



Course Syllabus: Current Issues in Organizational Behavior

College of Business
6883 Section Y10 (Hybrid)
Spring 2026 January 20th – May 8th

Contact Information

Instructor: Dr. DeAndrea Y. Davis

Office: 122

Office hours: Monday 2:00 P.M. to 3:00 P.M.; Tuesday & Wednesday 1:00 P.M. to 4:00 P.M.; or by appointment

Office phone: (940) 397-4149

Cell Phone: N/A

Twitter: N/A

E-mail: deandrea.davis@msutexas.edu

Course Description

This course is an analytical examination of business decision-making, formulating business strategies, and developing robust business objectives and policies. It employs an integrated, interdisciplinary approach, emphasizing the role of the organizational executive. Students must apply knowledge acquired from prior coursework in economics, marketing, management, accounting, finance, and statistics to design and implement business strategies and policies.

This course should be taken in your last semester (or close to it). *Seminar in Business Policy demands significant time and effort outside of class*, likely exceeding that of other courses. Therefore, effective organization and time management are crucial for achieving high grades. While the workload may seem daunting, it is manageable with good planning and dedication.

Textbook & Instructional Materials

Although not required, you may wish to purchase an older edition of a strategy textbook to refresh and familiarize yourself with 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) 397-4684, or visit the ASC homepage for more information.

Student Handbook

Refer to: [Student Handbook](#)

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Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given).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](#)

Moffett Library

Moffett Library provides resources and services to support student's studies and assignments, including books, peer-reviewed journals, databases, and multimedia materials accessible both on campus and remotely. The library offers media equipment checkout, reservable study rooms, and research assistance from librarians to help students effectively find, evaluate, and use information. Get started on this [Moffett Library webpage](#) to explore these resources and learn how to best utilize the library.

Grading

Course Grade - List all graded assignments with their point value and or percentage of total grade. Letter Grade Scale indicate the overall points or % to letter grade scale for example 1270 to 1137 = A.

Table 1: Points allocated to each assignment

Activities	Points
Exam 1	200
Exam 2	200
FR Quiz 1	25
FR Quiz 2	25
FR Quiz 3	25
FR Quiz 4	25

Activities	Points
MFT	100
BSG Quiz 1	50
BSG Quiz 2	50
BSG Case Analysis	200
BSG Presentation to the Board	200
Total Course Points	1100

Table 2: Total points for final grade.

Grade	Points
A	990 and Higher
B	880 to 989
C	770 to 879
D	660 to 769
F	Less than 660

Homework

All written assignments are to be single-spaced, have one-inch margins, and 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. The assignments that you hand in should reflect your professionalism. Written assignments will be graded based on the following five criteria:

- **Depth of Analysis:** The paper should demonstrate thorough research, reflection, and compelling insights.
- **Integration with Course Content:** The paper must effectively use, apply, and extend the concepts covered in class.
- **Creativity and Insight:** The content should be original, engaging, and thought-provoking.
- **Organization and Structure:** The paper should follow a logical framework.
- **Style:** The writing should be professional, with correct grammar, spelling, and punctuation.

Quizzes

You will have two BSG Quizzes with questions relating to the simulation. Each quiz is worth 50 points and will be taken directly on the BSG website.

Exams

Exams consist of both short-answer questions and essay questions, each worth 200 points. Personal modifications to the exam window are possible, assuming you have a compelling reason and coordinate before the opening of the exam window. *We will have at least one guest speaker during the semester. Please ensure that you ask at least one question and take notes, as the speakers' topics may be presented as a test question on the exam.*

Projects Required

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 in conjunction with the strategies being developed in 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 (100 points), the case analysis (200 points), and a "board of directors" presentation where you discuss your firm's performance (200 points).

****You are not permitted to seek external assistance on this project from any third party. This includes consultants of any type, such as former students, current students, students on other teams, or any other individuals, for advice on strategies or gameplay.***

Academic Dishonesty Policy & Procedures Academic Dishonesty:

These activities are considered 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 individuals to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Rights and Responsibilities. a. The term "cheating" includes, but is not limited to: (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition without permissions, of tests or other academic material

belonging to a member of the university, faculty, or staff. b. The term "plagiarism" includes, but is not limited to, the use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgement. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. c.

The term "collusion" refers to collaboration with another person in preparing work offered for credit, if that collaboration is not authorized by the faculty member in charge.

Teamwork:

Teamwork is essential. Attendance at every team meeting is mandatory; missing a meeting is like missing a class. If you cannot attend, notify your team at least 24 hours in advance, and inform them (prior to the meeting) if you need to leave early. Participation in the simulation is crucial, and missing more than two meetings or consistently arriving late or leaving early without a valid reason will be considered excessive.

Active participation is required. Everyone must contribute to each component of BSG, and all decisions must be made by group consensus. Acting independently without team agreement is not allowed.

Professional behavior is expected at all times. Failure to meet team guidelines/teamwork may result in being fired by your team and potentially being dropped from the course. Teamwork is important; be a good team player.

At the end of the semester, students will evaluate their teammates, which could result in a grade deduction.

Case Analysis (200 Points):

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 part of a BSG team (please see D2L for group assignments and requirements for the case analysis).

Case Presentation (200 Points)

The board of directors' presentation is the capstone of this course and your MBA. This is your opportunity to prove you have the skills needed to progress far in your career. This assignment is a BIG deal. You should spend several hours reviewing the BSG results, framing your answers, and building the slides. Please see D2L for instructions.

Extra Credit

Extra Credit is not provided in this course.

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 projects.

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

Important Dates

- Last day for term schedule changes: January 23, 2026
- Deadline to file for graduation: February 16, 2026
- Last Day to drop with a grade of "W:" April 29, 2026
- Refer to: [Drops, Withdrawals & Void](#)

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 class meetings for which they are enrolled. Although students are generally graded on intellectual effort and performance rather than attendance, absences may lower a student's grade if the faculty member deems class attendance and participation essential. In those classes where attendance is considered 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 with an attendance policy must maintain daily records. The instructor must provide the student with a verbal or written warning before dropping them 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 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

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, please contact me immediately. I will provide individual feedback or general feedback on the performance of the course activity.

Additional Grading Information:

Academic honesty is mandatory in this course. All assignments must be completed independently. Your submissions to D2L serve as your affirmation that they are exclusively your work and property. If AI tools were utilized, they were strictly compliant with the syllabus policy. You further confirm that no external individuals, aside from a graduate writing tutor (gradwritinghelp@msutexas.edu), contributed to the writing of your submission.

Written assignments will be graded based on the following five criteria:

Depth of Analysis: The paper should demonstrate thorough research, reflection, and compelling insights.

Integration with Course Content: The paper must effectively use, apply, and extend the concepts covered in class.

Creativity and Insight: The content should be original, engaging, and thought-provoking.

Organization and Structure: The paper should follow a logical framework.

Style: The writing should be professional, with correct grammar, spelling, and punctuation.

Artificial Intelligence (AI)

In this course, students should give credit to AI tools whenever used, even if only to generate ideas rather than usable text or illustrations.

When using AI tools on assignments, add an appendix showing:

A. The entire exchange, highlighting the most relevant sections

B. A description of precisely which AI tools were used (e.g., ChatGPT private subscription version or DALL-E free version)

C. An explanation of how the AI tools were used (e.g., to generate ideas, turns of phrase, elements of text, long stretches of text, lines of argument, pieces of evidence, maps of the conceptual territory, and illustrations of key concepts, etc.)

D. An account of why AI tools were used (e.g., to save time, to surmount writer's block, to stimulate thinking, to handle mounting stress, to clarify prose, to translate text, to experiment for fun, etc.).

Students are not permitted to use AI tools during examinations. Overall, AI tools should be used wisely and reflectively with an aim to deepen understanding of the subject matter.

You are responsible for the content of any work submitted for this course. Use of artificial intelligence (AI) to generate a first draft of text is permitted, *but you must review and revise any AI-generated text before submission. AI text generators can be useful tools, but they are often prone to factual errors, incorrect or fabricated citations, and misinterpretations of abstract concepts.

Utilize them with caution.

Attribution:

All ideas that are not originally one's own have a source, and that source must be

attributed. Please be aware that generative AI tends to invent sources. You have a two-fold obligation:

(1) You need to document the process

(2) You need to find and attribute the original source of the idea, identify the location within the source, and provide a working link to the location.

If you quote the AI itself, label it as "synthesized communication" and reference it like the conventions for "personal communication". Note that such "synthesized communication" is not a valid source for facts, only for the conversation itself.

Facticity:

Besides inventing sources, generative AI may also invent facts. Verification is your responsibility: submitting factually wrong material is an academic offence, and whether the source of the error is you or the AI makes no difference. You need to check the facts, the quotes, the arguments, the logic, and document what you did to validate your material.

This course assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any substantive portion of an assignment for them, which includes hiring a person or a company to write assignments and using artificial intelligence tools like ChatGPT.

If you are unsure about whether something may be plagiarism or another form of academic dishonesty, please reach out to me to discuss it as soon as possible. Any allegation of academic dishonesty may be referred to the Dean of Students Office, for possible review. Academic dishonesty is inclusive of the full range of academic penalties imposable by the university, but not limited to penalties including a grade penalty and or dismissal from the course upon the first finding.

Inappropriate Uses of ChatGPT Plagiarism and Cheating:

Do not submit work generated by ChatGPT as your own. Always cite any substantial assistance received. Here is something to keep in mind. *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.

Do not use ChatGPT during exams or assessments unless explicitly permitted by the instructor.

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

Do not present AI-generated content as original ideas without proper attribution.

Avoid using ChatGPT to impersonate others or generate deceptive content.

Do not become overly dependent on ChatGPT for assignments or learning. Use it as a supplement, not a replacement, for your effort and understanding.

Please note that I have the capability to use various technologies to detect AI usage.

Attribution and Citation

When using ChatGPT, always provide appropriate attribution:
For Ideas and Concepts: Mention ChatGPT as a source in your acknowledgments or bibliography.

For Direct Text: Use quotation marks and cite ChatGPT as you would any other source.

Example: "According to ChatGPT, an AI language model by OpenAI, the concept can be explained as follows..."

Please adhere to APA 7 formatting and style for all written assignments.

Additionally, these resources will assist you with proper citation:

MSU TEXAS GRADUATE WRITING: gradwritinghelp@msutexas.edu
APA Style: How to Cite ChatGPT

Purdue Owl: APA Formatting and Style Guide

Instructor Support

If you have any questions about how to use ChatGPT appropriately, please reach out to the instructor. We encourage open dialogue to ensure you can effectively and ethically integrate AI tools into your learning process.
Professionalism:

As an MBA student, you are expected to uphold the highest standards of professionalism. The following guidelines outline key expectations:

Integrity and Ethics:

Demonstrate honesty, transparency, and ethical behavior in all academic and professional activities. Adhere to the principles of academic integrity and the code of conduct of the institution.

Respect and Inclusivity:

Treat all individuals with respect and consideration. Foster an inclusive environment by valuing diverse perspectives and backgrounds.

Accountability:

Take responsibility for your actions and decisions. Meet deadlines, attend classes regularly, and be punctual for all commitments.

Professional Communication:

Communicate effectively and professionally in all forms of interaction, whether written, verbal, or digital. Use appropriate language and tone.

Collaboration and Teamwork:

Engage constructively with peers, faculty, and colleagues. Contribute positively to team efforts and respect the contributions of others.

Attendance and Class Participation:

An instructor may drop a student at any time during the semester for excessive absences, consistently failing to meet class assignments, an indifferent attitude, or disruptive conduct. The instructor must provide the student with a verbal or written warning before dropping them from the class. An instructor's drop of a student takes precedence over a student-initiated course drop made at a later date.

Students who miss more than one-third of the class periods without a valid excuse will be dropped from this course with a failing semester grade. In the case of an excused absence, the instructor must be notified of the excuse, and the document justifying the absence must be turned in to the instructor within one week of the absence.

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) are used to determine the refund amount. (Examples of each refund calculation will be made available upon request.)

Services for Students with Disabilities

In accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University strives to provide reasonable accommodations to ensure equal opportunity for qualified individuals with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make an application for such assistance through Disability Support Services, located in the Student Wellness Center, (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 information, please visit [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 that prohibit 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 as 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 the 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

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

Course Schedule:

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

Week or Module	Topics	Learning Objectives	Assignments/Due Dates
Week 1 01/19 to 01/25	Course Orientation What is Strategy & Why is it important? Vision & Mission Statements	Introduction to Strategy Understand the concept of Strategy Learn the 5 tasks that comprise the strategy-making, strategy-executing process	BSG Teams (pre-assigned) Sign up for BSG Start reading BSG Guide Watch Lectures in Week 1 Module Read Articles in Module 1
Week 2 01/26 to 02/01	The External Environment	To gain command of the basic concepts and analytical tools widely used to diagnose a company's industry and competitive conditions Learn how to determine whether a firm's strategy is working well	Watch Lecture Videos in Week 2 Read Articles in Week 2 Watch Module Videos
Week 3 02/02 to 02/08	The Internal Environment: Company Resources Competing Successfully	Evaluate the competitive power of a firm's resources and capabilities	Guest Speaker 02/02/2026 FR Quiz 1 Due (02/06/2026)

Week or Module	Topics	Learning Objectives	Assignments/Due Dates
Week 4 02/09 to 02/15	Exam 1	Exam 1 (Covering Week 1- Week 3 Material)	Exam 1: 02/09/2026 FR Quiz 2 Due (02/13/2026)
Week 5 02/16 to 02/22	Five Business Level Strategies	Understand what distinguishes each of the five generic competitive strategies and the type of competitive advantage each can produce.	Watch Lecture Videos Read Articles Module Videos FR Quiz 3 Due (02/20/2026)
Week 6 02/23 to 03/01	Study For MFT	Study For MFT	Study For MFT FR Quiz 4 Due 02/27/2026
Week 7 03/02 to 03/08	Take MFT	Take MFT	Take MFT (03/02/2026) BSG PR 1 Due (03/06/2026) BSG Quiz 1 due (03/06/2026) (must make a minimum of 80)
Week 8 03/09 to 03/15	Spring Break	Spring Break	Spring Break

Week or Module	Topics	Learning Objectives	Assignments/Due Dates
Week 9 03/16 to 03/22	Business Level Strategy Corporate Level Strategy	Become acquainted with the various types of offensive and defensive strategies and when and why to use them	Watch Lecture Videos Article Readings Module Videos BSG PR 2 Due (03/16/2026) BSG RD 1 Due (03/19/2026)
Week 10 03/23 to 03/29	Competing Globally	Learn why companies decide to enter foreign markets.	BSG Rd 2 Due (03/23/2026) Article Readings BSG Rd 3 Due (03/26/2026) *BSG TUTOR

Week or Module	Topics	Learning Objectives	Assignments/Due Dates
Week 11 03/30 to 04/05	Strategic Alliances M&A Strategies and	Understand why firms use Mergers & Acquisitions Understand why firms use strategic alliances	Watch Lecture Videos Read Articles BSG Rd 4 Due (03/30/2026) *BSG TUTOR BSG Rd 5 Due (04/02/2026)
Week 12 04/06 to 04/12	Governance Ethics and Social Responsibility Corporate Leadership	Be able to identify the key features of a company's corporate culture	BSG Rd 6 Due (04/06/2026) BSG Quiz 2 due (04/06/2026) BSG Rd 7 Due (04/09/2026) Article Readings Module Video
Week 13 04/13 to 04/19	BSG Case Analysis Due	BSG Case Analysis Due	BSG Case Analysis Due 04/16/2026
Week 14 04/20 to 04/26	BSG Presentations to the Board of Directors 04/20/2026	BSG Presentations to the Board of Directors 04/20/2026	BSG Presentations to the Board of Directors 04/20/2026
Week 15 04/27 to 05/03	BSG Presentations to the Board of Directors 04/27/2026	BSG Presentations to the Board of Directors 04/27/2026	BSG Presentations to the Board of Directors 04/27/2026

Week or Module	Topics	Learning Objectives	Assignments/Due Dates
Week 16 05/04 to 05/11	Final Exam	Final Exam	Final Exam