Course Syllabus
BUSMBA 555
Business Plan Development
Catalog Course Description:
Integrates previous coursework via development of a business plan in industry sector of student’s choosing.
Course website
https://boisestate.instructure.com/courses/237
Instructor
Dr. Sugheir
Department of Management
College of Business & Economics
Boise State University
1910 University Drive
Boise, ID 83725-1625
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Office Hours
10AM-1PM Mountain Time, Mondays & Tuesdays
Telephone
Please see instructor posts for landline, cellular, or skype contact information during office hours.
Course Description:
BUSMBA 555 is the capstone course for Master of Business Administration candidates. The course provides degree candidates an opportunity to develop unstructured problem-solving and communication skills from a global perspective. Successful completion of the course includes knowledge of global strategy terminology and concepts, competitive analysis at an industry and firm level, and cross-disciplinary integration.
The coursework includes readings, discussions, research and reporting, and a business plan capstone project. It is intended to provide multiple avenues toward a senior management-level understanding of contemporary global business strategy. As the course name demonstrates, much of the coursework emphasizes the
development and communication of a comprehensive strategic business plan for a firm.

Learning Objectives and Outcomes

Course Objectives

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1_Knowledge</td>
<td>Define and describe terminology and concepts of global strategic management including strategic management frameworks, levels of strategic analysis, and determinants of sustainable competitive advantage.</td>
</tr>
<tr>
<td>C2_Application</td>
<td>Analyze business situations at a firm level to determine key opportunities, challenges, and competitive dynamics.</td>
</tr>
<tr>
<td>C3_Synthesis</td>
<td>Develop strategy alternatives to business problems, integrating cross-discipline knowledge, especially marketing, finance, and operations.</td>
</tr>
</tbody>
</table>

Applicable University Learning Outcomes:

U1. Writing - Write effectively in multiple contexts, for a variety of audiences.
U2. Oral Communication - Communicate effectively in speech, both as speaker and listener
U3. Critical Inquiry - Engage in effective critical inquiry by defining problems, gathering and evaluating evidence, and determining the adequacy of argumentative discourse
U11. Social Sciences - Apply knowledge and the methods of inquiry characteristic of the social sciences to explain and evaluate human behavior and institutions.

Applicable MBA Program Objectives

Build student skills in:
1. Global Perspective
2. Unstructured Problem Solving
3. Oral Communication
4. Written Communication
## Module Objectives and Assessments

<table>
<thead>
<tr>
<th>Module Level Objectives</th>
<th>Major Topics</th>
<th>Assessments with outcomes/objectives being measured</th>
</tr>
</thead>
</table>
| Module 01  
Identifying Opportunities and Threats in an increasingly competitive, interconnected, globalized Business World | Strategy Definition  
Strategic Leadership  
Firm-Level Mission and Vision  
Global Business Environment  
Industry Structure & Trends | **Assessment**  
Quiz  
C1 MBA1  
**Assessment**  
Discussion Boards  
C1 C2 U1 MBA1 MBA4  
**Assessment**  
Application Research Report  
C2 U1 U3 U11 MBA1 MBA2 MBA4 |
| Module 02  
Assessing Firm-Level Strengths and Weaknesses using the Resource-Based View (RBV) and Functional-level strategies for competitive advantage | I/O view of competitive advantage  
RBV view of competitive Advantage  
4 functional dimensions of competitive advantage | **Assessment**  
Quiz  
C1 MBA1  
**Assessment**  
Discussion Boards  
C1 C2 U1 MBA1 MBA4  
**Assessment**  
Application Research Report  
C2 U1 U3 U11 MBA1 MBA2 MBA4 |
| Module 03  
Deepen understanding of innovation as a source of competitive advantage and the basis of new ventures | Design Thinking Revisited  
Lean start-up/Lean Launch  
The Business Model Canvas | **Assessment**  
SKIP QUIZ  
**Assessment**  
Discussion Boards  
C1 C2 U1 MBA1 MBA4  
**Assessment**  
Application Research Report  
C2 U1 U3 U11 MBA1 MBA2 MBA4 |
| Module 04  
Understanding the benefits and risks of global business-level strategies | Cost Leadership  
Differentiation  
Focus vs. Broad markets | **Assessment**  
Quiz  
C1 MBA1  
**Assessment** |
<table>
<thead>
<tr>
<th>Module Level Objectives</th>
<th>Major Topics</th>
<th>Assessments with outcomes/objectives being measured</th>
</tr>
</thead>
</table>
| and foreign market entry options | Customization  
Roles of the Home Office  
Transnational Management | Discussion Boards  
C1 C2 U1 MBA1 MBA4  
**Assessment**  
Application Research Report  
C2 U1 U3 U11 MBA1 MBA2 MBA4 |
| **Module 05**  
Understanding Corporate-level strategies for integration and diversification | Vertical Integration  
Horizontal Integration  
Related Diversification  
Unrelated Diversification  
Mergers and Acquisitions  
Strategic Alliances | **Assessment**  
Quiz  
C1 MBA1  
**Assessment**  
Discussion Boards  
C1 C2 U1 MBA1 MBA4  
**Assessment**  
Application Research Report  
C2 U1 U3 U11 MBA1 MBA2 MBA4 |
| **Module 06**  
Putting it all together - developing and communicating a firm-level strategic business plan | Internal Corporate Governance  
External Corporate Governance  
Financial Controls  
Strategic Controls  
Balanced Scorecards | **Assessment**  
Quiz  
C1 MBA1  
**Assessment**  
Discussion Boards  
C1 C2 U1 MBA1 MBA4  
**Assessment**  
Application Research Report  
C2 U1 U3 U11 MBA1 MBA2 MBA4 |
| **Module 07**  
Synthesizing research and analysis, developing and communicating a strategic business plan | Review of Strategic Management Framework and Tools | **Assessment**  
Capstone Business Plan Report  
C3 U1 U3 U11 MBA1 MBA2 MBA4  
**Assessment**  
Capstone Business Plan Presentation  
C3 U2 MBA3 |
Course Assessment of Learning Goals Objectives

Objectives for the course are achieved and assessed through five different activities, and student performance of the activities determine numerical and letter grades for the assignments and the course.

Quizzes
The module quizzes are intended to assess knowledge of the terminology and concepts from the readings. The quizzes consist of 5-15 multiple-choice questions randomly taken directly from each of the chapter readings. The quizzes are timed, with multiple attempts allowed.
Quizzes are due by Fridays 11:59pm unless otherwise indicated.

Discussion Board Posting and Replies
Discussion Board dialogue is initiated by question postings for each module from the course instructor. The instructor may interact directly on the topic, both to guide the discussion and to offer additional insight. Students are asked to engage at least twice to each question.
The first response must be posted by 11:59pm on Thursdays of each week. Each student is then responsible for replying to one original post by 11:59pm on Saturday in that same week.

Application Research Reports
Research topics vary by module, however all research reports are based on a company and industry that the student chooses early in the course. Each of the application research reports covers a different strategy aspect of the same company and industry. Synthesizing these reports becomes the basis for the Capstone Industry Analysis Report and Presentation.
Written research reports are due by Sunday 11:59pm.

Capstone Business Plan Report
BUSMBA555 course work culminates in the capstone project. Using the Application Research Reports from modules 1-6 as the foundation, a comprehensive, strategic business plan is developed for the firm and industry chosen early in the course. Students are asked to synthesize their research, develop strategic alternatives for the firm, evaluate those alternatives and support recommendations. The Report constitutes a Masters Thesis and is evaluated as such. It should be complete, compelling, and professionally communicated. It should leverage cross-disciplinary knowledge gained from MBA program studies.
The Capstone Industry Analysis Report is due at the end of the course, concurrent with the Presentation described below.

**Capstone Business Plan Presentation**
In module 7 students are asked to produce an 8-minute video presentation of major findings from the Capstone Industry Analysis Report. Like the Report, the Presentation is due at the end of the course.

**Assessment and Grading Rubrics:**
For the reports and presentation assessments, the COBE Unstructured Problem-solving, Oral communication, and Written assignment rubrics are applied as the basis of grading and feedback on assignments. The rubrics are shown in the individual assignment descriptions.

**Grading Feedback**
With the exception of the Capstone Project Report and Presentation, feedback on assignments will be provided within one week after the due date. If unforeseen circumstances indicate that grading will take longer than a week an announcement will be posted in the course.
Discussion posts will have grades posted within week after the module ends.

**Course Assessment Weights and Grade Calculation:**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Assessments</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1_Knowledge</td>
<td>Quizzes</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td>Weekly Discussion</td>
<td>15%</td>
</tr>
<tr>
<td>2_Application</td>
<td>Application Research Reports</td>
<td>30%</td>
</tr>
<tr>
<td>3_Synthesis</td>
<td>Capstone Business Plan Report</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>Capstone Business Plan Presentation</td>
<td>15%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

**Course Grade Determination**
In accordance with University policy, plus/minus letter grades are determined as follows:

- A  = 93-100%
- A- = 90-92.9%
- B+ = 87-89.9%
- B  = 83-86.9%
- B- = 80-82.9%
- C+ = 77-79.9%
- C  = 73-76.9%
- C- = 70-72.9%
- D+ = 67-69.9%
- D  = 63-66.9%
- D- = 60-62.9%
- F  = <60%
Report Submission Requirements

The majority of graded assignments require the production and submission of documents, including both application research reports and the capstone business plan report. Document files must be submitted in Microsoft Word or a file format that can be opened and read by Word. Please do not submit PDF files, as providing specific feedback is made much more difficult.

All written assignments should follow the following guidelines:

• Save the file with your last name and the module number, Smith05.docx, for example.
• Include your name and the module number at the top of each page, preferably in the header.
• Use one-inch margins on all four sides.
• Single space and indent paragraphs.
• Use a 12-point font for body text.
• Use a distinguished font for headings and subheadings.
• Use page numbers, preferably in the footer, if the submission file exceeds a single page.
• Follow APA (American Psychological Association) style guidelines for assignments that require documentation, and cite and reference everything.

Your last assignment will include an oral communication component. You will have a choice of tools to use including but not limited to narrated PowerPoint slides or a YouTube video.

Time and Effort Estimates to Complete Objectives

BUSMBA555 is a four-credit course completed in seven weeks, suggesting about 20 student-hours of productive effort per week, on average. For BUSMBA555 the estimate is at least one-half that time every week for research and writing, and the rest half split between readings, discussion boards and quiz completion. Students must recognize the weight of research and writing requirements, and plan time and effort accordingly.

Student skills and abilities vary between both students and assignments, and 20 hours per week is an estimate of an average. Students are responsible for allocating ample time and effort each week of the term to successfully achieve the learning objectives of the course. Falling behind will have a cumulative effect. The course design does not allow for inadequate preparation, late submissions of assignments, “make-up” work, or extra credit assignments.
Students should also recognize that the nature of strategic management is complex, idiosyncratic, and uncertain. There are rarely absolutely right or wrong answers to business challenges and opportunities, and this alone makes many students uncomfortable. As such, students are required to utilize their cumulative knowledge and skill in analyses, and formulate and articulate arguments in support of positions and decisions.

**Technical Requirements and Resources**

**Canvas**
This course site runs on the Canvas learning management (LMS) platform. You can login to Canvas at http://boisestate.instructure.com. Login with your: My.BoiseState username and password. A number of Canvas Usage Tutorials are available after you login.

**Technical Support**
For technical problems use the “Help” button at the top right of the Canvas screen. If you cannot access Canvas, please contact 208.426.3328 between 9am and 5pm Monday-Friday. Answers to frequently asked questions located on the Canvas Guides website.

In addition, technical requirements are updated periodically, available at https://boisestate.instructure.com/wiki/technical-requirements

**Software**
Course documents may be in a variety of formats, including PDF. You will need Adobe Reader to view these files, which you can obtain for free here.

Assignments and class materials require contemporary versions of Microsoft Word, Excel, and possibly Powerpoint. Finally, students are responsible for technical requirements associated with producing and submitting the 8-minute video presentation of their capstone report.

**ADA Statement/Special Accommodations**
Any student requiring special accommodations to facilitate the learning process should contact the instructor and the Special Needs Coordinator, so appropriate accommodations can be made in a timely manner. It is the responsibility of the student to make the instructor and coordinator aware of the need for special accommodations at the beginning of the semester. See the Educational Access Center website.
Online Behavior

Communicating and interacting with your instructor and classmates in an online course is quite different from communicating and interacting in a traditional class. Practicing good netiquette in an online course is especially important because when interactions occur through text, communication cues such as body language, nonverbal signals, and voice tone and inflection are absent from the conversation. Practice good netiquette by following these guidelines for online interactions.

• Be positive and respectful of others thoughts and ideas.
• Follow the same standards of conduct as though you were meeting in person.
• Use proper language suited to a professional work setting. Avoid “texting” abbreviations or slang.
• Use effective communication by clearly saying what you mean.
• Practice good manners. Thank others for their contributions.
• ASK for clarification if you are unclear about what you read.

Academic Honesty, Cheating, and Plagiarism

The university’s goal is to foster an intellectual atmosphere that produces educated, literate people. Because cheating and plagiarism are at odds with that goal, they shall not be tolerated in any form. You are expected to adhere to the rules and regulations as set forth in the Student Code of Conduct. Therefore, all work submitted by you must represent your own ideas and effort; when work does not, you have engaged in academic dishonesty.

Please review the complete policy on Academic Honesty as found in the Boise State Graduate Catalog.

The following definitions of Academic Dishonesty, Cheating, and Plagiarism are guidelines. For information including examples and consequences for violations, please consult the Student Code of Conduct.

The term “academic dishonesty” may include cheating, plagiarism, or other forms of academic dishonesty. All assignments submitted by you must represent your own ideas, concepts, and current understanding or must cite the original source. Attempts to violate the academic integrity of an assignment do not have to be successful to be considered academic dishonesty.

The term “cheating” includes any action where an individual or group either carries out or attempts to carry out dishonest work and/or where an individual or group either assists or attempts to assist an individual or group to carry out dishonest work. If you are uncertain whether an action constitutes cheating, you have a responsibility to ask the faculty member of the course for clarification.
The term “plagiarism” at its most basic level means to steal someone else’s words, composition, research, and/or ideas. Plagiarism is both cheating and theft. Given the seriousness of this offense, you have a responsibility to understand its meaning and implications for the academic community. Plagiarism can be committed in any type of assignment.

Boise State University Statement of Shared Values

Below is an excerpt from the Statement of Shared Values, for the complete statement see the Office of Student Rights and Responsibilities.

Boise State University is committed to personal and social development, educational excellence, and civic engagement. Membership in the campus community is a privilege and requires its members to conduct themselves ethically with integrity and civility. Campus community members enjoy the same rights and freedoms that all U.S. citizens enjoy, including personal responsibility for one’s own conduct, behavior and speech.

Academic Excellence – engage in our own learning and participate fully in the academic community’s pursuit of knowledge.

Caring – show concern for the welfare of others.

Citizenship – uphold civic virtues and duties that prescribe how we ought to behave in a self-governing community by obeying laws and policies, volunteering in the community, and staying informed on issues.

Fairness – expect equality, impartiality, openness and due process by demonstrating a balanced standard of justice without reference to individual bias.

Respect – treat people with dignity regardless of who they are and what they believe. A respectful person is attentive, listens well, treats others with consideration and doesn’t resort to intimidation, coercion or violence to persuade.

Responsibility – take charge of our choices and actions by showing accountability and not shifting blame or taking improper credit. We will pursue excellence with diligence, perseverance, and continued improvement.

Trustworthiness – demonstrate honesty in our communication and conduct while managing ourselves with integrity and reliability.

Student Code of Conduct

In conjunction with the Statement of Shared Values, the Student Code of Conduct exists to assist in providing the best possible learning environment for all students. The University upholds the values of honesty, trust, fairness, civility, respect, and responsibility as the foundation for a successful academic environment. As a tool,
the Student Code of Conduct will help promote growth and learning as you interact with your environment and accept responsibility for decision-making.

**Boise State University General Policies**

Your student rights and responsibilities and other policy information can be found through the general policy page at the Registrar’s Office. Other information including a brief history of Boise State University is included in the Student Handbook.