



Dillard College of Business Administration

Syllabus: Graduate Seminar in Business Policy

MGMT 6883 X20

Spring Semester 2023

Contact Information

Instructor: Jeff Stambaugh, Associate Professor of Management

Office: DB 233

Office hours: M 4 – 6 pm; T,R 9:30 to 11 am and by appointment. Zoom Office Hours ID: <https://msutexas-edu.zoom.us/j/5767693651> (you will enter the waiting room, and I'll bring you into the video conference)

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Course Materials

BSG Simulation. Register online at <http://www.bsg-online.com/> (costs \$45)

Required readings are posted to D2L

Though not required, you may wish to purchase an older edition of a strategy textbook to refresh and inform yourself of the basic concepts. Three excellent choices would be Dess, G.G., Lumpkin, G.T., Eisner, A.B., & McNamara, G. *Strategic Management* and Hitt, MA, Ireland, RD & Hoskisson, RE *Strategic Management: Competitiveness & Globalization*, Barney, J. and Hesterly, W, *Strategic Management and Competitive Advantage*. Buy a version 5-10 years old for under \$20.

Course Description

Analytical study of business decision-making, the creation of business strategy, and the creation of sound business objectives and policies. Takes an integrated or interdisciplinary approach to the role of the organizational executive.

Course Prerequisite(s)

Consent of Graduate Coordinator. Should be taken in student's last semester.

Learning Goals

I. General Learning Goals:

- Our students will integrate knowledge across business disciplines. The course highlights the various levels of integration and strategic partnerships used by most firms.
- Our students will produce creative responses to business situations. The course requires students to synthesize and analyze information weekly, particularly during the BSG simulation, which leads to creative solutions.

- Our students will communicate at a professional level. Students practice their oral presentation and written communication skills through class presentations and case analyses.
- Our students will exhibit the characteristics of leadership. Effective performance in the simulation depends on effective team building and leadership.

These general learning goals are among those established by the Dillard College of Business Administration. General learning goals represent the skills that graduates will carry into their careers. While assessing student performance in obtaining these general learning goals, the Dillard College is assessing its programs. The assessments assist us as we improve our curriculum and curriculum delivery.

II. Course Specific Learning Goals: After completing this course, students should be able to:

- Recognize the interrelated roles that accounting, finance, marketing, management, and information systems play in business success.
- Understand and apply models related to business performance.
- Understand the decisions and trade-offs that top managers face when running and setting the future directions for the firm.
- Understand how to use data to make effective decisions and evaluate the impact of those decisions.
- Develop the ability to think strategically

Course Policies

Attendance Policy: This is an asynchronous online class, so course attendance is not required. The course is fast-paced, however, and requires a graded submission almost weekly.

Other Related Policies

Grading and Evaluation:

Packback Posts: I'm using a new tool called Packback to allow you to answer questions I pose and then respond to other's answers. The cool part of the tool is that it uses AI to assess your answers, providing you feedback on your postings before you make them final.

Exams: Exams are composed of short answer and essay questions. There will also be a news article that will form the basis for another essay question. I will post the news article no later than 24 hours before the exam window opens. You have 2 hours to complete each exam, which is to be done in one sitting. I use Respondus Monitor to increase exam integrity. There is a file in D2L with detailed expectations for taking an exam using Respondus Monitor. You have a 30-hour window to complete the exam beginning at 5 pm Central Time (CT) on Tuesday and ending at 11 pm on Wednesday during the posted exam week. Personal modifications to the exam window are possible, assuming you have a compelling reason and coordinate with me a minimum of 7 days before the opening of the exam window.

BSG Simulation (BSG): BSG is a business simulation where you are the top management team of an athletic footwear manufacturing firm. The purpose of the simulation is to practice analytical and critical thinking skills for the strategies being developed in the class. This requires you to draw on all of your former business courses (management, marketing, accounting, and finance) as you run the corporation. A key point is that the simulation is "live play" because your classmates are the competition. This means the simulation is dynamic, interactive, and a lot of fun. The simulation is also a major time commitment and, accordingly, a major part of your grade. Specific graded components include two multiple choice quizzes (40 points), your firm's actual performance in the simulation (100 points), and a "board of directors" presentation where you discuss your firm's performance (100 points).

Case Analysis (CA): This assignment requires you to thoroughly assess problems within your BSG company and make detailed recommendations for improvement. This is a group project completed as a BSG team.

Major Field Test (MFT): You take the MFT as part of this course. It is a standardized test that helps assess the quality of our MBA program and your ability to recall and apply what you have learned in your MBA. There are study modules and review quizzes built into the course. Your performance on the MFT is a significant part of your course grade. As an additional incentive to do your best, learners that score in the top 10% (of all test takers worldwide) receive 25 bonus points in the course.

Table 1: Points allocated to each assignment

Element	Points
Packback Posts (5 @ 25 pts each)	125
Exams (2 @ 200 pts each)	400
BSG Quizzes	40
BSG Performance	100
BSG Presentation	100
Case	100
Fundamental Review Quizzes (4 @ 25 pts each)	100
MFT	200
Total Points	1165

Table 2: Grading System

Grade	Points
A	1048 or greater
B	932 to 1047
C	815 to 931
D	699 to 814
F	Less than 699

Semester grades will be reported through normal University channels with no exceptions.

Grading Policies:

I intend to motivate and educate you toward excellence. Therefore, for each assignment, you will see a clear explanation of what constitutes excellent work. My written comments usually focus on what was excellent about your work rather than what was wrong. However, I will be quite clear on why a piece was unsatisfactory in the unlikely case that you submit less than satisfactory (C or less) work.

Course Content and Outline:

1. Strategy Analysis
 - A. What is Strategy
 - B. External Analysis
 - C. Internal Analysis
2. Strategy Decisions
 - A. Business strategies
 - B. Corporate strategies
 - C. International strategies
3. Strategy Actions
 - A. Corporate Governance

- B. Organizational Design
- C. Strategic Leadership
- D. Corporate Entrepreneurship

Academic Integrity:

Concerning academic honesty, please refer to the “Student Honor Creed” in the graduate catalog. I take academic dishonesty (cheating, collusion, and plagiarism) seriously and investigate when I have concerns. **Please understand that integrity is very important to me.** Cutting and pasting text from the internet without citing the source and setting off the “pasted text” in a form that identifies it appropriately constitutes plagiarism. My rule of thumb is that if you are using three or more words in a row from a source, it needs to be identified as a direct quote and cited. Substantially drawing off another person’s case analysis would also constitute plagiarism. As for the exams, the College recently uncovered a significant number of students cheating on exams administered remotely using Respondus Monitor. It is a privilege to complete an exam remotely. Please comply with the remote exam procedures carefully, as there will be significant grade reductions if you do not. Sharing information about the exam with another person in the course constitutes cheating. Expect significant sanctions for incidents of academic dishonesty.

Americans with Disabilities Act:

If a student has an established disability as defined by the Americans with Disabilities Act and would like to request an accommodation, that student should please contact me as soon as possible. Any student requesting accommodations should also contact Disability Support Services to document and coordinate reasonable accommodations if you have not already done so.

Syllabus Change Policy:

This syllabus is a guide for the course—not a “contract”—and is subject to change. Syllabus changes will be communicated via D2L and/or email. I’ll provide a minimum of 48 hours notice before the relevant change takes place if possible.

Additional Information:

Written Assignments: All written assignments are to be **single-spaced**, have one-inch margins, use an 11 or 12-point font (the specific font must present a business appearance and be similar in “size” to Times New Roman or Arial), and be uploaded to D2L in an **MS Word or PDF file format** (not Pages!).

Assignments: Assignments are due at the specified due date/time. By definition, professionals are not late with their work.

Words of Wisdom / General Policies: Perhaps the most important thing you can understand about me is that I am deeply interested in your success, both in the course and beyond. I am convinced this course can set the stage for your future success. Therefore, I significantly invest in this course and hope you’ll do the same. Just as in the “real world,” I try to run my course in a supportive yet professional and business-like manner. Here are some key points for professional behavior:

- The assignments you hand in should reflect your professionalism
- I can be very flexible and cooperative when you raise an issue with me before a class or due date. Notifications after the fact are usually indicative of unprofessionalism
- All communications must reflect respect for all parties.
- Integrity is the bedrock for successful business relationships. True in the course too!

Professionalism:

The faculty, staff, and students of the Dillard College of Business Administration are committed to being a “professional” in our words, conduct, and actions. The qualities of a professional include:

- A commitment to the development of specialized knowledge
- Competency in analytical, oral and written communication skills
- Self-discipline
- Reliability
- Honesty and integrity
- Trustworthiness
- Timeliness
- Accountability for words and actions
- Respect for others and other cultures
- Politeness and good manners
- A professional image (professionals look professional)
- An awareness of their environment and adaptability to different settings
- Confidence without arrogance
- A commitment to giving back to your community

Course Flow

Please keep this syllabus as a reference! Students are responsible for all information contained in the syllabus and for any changes to the syllabus, which are announced in class or on D2L. I typically adhere closely to the original syllabus in my classes.

Course Schedule

Table 3: The below table has the major topics and activities for each week, the associated readings, as well as the assigned projects, quizzes, and exams

Week of:	Major Topic or Activity	Reading	Due
1/17	Course Intro and What is Strategy?	W	
1/23	How do firms analyze the situation outside their firm?	W	Packback 1
1/30	How do firms turn resources into capabilities?	W	FR1/BSG Teams
2/6	How does a company attract customers and compete?	W	Packback 2
2/13	Exam 1		
2/20	BSG Intro and Practice Round 1	BSG Players Guide	BSG PR 1, BSG Quiz 1
2/27	BSG Rd 1		FR2/BSG Rd 1
3/6	Corporate strategies, to include M&As	W	FR3/BSG Rd 2
3/20	Turnaround strategies and alliances	W	Packback 3/BSG Rd 3
3/27	How do firms compete globally?	W	BSG Rd 4 and BSG Quiz 2
4/3	MFT	W	FR4
4/10	How do firms organize and govern themselves?	W	BSG Rd 5, BSG Case Analysis
4/17	How do companies remain innovative?	W	Packback 4/BSG Rd 6
4/24	How do influential strategic leaders perform their craft?	W	Packback 5/BSG Rd 7
5/1	BSG Presentations		BSG Peer Evals
5/8	Exam 2		

W = Additional reading(s) is / are posted to D2L

BSG = Business Strategy Game

BSG PR = BSG Practice Round deadline of 11 pm Central Time (CT) Wednesday of that week

BSG Rd = BSG Decision Round deadline of 11 pm CT Wednesday of that week

BSG Quiz deadline of 11 pm CT Wednesday of that week

Packback = Discussion post using Packback required by 11 pm CT Wednesday of that week

FR= Fundamentals review quiz due by 11 pm CT Wednesday of that week