Course Syllabus: Grad Seminar in Business Policy
MGMT 6883-170
Dillard College of Business
Fall Semester and August 28, 2023 to December 10, 2023

Contact Information

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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.

The course is designed to require students to utilize knowledge gained from previous courses in economics, marketing, management, accounting, finance, and statistics for the design and implementation of business strategy and policies. This course and should be taken in your last semester (or close to it). There is no doubt that you will need to devote more time for outside work in this course than for most other courses. Therefore, good organization and time management are important to making a good grade in this course. Don't let the hours required for this class intimidate you.

Textbook & Instructional Materials

BSG Simulation. Register Online at BSG-Online (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.

Study Hours and Tutoring Assistance

ASC offers a schedule of selected subjects tutoring assistance. Please contact the ASC, (940) 397-4461, or visit the [ASC homepage](#) for more information.

Student Handbook

Refer to: [Student Handbook-2021-22](#)

Acceptable and Unacceptable Use of AI

The use of generative AI tools (e.g. ChatGPT, Dall-e, etc.) is permitted in this course for the following activities:

- Brainstorming and refining your ideas
- Fine tuning your research questions
- Finding information on your topic
- Drafting an outline to organize your thoughts; and
- Checking grammar and style.

The use of generative AI tools is not permitted in this course for the following activities:

- Impersonating you in classroom contexts, such as by using the tool to compose discussion board prompts assigned to you or content that you put into a Zoom chat.
- Completing group work that your group has assigned to you, unless it is mutually agreed upon that you may utilize the tool.
- Writing a draft of a writing assignment.
- Writing entire sentences, paragraphs or papers to complete class assignments. You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content).

Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. Any assignment that is found to have used generative AI tools in unauthorized ways is subject to the Academic Misconduct Policy & Procedures described below. When in doubt about permitted usage, please ask for clarification.

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct. [Office of Student Conduct](#)

Course Activities

Activities	Points
Article Reviews	50
Article Reviews	50
Exam 1	200
Exam 2	200
Focus Review Quiz 1	25
Focus Review Quiz 2	25
Focus Review Quiz 3	25
Focus Review Quiz 4	25
Discussions Post 1	50
Discussions Post 2	50
Discussions Post 3	50
BSG Quiz 1	20
BSG Quiz 2	20
BSG Case Analysis	100
BSG Performance	100
BSG Presentation to the Board	100
MFT	200
Total Points	**1290**

Grading Scale

Actual Points	Percentage	Letter Grade
1071 and Above	90 and Above	A
952 to 1059	80 to 89	B
833 to 940	70 to 79	C
714 to 821	60 to 69	D
702 and Below	59 and Below	F

Brief Descriptions of Course Activities

Discussion Posts:

Discussion Posts will be used throughout the semester. The purpose of the posting will be for you to review articles (posted in D2L) and post your analysis in the discussion forum in D2L. You will choose from one of the articles in your readings and provide a brief synopsis of the article, the key findings/conclusions of the article, and your assessment of the strengths/weaknesses of the author's arguments. Please keep in mind that Exam questions will likely come from the articles and discussions in the post.

Article Review Presentations:

During the semester you will give a 10-minute presentation on an article that you reviewed. You will choose from one of the articles in your readings and provide a brief synopsis of the article, the key findings/conclusions of the article, and your assessment of the strengths/weaknesses of the author's arguments. Please keep in mind that Exam questions will come from the articles and discussions in the post. In addition, you will provide a handout to each student with bullet points of your analysis.

Exams:

Exams are composed of short answers and essay questions. There will also be a news article that will form the basis for another essay question. We 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.

We use Respondus Monitor to increase exam integrity. There is a file in D2L with detailed expectations for taking an exam using Respondus Monitor. The exam begins September 25th and closes September 26th at 11;59 P.M.

Personal modifications to the exam window are possible assuming you have a compelling reason and coordinate with us 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 (2-3 per group).

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.

Late Work

No late submission will be accepted and graded. Students who experience an emergency need to contact the instructor for late submission permission. Valid documentation is required.

Make Up Work/Tests

All course activities must be submitted before or on set due dates and times. If the student is unable to abide by the due dates and times, it is her/his responsibility to contact the instructor immediately. Valid documentation is needed for the acceptance of late assignments. The student will receive a score of zero for all late assignments, exams, and project.

Note: The due dates and times for the activities will adhere to the Central Time Zone.

Important Dates

Last day for term schedule changes: August 28 – 31, 2023
Deadline to file for graduation: September 25, 2023

Last Day to drop with a grade of #W": 4:00 P.M.: October 30, 2023

It is the student's responsibility to visit with their academic advisor prior to withdrawing from a class and must come to the Dean of Students office located in the Clark Student Center, room 104, to fill out a withdrawal slip.

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into D2L through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Attendance

Students are expected to attend all meetings of the classes in which they are enrolled. Although in general students are graded on intellectual effort and performance rather than attendance, absences may lower the student's grade where class attendance and class participation are deemed essential by the faculty member. In those classes where attendance is considered as part of the grade, the instructor should inform students of the specifics in writing at the beginning of the semester in a syllabus or separate attendance policy statement. An instructor who has an attendance policy must keep records on a daily basis.

The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor.

Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered a reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings. Computers are available on campus in various areas of the buildings as well as the Academic Success Center. Your computer being down is not an excuse for missing a deadline! There are many places to access your class! Our online classes can be accessed from any computer in the world which is connected to the Internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations; however, they are able to help you get connected to our online services. For help, log into D2L.

Instructor Class Policies

Grading and Feedback:

All the course activities will generally be graded one week after the set due date on an absolute scale. You can check your grades by going to Gradebook. If there is any discrepancy in the grade, you must contact me immediately. I will provide individual feedback or general feedback on the performance of the course activity.

Discussion Board Participation:

Discussion Boards will primarily be used for discussing course content- related topics and issues.

- For each graded discussion question, you must respond to the question directly. In addition, you are required to read and respond to at least two other students' posts in order to receive full credit. Please ensure that the responses to the questions are meaningful, reflective, refer to personal experience and support your course readings.

- Avoid postings that are limited to "I agree" or "great idea," etc. If you agree (or disagree) with a posting, then say why you agree (or disagree) by providing your rationale. You are responsible for reading all of the messages that are posted in the online discussion. Not reading messages is the equivalent of sleeping in class.

- Use a person's name in the body of your message when you reply to their message. It helps to keep all of us oriented. It helps us maintain a clearer sense of who is speaking and who is being spoken to. As we begin to associate names with tone and ideas, we come to know each other better.

- Change the subject line when you introduce a new topic. The value of this tip will become apparent as the number of messages grows.

Midterm Progress Report

In order to help students keep track of their progress toward course objectives, the instructor for this class will provide a Midterm Progress Report through each student's WebWorld account. Only at-risk students will receive the Midterm Progress Report. Midterm grades will not be reported on the students' transcript; nor will they be calculated in the cumulative GPA. They simply give students an idea of where they stand at the midpoint of the semester. Students earning below a C at the midway point should schedule a meeting with the course instructor.

Course Incomplete

A student is expected to complete a course of study during a semester. In an emergency, the instructor may assign a grade of "incomplete" with complete documentation for the situation. It is important to note that "incomplete" is rarely given. A student needs to complete the course within 30 days of the beginning of the next long semester or the incomplete grade will become an F.

Netiquette

Anything you type in the discussion area is public - which means that every student in this class (including your instructor) will see what you write.
Please pay attention to the language you use and adhere to the following guidelines:

- Do not post anything too personal

- Do not use language that is inappropriate for a classroom setting or prejudicial in regard to gender, race, or ethnicity

- Do not use all caps in the message box unless you are emphasizing (it is considered shouting)

- Be courteous and respectful to other people on the list

- Do not overuse acronyms like you would use in text messaging. Some of the list participants may not be familiar with acronyms.

- If the posting is going to be long, use line breaks and paragraphs

- Fill in a meaningful Subject Line

- Write your full name at the end of the posting

- Be careful with sarcasm and subtle humor; one person's joke is another person's insult.

Note: If you do not adhere to the guidelines for any posting, you will lose the points that would have been granted, and the instructor reserves the right to remove your posting and to deny you any further posting privileges. For additional help, please refer to netiquette.

Cheating/Plagiarism/Academic Dishonesty:
#Plagiarism" includes, but is not limited to the appropriation of, buying, receiving as a gift, or obtaining by any means material that is attributable in whole or in part to another source, including words, ideas, illustrations, structure, computer code, other expression and media, and presenting that material as one's own academic work being offered for credit.

Student Honor Creed

As an MSU Student, I pledge not to lie, cheat, steal, or help anyone else do so." As students at MSU, we recognize that any great society must be composed of empowered, responsible citizens. We also recognize universities play an important role in helping mold these responsible citizens. We believe students themselves play an important part in developing responsible citizenship by maintaining a community where integrity and honorable character are the norm, not the exception. Thus, we, the students of Midwestern State University, resolve to uphold the honor of the University by affirming our commitment to complete academic honesty. We resolve not only to be honest but also to hold our peers accountable for complete honesty in all university matters.

We consider it dishonest to ask for, give, or receive help in examinations or quizzes, to use any unauthorized material in examinations, or to present, as one's own, work or ideas which are not entirely one's own. We recognize that any instructor has the right to expect that all student work is honest, original work. We accept and acknowledge that responsibility for lying, cheating, stealing, plagiarism, and other forms of academic dishonesty fundamentally rests within each individual student.

We expect of ourselves academic integrity, personal professionalism, and ethical character. We appreciate steps taken by University officials to protect the honor of the University against any who would disgrace the MSU student body by violating the spirit of this creed.

Written and adopted by the 2002-2003 MSU Student Senate.

Attendance and Class Participation :
Regular and active participation is an essential, unmistakably important aspect of this online course. The expectation of the instructor is that students will log on a minimum of three times every seven days. It is critical that you read all of the lecture and assignment materials as well as all of the public discussion materials. Your full participation on a weekly basis is not only a requirement; it is also an essential aspect of the online course process. All students are expected to do the work assigned, notify the instructor when emergencies arise, and makeup assignments no later than the due dates. An instructor who has an attendance policy must keep records on a daily basis. The instructor must give the student a verbal or written warning

prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Safe Zone Statement

The instructor considers the course and course environment to be a place where you will be treated with respect as a human being - regardless of gender, race, ethnicity, national origin, religious affiliation, sexual orientation, political beliefs, age, or ability. Additionally, diversity of thought is appreciated and encouraged, provided you can agree to disagree. It is the professor's expectation that all students consider the class a safe environment.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to Disability Support Services.

College Policies

Campus Carry Rules/Policies

Refer to: Campus Carry Rules and Policies

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated

by WATC. Adult students may smoke only in the outside designated- smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUReady – Active Shooter](#). Students are encouraged to watch the video entitled "*Run. Hide. Fight.*" which may be electronically accessed via the University police department's webpage: [*"Run. Hide. Fight."*](#)

Grade Appeal Process

Students who wish to appeal a grade should consult the Midwestern State University [graduate catalog](#).

Notice:

Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Course Schedule:

- BSG= Business Strategy Game
- BSG PR = BSG Practice Round
- BSG Rd= BSG Decision Round
- FR= Fundamental Review Quiz

Date	Topics	Learning Objectives	Assignments
8/23/2023	Course Intro, Form Teams	Introduction to Strategy	N/A
8/30/2023	What is strategy & why is it important?	Understand the concept of "strategy"	N/A
9/4/2023	Labor Day	N/A	N/A
9/6/2023	Vision, Mission, Objectives, Strategy	Learn the five tasks that comprise the strategy-making, strategy-executing process.	Class Exercise
9/11/2023	The External Environment	To gain command of the basic concepts and analytical tools widely used to diagnose a company's industry and competitive conditions.	N/A
9/13/2023	Article Reviews Day 1	N/A	Article Review Presentation
9/18/2023	Company Resources & Competing Successfully	Learn how to determine whether a firm's strategy is working well and to evaluate the competitive power of a firm's resources and capabilities.	N/A
9/20/2023	Article Reviews Day 2	N/A	Article Review Presentation
9/25/2023	Exam 1 opens	N/A	N/A
9/27/2023	Introduction to BSG	N/A	FR1 opens
10/2/2023	BSG Workshop	N/A	FR1 Due, BSG PR Due, BSQ Quiz 2 Due
10/4/2023	Five Generic Competitive Strategies	Understand what distinguishes each of the five generic competitive strategies and the type of competitive advantage each can produce.	N/A
10/9/2023	BSG Workshop	N/A	Discussion Post 1 Due, FR2 Due, BSG RD 1 Due
10/11/2023	Other Strategy Considerations	Become acquainted with the various types of offensive and defensive strategies and when and why to use them.	N/A
10/16/2023	Competing Globally	Learn why companies decide to enter foreign markets.	FR3 Due
10/18/2023	BSG Workshop	N/A	BSG Rd 2 Due

Date	Topics	Learning Objectives	Assignments
10/19/2023	Non-Class Day	N/A	FR4 Due
10/20/2023	Non-Class Day	N/A	MFT Practice Exam opens
10/23/2023	MFT	N/A	MFT Exam
10/25/2023	BSG Workshop	N/A	BSG Rd 3
10/30/2023	Diversification Strategies	Understand when to diversify and how to test whether a move to diversify into a new business is sound.	N/A
11/1/2023	BSG Workshop	N/A	BSG Rd 4, BSQ Quiz 2
11/6/2023	Ethics & Social Responsibility	Understand where ethical standards come from.	Discussion Post 2 Due
11/8/2023	BSG Workshop	N/A	BSG Rd 5 Due
11/13/2023	Corporate Culture & Leadership	Be able to identify the key features of a company's corporate culture Understand what constitutes effective managerial leadership in achieving superior strategy execution and operating excellence.	N/A
11/15/2023	BSG Class Workshop	BSG Class Workshop	BSG Rd 6
11/20/2023	BSG Class Workshop	BSG Class Workshop	Discussions Post 3 Due, BSG Rd 7
11/22/2023	Thanksgiving	Thanksgiving	Thanksgiving
11/27/2023	BSG Case Analysis Workshop	BSG Case Analysis Workshop	BSG Case Analysis Workshop
11/29/2027	BSG Case Analysis Workshop	BSG Case Analysis Workshop	BSG Case Analysis Workshop
12/4/2023	BSG Presentations	BSG Presentations	BSG Presentations
12/6/2023	BSG Presentations	BSG Presentations	BSG Presentations
12/11/2023	Exam 2	Exam 2	Exam 2