



DOMINICAN UNIVERSITY

Dominican University
Brennan School of Business
BAD 490 – Business Policies
Sections 1 (10:30am) & 2 (12:30pm)
Course Syllabus – Spring 2017

Instructor: Derek Ruth, PhD	Office: Fine Arts 201B
Phone: (765) 532-1477	Email: druth@dom.edu
Section 1: MWF, 10:30am to 11:20am meets in Parmer 004	
Section 2: MWF, 12:30pm to 1:20pm meets in Parmer 004	
Office Hours: One hour before or after class or by appointment	

Required Materials:

- *Strategic Management* by Gregory G. Dess, G. T. Lumpkin, and Alan B. Eisner
- Capsim online business simulation available at Capsim.com (price is ~\$53). Directions for registration will follow later in the course.

Course Objectives

This course will emphasize strategic management issues from a general management perspective. In particular, the goals of this course are to:

- Develop an understanding of key concepts and issues in business strategy;
- Develop and apply diagnostic and analytical tools that aid in strategic thinking;
- Develop an ability to integrate concepts, principles, and skills learned in specialized courses;
- Develop a more holistic sense of what organizations do and how individuals contribute to the overall success of the company; and,
- Enhance communication skills.

By the end of the course, you will be able to:

- Analyze industry structure and environmental trends to assess industry potential;
- Assess a firm’s resources and capabilities for their potential to generate a competitive advantage;
- Explain how firms can add value across diverse lines of business;
- Identify a firm’s international strategy;
- Identify a firm’s generic business strategy;
- Identify a firm’s organizational structure;
- Assess the state of a company’s corporate governance;
- Perform a value chain analysis to identify a company’s key primary and support activities.

To a great extent, this course will emphasize the process of strategic problem analysis and solution. In other words, the emphasis is on how well you can *think*. Creativity, hard work, and courage will be highly valued. Your preparation for and contribution during class are extremely important to achieving the objectives of this course.

Course Design

To achieve the course objectives, the course will include a variety of techniques. The textbook provides a framework for organizing strategy concepts and principles. Because of the applied and integrative nature of the subject, in-class discussions will be a critical element of the course. Analyses of companies and other outside readings will provide additional opportunities to apply strategic management concepts and principles. Finally, the simulation will provide an opportunity to apply and integrate students’ knowledge of strategic management and all the functional areas in a competitive situation. It will be critical for you to have thoroughly read and prepared the material for each class.

Assessment

Grades will be based on the following course components and points:

Component	Points	Level
Exams & Quizzes		
(1) Exam 1 – Intro, Chapters 5, 1-3, Capsim	150	Solo
(2) Exam 2 – Chapters 4, 6-10, Capsim	150	Solo
Subtotal	300	
Simulation		
(3) Simulation Orientation Assn. 1	50	Solo
(4) Simulation Orientation Assn. 2	50	Team
(5) Simulation – Strategic Plan, Part 1	50	Team
(6) Simulation – Strategic Plan, Part 2	50	Team
(7) Simulation – Final Presentation	50	Team
(8) Simulation – Firm Performance	100	Team
Subtotal	350	
Assignments		
(9) Group Case	75	Team
(10) Individual Homework • Part 1, Part 2	100	Solo
(11) Major Field Test	75	Solo
Subtotal	250	
Other		
(12) Debrief	50	Solo
(13) Peer/Group Evaluation	50	Solo + Team
Subtotal	100	
GRAND TOTAL	1000	

Many of these assignments will be completed as a part of a team. To help make sure that everyone gets the grade they earned, I will ask you to complete peer evaluations of your team members during the semester. A student's score on the group work may be reduced based on the feedback from their team (in other words, you may forfeit some or all of the grades of group assignments in addition to losing peer evaluation points). Free riding is not a good idea!

Grades

- Final letter grades will be assigned according to the table below. However, I reserve the right to raise all students' grades across the board (e.g., perhaps to raise the top score on the exam to a perfect one and raising all others by the same amount). Grades will be roughly allotted according to Dominican's guidelines for undergraduate grade distributions:

Grade	Points
A	>=930
A-	900-929
B+	870-899
B	840-869
B-	800-839
C+	770-799
C	740-769
C-	700-739
D	600-699
F	<600

Course Requirements

In order to achieve the course objectives and evaluate progress towards their achievement, the following tasks will be required during the course of the semester. This is only meant to familiarize you with what is coming up. More detailed information will be provided for each requirement later in the semester.

Exams

The exams will be online, with a combination of multiple choice and short answer questions. Students are responsible for all material covered in lectures, classroom discussions, the textbook, and readings. Make-up exams will be given only if permission is granted by the professor prior to the exam date.

Simulation

The simulation is an opportunity for students to integrate what they have learned in the course and make strategic decisions as if they were running a company. The simulation is an online, computer-based game where you compete against classmates in the sensor manufacturing industry. With the exception of the first orientation assignment, all of the work will be done in teams. [The exception would be in the extreme case of a member being fired from a group.]

Group Case

Similar to the individual homework, each team will adopt a unique company for this component. Each team will answer a series of questions applying course concepts to their company. Groups must sign up for a company that has not already been taken for the individual homework.

Individual Homework

For the individual homework, you will be adopting a unique company of your own and doing a thorough analysis of the company and its environment. Only one student may do each company, and there will be a signup available on Canvas. Companies are allotted on a first-come, first-serve basis.

Peer/Group Evaluation

This course will be different from many others in that group work represents a significant portion of your grade. As such, I will be evaluating the performance of your group on a regular basis and your groupmates will ultimately rate your performance within the group. All group members are expected to be active and continuous participants in their group's efforts. **Lack of active participation in the group as well as absenteeism from class, group meetings, or other group efforts may result in the reduction or forfeiture of one's grades, as well as the potential removal from one's group.** To further protect against slackers and social loafing, you will be evaluating your fellow groupmates as part of their grade.

A Final Note on Grades

Questions or concerns regarding grades or other course issues should be discussed with the instructor as soon as possible.

Course Policies

- Any student with a documented disability needing academic adjustments or accommodations is asked to speak with me during the first two weeks of class. All discussions will remain confidential. Students requesting academic accommodations must first register with Disability Support Services in Lewis Hall, Room 132. The office may be reached by calling 708-524-6822.

- **Attendance is critical** to success in this course. Throughout the semester, I will be meeting with groups and individuals regarding various deliverables, giving hints, and making sure that you are on track. The first five minutes of class are absolutely critical in this regard, so being late is something to be avoided. Although arrangements can be made in the case of legitimate excuses, more than three missed classes in a semester put a student's performance at risk. **In the case of more than three absences, a student may forfeit some or all of their grades or be removed from the course.**
- A team member may be dismissed from a team if they fail to contribute to team efforts, including a lack of contribution, missing team meetings, coming to meetings unprepared, and/or showing a lack of cooperation and teamwork. Come to me early if you think there might be a problem developing and we will work together to get the team on track. In the event that a team member is fired, that student will be dismissed from the team and will be required to fulfill the course requirements on an individual basis. It is expected that some students may contribute more in one component than in another, but slackers risk forfeiting some or all of their group grade components to which they do not contribute.
- The professor reserves the right to make changes to this syllabus and other parts of the course. Most often, this occurs in the case of weather a major public event. Any changes will be announced in class or on Canvas. Students that miss class are responsible for obtaining this information.
- Late assignments will be penalized by a **one letter grade** reduction.
- I will communicate with you throughout the semester via Canvas. I use this as a way to send you reminders about upcoming events and assignments, to provide you with additional materials, etc. You are responsible for regularly checking for messages from me.
- Any e-mail you send me should have "BAD 490" as the first part of the subject line. That will help me sort out the important messages you send from the less important messages that I receive.
- Stuff happens, and I am happy to make reasonable accommodations. However, you need to make allowances for the unexpected when planning your work. For example, if there is an online exam or an assignment that needs to be submitted through Canvas, keep in mind that sometimes computers crash. If you work ahead and give me a reasonable amount of time to fix a problem, I will. If something is due at midnight and you start at 11:30 and have trouble, you may be out of luck.
- I will be happy to talk with you about any individual grade you receive. Some of the grading for this class is subjective, and I take fairness seriously. If you have any reason to think you were treated unfairly, please bring it to my attention immediately. However **I will only entertain grade protests within one week grades being posted on Canvas.**
- BAD 490 is a senior-level capstone course in the Brennan School of Business. Students should have completed a significant portion of coursework for their majors before enrolling in this course. If this is not the case, please see the instructor immediately.
- The University is dedicated to respecting religious diversity. If there are particular days requiring accommodation for the practice of your religious beliefs, please notify me in advance so that arrangements can be made.
- All work submitted in this course should meet **professional** standards and conform to the specific instructions for the assignment.
- All assignments will be submitted, graded and returned electronically.
- Plagiarism, cheating, or any other form of academic misconduct will result in sanctions up to and including a course grade of F. Plagiarism occurs when a writer uses someone else's language, ideas, or other original material without acknowledging its source. To prevent

plagiarism, you need to correctly cite your sources. If you have any questions about what is necessary to be academically honest, please ask!

Approximate Course Schedule
(subject to change; please see Canvas for precise dates
and times as well as live updates)

	Topics	Simulation Due	Other Due
Wk 1	Intro to Course Syllabus SCA Chapter 5 - Business-Level Strategy		
Wk 2	Intro to Simulation & Orientation Assignments Chapter 1 - Creating Competitive Advantages	(Solo) Simulation Orientation Assn. 1	Groups Assigned Team Contracts
Wk 3	Chapter 2 - External Environment	(Group) Simulation Orientation Assn. 2	
Wk 4	Intro to Strategic Plan Intro to Individual Homework	Group Entry Quiz Due Practice Round 1	Group Case Due
Wk 5	Chapter 3 - Internal Environment	Practice Round 2	(Solo) Homework Section 1 Due Exam 1
Wk 6	Chapter 4 - Intellectual Assets	Practice Round 3	Major Field Test
Wk 7	Chapter 6 - Corporate-Level Strategy	Practice Rounds 4 & 5	
Wk 8	Chapter 7 - International Strategy	Competition Round 1 (Group) Strategic Plan Section 1 Due	
Wk 9		Competition Round 2	(Solo) Homework Section 2 Due
Wk 10	Chapter 8 - Competitive Dynamics	Competition Round 3	
Wk 11	Chapter 9 - Corporate Governance	Competition Round 4	
Wk 12	Chapter 10 - Org Design	Competition Rounds 5 and 6	Exam 2
Wk 13	Meetings for Strategic Plan	(Group) Strategic Plan COMPLETE Due	(OPTIONAL) Homework Re-Submit
Wk 14	FINAL WEEK OF CLASSES	Final Presentations Competition Rounds 7 and 8	
Wk 15	EXAM WEEK		