for ensuring the timely completion of the business plan. Late submissions will not be accepted. Each student member of the team should attest to the statement that "WE HAVE ABIDED BY THE ACADEMIC HONOR POLICY ON THIS ASSIGNMENT" on a separate cover page of the business plan. The cover page should also include the number and title of the course, title of the paper, and name(s) of student(s).

PERSONAL PLAN AND EXECUTION

Each student should submit a personal plan at 10:00 a.m. on November 16th, 2007. The personal plan should include three futuristic resumes. The futuristic resumes should reflect your accomplishments as of the January 1st, 2009, August 1st, 2012, and August 1st, 2032, respectively. The personal plan should include your strategies for achieving the accomplishments listed in your resumes. Also, discuss the strengths you have and planning to develop over the respective durations. Opportunities for improvement should be elaborated on. Identify and substantiate the action plans you will be setting in motion. Elaborate on the assumptions that you are making in developing these resumes. To enable you to achieve your personal goals, a series of events have been organized by the Bryan Graduate Career Services. You are expected to attend these events. Details of these events will be provided to you at regular intervals during the course.

Feel free to discuss your personal plan (as it is being developed and executed) with the faculty member as it is being developed. The personal plan should be typed (maximum 12 point size lettering), and double-spaced on 8.5" by 11" paper. No minimum or maximum length is specified. Cover the topics thoroughly, but efficiently. Do not add verbiage for the sake of length

The personal plan and execution will be on organization, thoroughness, written and verbal communication skill, professionalism, and your ability to carry out the plan. It is highly recommended that a project management approach be taken for ensuring the timely completion of this assignment. The report on the execution of the personal plan has to be submitted at the beginning of the session on April 25th, 2008. Late submissions will not be accepted. Each student should attest to the statement that "I HAVE ABIDED BY THE ACADEMIC HONOR POLICY ON THIS ASSIGNMENT" on a separate cover page of the assignment. The cover page should also include the number and title of the course, title of the assignment, and name of student.

CLASS PARTICIPATION AND CONTRIBUTION

Each student should be prepared for an insightful discussion of all aspects of the material assigned for each class session, be it articles and/or supplementary material. Students should be prepared to answer questions and raise issues when called upon to do so in the class. Students will be evaluated at each session on the quality (not quantity) of their participation/contribution. Class contribution/participation points will be accumulated based on how perceptively a student analyzes the situation being studied, the usefulness of the observations and suggestions made by the student, the depth of a student's understanding, and the student's ability to put across ideas with clarity and conviction. Class attendance alone will not directly count towards the points to be accumulated through class participation/contribution. However, poor attendance will dramatically reflect in a student's participation/contribution grade. That is, a student cannot participate/contribute if absent from the class. As a further consideration, material obtained from class discussions could be used for answering question(s) on the in-class written exams. Class contribution will be assessed on how

insightful and integrative the comments are. Students are expected to attend out-of-class sessions related to organizational visits and guest speaker presentations as part of the Bryan MBA program. There is no cost for attending these presentations.

PEDAGOGIC APPROACH

Lectures, video films, and situation vignettes will be used. The "lecture" sessions will rely on the "Socratic" method to the extent possible. All students are expected to attend each class session. If a student misses a specific class session, it is her/his responsibility to cover the topics so missed. Material covered in a previous class will not be repeated in a subsequent class. The schedule of sessions on the memorandum of understanding (MU) contains a listing of topics and assignments to be covered in the respective sessions. Every class session will include discussions on (a) News of the week (digesting the "pizza"), (b) Lessons learned for the week (building the "pyramid"), and (c) Impressions for the next week (sketching a "Picasso"). The MU is a general plan for the course; deviations may be necessary.

COGNITIVE COURSE OBJECTIVES

Upon completing the course, the student should be able to:

- (1) Integrate different aspects and functions of an organization (both large and small).
- (2) Develop and execute a career plan.
- (3) Develop a business plan.
- (4) Identify personal strengths and opportunities for improvement in becoming an effective and efficient business professional.
- (5) Acquire a thorough understanding of the inter-relationships between the functional areas (such as marketing, finance, operations, human resources, accounting, etc.) for managing and leading an organization.

TECHNOLOGY APPLICATIONS GLOBAL PERSPECTIVES

There would be some coverage of technological advances and global perspectives relating to businesses/organizations in the course.

ETHICAL PERSPECTIVES AND IMPACT OF DEMOGRAPHIC DIVERSITY

There would be some coverage of these issues in the course.

POLITICAL, SOCIAL, LEGAL, ENVIRONMENTAL, AND REGULATORY ISSUES

There would some coverage of political, social, legal, environmental, and regulatory issues.

BIOGRAPHIC SKETCH OF FACULTY MEMBER

Vidyaranya B. Gargeya is a Professor in the Department of Information Systems and Operations Management Department in the Joseph M. Bryan School of Business and Economics at the University of North Carolina at Greensboro. He holds a bachelor's degree in Chemical Engineering from Andhra University, Visakhapatnam (India), a Post Graduate Diploma in Management from the Indian Institute of Management, Bangalore, and a Ph.D. in Business Administration from Georgia State University. He has considerable work experience as an engineer and manager in the petroleum industry. Dr. Gargeya has taught at the University of Strathclyde (Glasgow, Scotland), Fachhochschule-Ludwigshafen (Germany), University of Hartford, Georgia State University, and the Jannalal Bajaj Institute of Management Studies, University of Bombay (India). His teaching and research interests include Operations Management, Global Operations Strategy, Total Quality Management, Supply Chain Management, and Service Operations Management. He has published in journals such as *Journal of Operations Management*, *Technovation*, *Transportation Research (Part E)*, *The Journal of the Textile Institute*, *Business Process Management Journal*, *International Journal of Production Research*, *Omega*, *International Journal of Quality and Reliability Management*, *Case Research Journal*, etc. Dr. Gargeya served on the Board of Examiners of Malcolm Baldrige National Quality Award and the North Carolina Awards for Excellence and has also consulted with Fortune 500 companies.

SCHEDULE OF SESSIONS

SESSION #	DATE	TOPICS AND ASSIGNMENTS
1	8/24	<p>PLEASE READ THE MEMORANDUM OF UNDERSTANDING</p> <p>STARTING WITH A GOOD PIZZA! Article: Andrews, N. and Tyson, L. D. (2004). The Upwardly Global MBA. <u>Strategy + Business</u>, Fall.</p> <ol style="list-style-type: none"> 1) Based on the reading of the article, discuss the knowledge, skills, and attributes required for a successful career in business and management. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).

SESSION #	DATE	TOPICS AND ASSIGNMENTS
2	8/31	<p>SUBMISSION OF THE LIST OF MEMBERS ON THE BUSINESS PLAN TEAM</p> <p>SELF PORTRAITS OF PICASSO AND OTHERS</p> <ol style="list-style-type: none"> 1) Discuss the salient features of your self portrait. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).
3	9/7	<p>BUILDING OF THE GREAT PYRAMID AND THE PERSONALITY</p> <p>Video: Building of the Great Pyramid.</p> <ol style="list-style-type: none"> 1) Discuss the salient features of the building of the pyramids that relate to current day modern management and business. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).
4	9/14	<p>AROMA OF HOT SAUCES! (7:30 a.m. to 9:30 a.m.)</p> <p>Facility Visit: T. W. Garner & Co.</p> <ol style="list-style-type: none"> 1) Identify the main elements of running a business and its challenges. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).
5	9/21	<p>DEVELOPING BUSINESS PLANS</p> <p>Guest Speaker: Mr. Jon Obermeyer Chief Executive Officer (Piedmont Triad Entrepreneurial Network)</p> <ol style="list-style-type: none"> 1) Identify the main elements of a business plan. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).

SESSION #	DATE	TOPICS AND ASSIGNMENTS
6	9/28	<p>GATHERING INFORMATION FOR PERSONAL DEVELOPMENT</p> <p>Guest Speaker: Ms. Darlene Broadhurst Director (Internship Programs, Bryan School, UNCG)</p> <ol style="list-style-type: none"> 1) Describe the main strategies for gathering information for personal development. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).
7	10/5	<p>BREWING BEER AND ENJOYING IT!</p> <p>Guest Speaker: Mr. Ken Pearce Owner, Triad Homebrew Supply, Inc.</p> <ol style="list-style-type: none"> 1) Discuss the challenges of a new venture. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).
8	10/26	<p>GAINING MEANINGFUL EXPERIENCES IN BUILDING A RESUME</p> <p>Panel Discussion.</p> <ol style="list-style-type: none"> 1) Describe the methods and plans by which one can gain meaningful experiences while pursuing the Bryan MBA program. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).
9	11/2	<p>SUBMISSION OF EXECUTIVE SUMMARY OF BUSINESS PLAN</p> <p>THE JOURNEY TO EXCELLENCE CONTINUES!</p> <ol style="list-style-type: none"> 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).

SESSION #	DATE	TOPICS AND ASSIGNMENTS
10	11/9	THE JOURNEY TO EXCELLENCE CONTINUES! 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
11	11/16	SUBMISSION OF PERSONAL PLAN THE JOURNEY TO EXCELLENCE CONTINUES! 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
12	11/30	THE JOURNEY TO EXCELLENCE CONTINUES! 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
13	12/7	THE JOURNEY TO EXCELLENCE CONTINUES! 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
14	12/12	FIRST IN-CLASS WRITTEN EXAMINATION (12:00 Noon to 1:30 p.m.)

SESSION #	DATE	TOPICS AND ASSIGNMENTS
15	1/18	<p>THE JOURNEY TO EXCELLENCE CONTINUES!</p> <ol style="list-style-type: none"> 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
16	1/25	<p>THE WHOLE BRAIN WORKOUT! Guest Presenter: Dr. William Tullar</p> <ol style="list-style-type: none"> 1) Do you possess “nuggets” of creativity? If so, elaborate. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).
17	2/1	<p>ANALYZING MANUFACTURING (7:00 a.m.) Facility Visit: Longwood Elastomers</p> <ol style="list-style-type: none"> 1) Analyze a manufacturing operation. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).
18	2/8	<p>THE JOURNEY TO EXCELLENCE CONTINUES!</p> <ol style="list-style-type: none"> 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
19	2/15	<p>THE JOURNEY TO EXCELLENCE CONTINUES!</p> <ol style="list-style-type: none"> 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).

SESSION #	DATE	TOPICS AND ASSIGNMENTS
20	2/22	<p>THE JOURNEY TO EXCELLENCE CONTINUES!</p> <ol style="list-style-type: none"> 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
21	2/29	<p>THE JOURNEY TO EXCELLENCE CONTINUES!</p> <ol style="list-style-type: none"> 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
22	3/21	<p>SUBMISSION OF THE INTEGRATIVE ANALYSIS OF A BOOK</p> <p>THE JOURNEY TO EXCELLENCE CONTINUES!</p> <ol style="list-style-type: none"> 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
23	3/28	<p>THE WORKING OF A LARGE SERVICE ORGANIZATION (9:00 a.m. to 12:00 Noon)</p> <p>Facility Visit: American Express Cards</p> <ol style="list-style-type: none"> 1) Elaborate on the differences between a manufacturing business and a service business. 2) News of the week (digesting the “pizza”). 3) Lessons learned for the week (building the “pyramid”). 4) Impressions for the next week (sketching a “Picasso”).
24	4/4	<p>THE JOURNEY TO EXCELLENCE CONTINUES!</p> <ol style="list-style-type: none"> 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).

SESSION #	DATE	TOPICS AND ASSIGNMENTS
25	4/11	SUBMISSION AND PRESENTATION OF BUSINESS PLANS 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
26	4/18	THE JOURNEY TO EXCELLENCE CONTINUES! 4) News of the week (digesting the “pizza”). 5) Lessons learned for the week (building the “pyramid”). 6) Impressions for the next week (sketching a “Picasso”).
27	4/25	SUBMISSION OF THE REPORTS ON THE EXECUTION OF PERSONAL PLANS THE JOURNEY TO EXCELLENCE CONTINUES! 1) News of the week (digesting the “pizza”). 2) Lessons learned for the week (building the “pyramid”). 3) Impressions for the next week (sketching a “Picasso”).
28	5/2	SECOND IN-CLASS WRITTEN EXAMINATION
