

**BADM 653-7D1, 7D2 Integrated Global Business
Executive Masters of Business Administration (EMBA)
Course Syllabus – March 2, 2016 through May 1, 2016**

Instructors:	Dr. David Dawley	Dr. Dick Riley	Class Format:	On-line
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Office Hours:	<ol style="list-style-type: none"> 1. Collaborate: Students can request a virtual office meetings with instructors via eCampus' Collaborate software 2. Phone: During regular office hours (generally, 8:30am-5:00pm) 3. Email: Generally, any time between 7:30am and 8:45pm will receive a 2-hour response time 			

Course Description

This ***course explores*** the various strategic options available to companies in order to compete in the global marketplace. The course ***places emphasis*** on vision/mission identification and objective setting, business creation, global strategic development, business plan creation, venture capital financing, conducting operations, doing so successfully in face of competition from other firms, all in an effort to earn a profit for its shareholders. The course ***requires*** extensive critical thinking and analytical evaluation.

If questions or issues arise regarding course materials or how you are evaluated, please do not hesitate to ***contact the instructors*** by phone or e-mail.

Your primary activity during the course will be to build a business (using the Marketplace simulation) from scratch, using your existing teams to populate various managerial positions needed in that business, develop products and test the market response to these, develop a business plan for the business you create, shop that plan with some venture capitalists to raise needed capital, and execute that plan in an effort to become the dominant player in the industry in which your team will compete. If, for some reason, you are not assigned to an existing team, contact the instructors for assignment to one of the teams.

Course Objectives/Learning Outcomes:

Upon satisfactory completion of this course, students should be able to:

1. Identify the risks and opportunities in global markets
2. Formulate strategies appropriate for competing in global markets
3. Work within a team in a supportive and effective way
4. Analyze business opportunities and alternative strategies
5. Evaluate company performance with a goal of making subsequent decisions to achieve a competitive advantage
6. Develop a cross-discipline understanding of a business, including the operations, marketing, production, distribution, finance and accounting functions
7. Develop a business plan for your business and present this plan to venture capitalists in an effort to acquire needed funding for future expansion of this business.

Course Emphasis:

1. Unstructured problem solving.
2. Tolerance and appreciation for ambiguity.
3. Consideration of ethical issues when appropriate.
4. Interaction with business professionals.
5. Teamwork.

Required Materials:

1. Marketplace Business Simulation Software (Each team member must purchase access to the Simulation, about \$95).

Required Readings posted on the eCampus webpage for this course:

1. R01 - Collins and Porras, "Building Your Company's Vision", HBR, September-October 1996.
2. R02 - Michael Porter, "The Five Competitive Forces That Shape Strategy", HBR, January, 2008.
3. R03 - Jay Barney, "Looking Inside for Competitive Advantage", Academy of Management Executive, 1995.
4. R04 - Michael Porter, "What is Strategy", HBR, November-December, 1996.
5. R05 - Kim and Mauborgne, "Blue Ocean Strategy: From Theory to Practice", California Management Review, Spring, 2005.
6. R06 - Eyring, Johnson, and Nair, "New Business Models in Emerging Markets", HBR, January-February, 2011.
7. R07 - Pankaj Ghemawat, "Regional Strategies for Global Leadership", HBR, December, 2005.
8. R08 - Pankaj Ghemawat, "Managing Differences: The Central Challenge of Global Strategy", HBR, March, 2007.
9. R089 - Chapter 7, from Gamble, Thompson, and Peteraf's "Essentials of Strategic Management", 3rd Edition; McGraw-Hill, 2013

Other Useful Texts:

1. "Strategic Management Concepts", 2nd or 3rd Edition by Frank Rothaermel (same one used in BADM 623!)
2. "Bringing Your Product to Market" by Don Debelak
3. "Successful Business Plans: Secrets and Strategies" by Rhonda Abrams

Pace of the Course

This course is offered on-line and thus set up for asynchronous learning. However, as discussed above, the primary exercise is a team-based simulation called Marketplace. Marketplace has 8 quarters of play and teams are in competition against their fellow classmates. Each period of play in Marketplace is structured around a simulation processing date which is a de-facto deadline as outlined in the course schedule. Students who fall behind risk missing processing deadlines to the detriment of their company, becoming overwhelmed by last minute simulation requirements and making unacceptable contributions to their team. In that sense it will be absolutely necessary for the team to divide responsibilities and for each team member to honor his/her commitments to other team members by completing assigned tasks in a timely manner, thus meeting the submission deadlines displayed on the course schedule / calendar (separate document).

Options for Learning:

Different persons learn in different ways. This course is designed so that you can learn in multiple ways and choose to learn in the ways most meaningful to you. Beyond the Marketplace Business Simulation discussed extensively in this syllabus, the options for learning include the video and textual material in Marketplace, supplemental readings, e-campus content, articles, video lectures, narratives of the video lectures, threaded discussions and ad hoc feedback email created during course delivery to help ensure that the class as a whole is proceeding on track.

In addition, the video lectures are offered in three formats:

- a. video via the e-Campus portal
- b. podcast videos (YouTube),
- c. MP-3 file (audio).

In this way, if students elect to use the video lectures they can do so, not only at a stationary computer, but also “on-the-go” by using the podcasts and audio files.

Given all of this material, you are not required and do not necessarily need to take advantage of all of the options offered. You are expected to cover all of the material, but in which form (video, podcast, or audio) is up to you.

The videos are created to help drive home key points which may get lost in the volume of information covered in the Marketplace Business Simulation. Each video is supported by PowerPoint slides and an on-line narrative; the narratives can be read as an alternative to watching the videos and are designed as a supplement to, but not a replacement for, the Marketplace textual material and the other assigned readings (the Chapter 7 reading, and the eight articles listed in the Required Readings section above).

Overview of Assignments

1. **Marketplace Business Simulation:** *Marketplace* is a comprehensive / complex **business simulation**. The business simulation requires participating teams to start and manage a personal computer manufacturing company from scratch in competition with other participating teams (your fellow classmates). Student teams are expected to make all start-up, operational, marketing, production, financial and other strategic decisions required to manage the business.

In addition, as noted above, participating teams must develop and write a **business plan** for their company and solicit and negotiate with potential investors for much needed **venture capital**.

At the end of the exercise, participating teams report the results of their company's performance in the **First Shareholder's Report**. This report includes balanced scorecard metrics such as return on investment, customer satisfaction, market share to these venture capitalist investors (as well as the course instructor).

If you are interested, you can read more about *Marketplace* at the following website:
<http://www.marketplace-simulation.com/>.

Performance in the Marketplace Simulation can contribute up to **23** points toward your final grade.

2. **Business Plan:** Each student Marketplace team will develop a business plan approximately mid-way through the course. The instructor will provide the template. The template has the following sections: (a) strategic vision and tactical decisions, (b) performance metrics, (c) actual and projected financial statements and (d) company valuation. Students will be expected to develop their strategic vision and tactical decisions which drive much of the other portions of the business plan. Evaluation of your business plan by the instructor and the Venture Capitalists can contribute up to **11** points toward your final grade.
3. **Venture Capital Fair:** One session is devoted to the major presentation activity in the course, a mock (simulated) venture capital fair. The venture capital fair is part of the required on-campus residency. Students prepare an executive summary and a 10-minute PowerPoint presentation that summarize their company's business plan and the projected results that are expected to accrue from the execution of that plan. These will be presented to a panel of venture capitalists and the instructor. Upon completion of the presentation, each team (company) privately interacts with venture capitalists during question and answer sessions (Q&A) and negotiates for a venture capital infusion of up to \$5 million. The Venture Capitalists are not given sufficient funds so that all firms can receive a \$5 mm capital infusion. No firm can get more than \$5 mm, but some will get less than \$5 mm and one or more could get nothing. And, whatever amount you get from the VC's (again, limited to a total of \$5 mm across all of the investments), will depend on the quality of your business plan, and your ability to present that plan in a 10-minute presentation to the VC's and myself. Success in this exercise is contingent upon prior preparation, delivery of the firm's presentation to the venture capitalists, effective Q&A with the venture

capitalists, and negotiations with these venture capitalists. Performance by team members during the Venture Capital Fair negotiations can contribute up to **11** points toward your final grade.

4. **Assurance of Learning (COLA):** The AACSB requires objective assessments of individual students relative to their attainment of the learning goals specified in a school's curriculum associated with a particular course. To this end, the Marketplace Business Simulation incorporates a "Customized Objective Learning Assessment" (COLA) exam created to test the students' ability to:
 - 1) Apply business concepts, principles, and tools to the simulated business environment modeled in the Marketplace Simulation.
 - 2) Understand the information and decision requirements within each functional area of the business environment in Marketplace.
 - 3) Develop an integrative perspective on business.

The Marketplace Assurance of Learning (AOL) activity (the COLA exam) is scheduled near the end of the quarter 8 planning period, just before quarter 8 processing. The exam is taken individually, not by the team as a whole.

Each student can only take this exam once and it will be offered online at the Marketplace web site only during the period shown on the course calendar (a short 2 and a half day period between quarter 7 and quarter 8 of simulation time), during which the Marketplace Simulation is closed to those who have not yet taken the COLA Exam).

Once you complete the COLA exam, you can access Marketplace. You should not share any information about the exam with fellow students who have not yet taken the COLA exam, regardless of whether they are teammates or not.

Your individual performance on the COLA exam will contribute up to **11** points toward your final grade in the course.

5. **Global Strategy Exam:** As an objective measure to assess student comprehension of global strategy, this course employs an examination that tests student comprehension of these concepts obtained from the readings (the chapter from the strategy textbook, plus the 8 assigned articles that cover strategy concepts). The Global Strategy exam will contribute up to **11** points toward your final grade and will be delivered via e-campus in the final days of the course.
6. **Final Paper:** The "First Shareholders Report" (final paper) to the instructor and the venture capitalists reports a) the team's overall performance, (b) comparison of that performance to the plan presented to those venture capitalists, (c) what returns the company generated for the venture capitalists and (d) what additional returns the company would continue to make were the simulation to continue for additional periods of play. Each team member is expected to contribute at least one section of the report. In addition, the team as a whole is responsible for a "front-end" introduction and "back-end" conclusion that ties the entire report together (a detailed list of report requirements is posted on eCampus). The paper length for each team report should be no shorter than 8 pages and no longer than 10 pages, **excluding** exhibits. The quality of both the writing and content will have the most important impact on the grade. The "First Shareholders Report" is due by the date shown on the course calendar. Your grade on the shareholders report will be worth up to **17** points of your final grade. Generally, all team members receive the same grade for this final paper, but, since each team member is responsible for a particular section of the report, it is possible that some team members may get different grades than others, depending on the evaluation of these report sections, as well as dependent on feedback on each team member performance in the submitted peer evaluations.
7. **Threaded Discussion:** During each module, students will be asked to respond to a set of questions posed by the instructor. Participation in online discussions is mandatory. In order to actively participate in these discussions, you will need to log on 2-3 times per week. This will help you stay up-to-date on the discussions and allow you to make thoughtful replies to other's postings. There will be a separate discussion for each of the course Modules 1-7. This is very much the same format you used in your first MBA course, BADM 612 with Dr. Dawley.

Grading is based on both the quantity and quality of your postings. The quality of your postings will be based on the grading rubric below contained within e-campus. You will not be given credit for responses such as “I agree with Dave.” or “Good thought.” Your grade on the discussions will be worth up to **11** points of your final grade.

8. **Overall Course Conduct:** Throughout the course, the instructor will have an opportunity to judge the contributions of individuals to their team’s performance in the Marketplace Simulation, the Venture Capital Fair presentation and negotiations, and other course activities. Evaluation of those individual contributions will in total contribute up to **5** points toward your final grade. As well, the grades earned by an individual member of a team may be adjusted up or down based on my assessment of that individual’s performance relative to other members of his/her team and/or based on findings from the peer reviews submitted by fellow teammates.

Overview of Participant Expectations

- a. **Communication Skills:** The course incorporates periodic instructor interactions (“executive briefings”), the Venture Capital Fair presentation and the (final) shareholders report. While the instructor’s evaluation of the content of these submissions is the primary determinant of the grade assigned to these activities, the ability to communicate clearly, effectively and accurately will impact all aspects of grades.
- b. **Workload, Teamwork, Leadership and Professionalism Skills:** This course was designed for extensive use of teams. As a result, workload, teamwork concepts and management, leadership and professionalism are pervasive throughout the course. Each of these desirable attributes will have a significant impact on each grading category, except on the two exams (the COLA and Global Strategy) and the Threaded Discussion, which are individual exercises. A peer evaluation form will be completed by each student at the end of the course that rates his/her team members to assure that each student deserves a grade equal to that earned by the team on any of the group-graded exercises in the course. Understand that the peer evaluations could raise or lower the grades of teammates.

Primary Student Deliverables:

Deliverable	Group or Individual Activity	Points
Marketplace Business Simulation	Group	23
Business Plan	Group	11
Venture Capital Fair	Group	11
COLA Exam	Individual	11
Global Strategy Exam	Individual	11
Shareholder Report	Group (but with individual contributions)	17
Threaded Discussion	Individual	11
Course Conduct	Individual	05
Total		100

Additional details related to student deliverables will be provided during each module of the course as the deadlines for the deliverable approaches. The professor reserves the right to alter this syllabus at his discretion, including the right to incorporate quizzes and additional exams, should they become necessary. But, in several years of teaching this course, we have not had to do so, and don’t expect that this would occur with this rendition either.

As noted above, peer evaluations of teamwork and leadership will have a significant impact on the evaluation of student participants in each of the above grading categories that are characterized as group activities.

Possible Additional Assignments:

1. In the Marketplace simulation teams that are unable to finance operations through planned means and forced to utilize significant emergency loans (these are called Guido loans) or that go bankrupt will be required to write a 10-25 page paper that summarizes the needed changes in firm strategy and capital structure (a workout plan) that could lead to potential long-run success. This paper, (which is called the Guido paper), will be due by the end of the course on the course calendar.
2. Students unable to attend the Venture Capital Fair must write a 20-25 page paper that summarizes their team's business plan in words or their grade will be reduced by one letter grade. Regardless of attendance at the fair, students must participate with their assigned team in the development of the business plan and other materials that are presented at the Venture Capital Fair. This paper will be due by the end of the course on the course calendar.
3. Course conduct is an assessment by the professor of a student's participation in class, team and other course activities as well as the way in which a student conducts their efforts. As noted in several places in this document, leadership, teamwork and professionalism are important to each and every aspect of the course as well as being integral to the assessment of course conduct. Peer evaluations will impact the course conduct grade.

Grading Policy:

The following grading scale will be used to assign grades at the end of the semester:

Grade	Interpretation	Percentage
A	Excellent	>=90%
B	Good	80%-89%
C	Satisfactory	70-79%
D	Poor	60-69%
F		Below 60%

Pluses and minuses may be awarded depending on where the student's accumulated total falls in these decile ranges. Per page 37 of the WVU graduate catalog:

- A Excellent (given only to students of superior ability and attainment)
- B Good (given only to students who are well above average, but not in the highest group)
- C Fair (substandard for graduate students)

Rubrics:

The following rubrics (see the pdf files stored on the eCampus course page in the "Start Here" folder) will let you see how your assignments will be graded:

- Discussion Post Rubric
- VC Fair Rubrics:
 - Executive Summary
 - VC Presentation Rubric
 - Negotiations and Q&A during VC Fair

Note: During the VC Fair, the Excel projections anchor the students' work and are inherently part of the rubric grading process. Further, individual student presentation skills will be examined for those students above and below expectations.

- Peer Evaluation From

Other Policies:

Academic Honesty: West Virginia University expects every member of its academic community to share its historic and traditional commitment to academic honesty and integrity. Academic rights and responsibilities are covered in

the West Virginia University Code of Student Rights and Responsibilities. The Code defines academic dishonesty to include plagiarism, cheating and forgery.

Social Justice Statement: West Virginia University is committed to social justice. I concur with that commitment and expect to foster a nurturing learning environment based on open communication, mutual respect, and non-discrimination. Our University does not discriminate on the basis of race, sex, age, disability, veteran status, religion, sexual orientation, color, or national origin. Any suggestions as to how to further such a positive and open environment in this class will be appreciated and given serious consideration. If you are a person with a disability and anticipate needing any type of accommodation to participate in this class, please advise me and make appropriate arrangements with Disability Services (293-6700).

Incomplete Grades and Grades Lower than C: The grade of “incomplete” (I) is given only when serious extenuating circumstances preclude a student from completing the course such as the inability to complete course work because of serious illness. An “Incomplete” is not given in lieu of a “D” or an “F.” In accordance with University policy, a grade of D in any course cannot be counted toward satisfying the degree requirements.

Course Modules – Each Module and all Due Dates are Listed on a Separate Schedule (Calendar):**Module 1****Business Strategy Development and Build Company Infrastructure**

- Marketplace Team Formation (You will use your existing teams, and students not in this cohort, but taking this course will be assigned to one of the existing teams of smaller size unless there are enough of them to form a team of their own).
- Introduction to the Marketplace Business Simulation. Each of you will need to register at Marketplace (<http://gm.marketplace6.com>). The cost will be a bit less than \$100, but you have no other required expenses for books in this course.
- Strategy Perspectives I:
 - Briefly scan pages 136-139 and 145-148 from the Chapter 7 reading covering **Strategies for Competing in International Markets** (text used in BADM 623, but also posted here on the eCampus course page).
 - Scan the article written by Jim Collins and Jerry Porras (R01 Collins “**Building Your Company’s Vision**”).
 - Scan the article written by Michael Porter (R04 Porter “**What is Strategy?**”).
 - Scan the articles written by Pankaj Ghemawat (R07 Ghemawat “**Managing Differences**”, and R08 Ghemawat “**Regional Strategies**”).
 - These articles should help you decide upon both the business and global strategies to be pursued by your team in the Marketplace simulation.
- Marketplace: Introduction to Period 2 Decisions.
- Q2 Executive Briefings / Team Meetings - Instructors available for questions via Collaborate (eCampus), phone calls and emails.
- **Quarter 2 Decisions are due on the date shown on the course schedule / calendar (separate document).**
- • Participate in the Module 1 Introduction Discussion.

Module 2**Quarter 3: Test Market and Early Learning**

- Marketplace: Review Q2 Results (studying the Market Research data).
- Strategy Perspectives II:
 - Scan the article written by Michael Porter (R02, “**Five Forces**”).
 - Scan the article written by Jay Barney (R03, “**Looking Inside for Competitive Advantage**”).
 - Scan the article written by Eyring, Johnson, & Nair article (R06, “**New Business Models for Emerging Markets**”).
- Marketplace: Introduction to Period 3 Decisions (you are going to test market).
- Q3 Executive Briefings / Team Meetings (Instructor available for questions),
- **Quarter 3 Decisions are due on the date shown on the course calendar (posted on eCampus).**
- Participate in the Module 2 Discussion

Module 3**Performance Evaluation, Strategic and Tactical Adjustments**

- Marketplace: Review Q3 Results
- Marketplace: Introduction to Period 4 Decisions
- Strategy Perspectives III:

You should scan the Barney article on looking inside for competitive advantage as well as the Kim Mauborgne article on blue ocean strategies
- Q4 Executive Briefings / Team Meetings (Instructor available for questions).
- **Q4 Decisions due on the date shown on the course calendar.**
- Participate in the Module 3 Discussion

Module 4**Business Plan Preparation, R&D and Venture Capital Fair**

- Marketplace: Review Q4 Results
- Introduction to Period 5 Decisions

- Introduction to R&D Options
- Venture Capital Fair Introduction
- Marketplace / VC Fair Residency: Excel projections, Executive Summary and Presentation are due as shown on the course schedule / calendar – separate document

Venture Capital Fair – Residency (Group Meeting) in Morgantown

- Schedule provided by Graduate Programs Office.
- **Q5 decisions due by 5:00 p.m. on the presentation day of the Venture Capital Fair (see the course calendar).**
- Participate in the Module 4 Discussion

Module 5

Skillful Adjustments to Strategy and Tactics

- Review VC Fair Results
- Review Q5 Marketplace results
- Transitions to Profitability
- Strategy Perspectives IV
- Q6 Executive Briefings / Team Meetings (Instructor available for questions)
- **Q6 decisions due on the date shown on the course calendar.**
- Participate in the Module 5 Discussion

Module 6

Global Expansion and Transition to Profitability

- Review Q6 Marketplace results
- The Balanced Scorecard
- Q7 Executive Briefings / Team Meetings (Instructors available for questions)
- **Q7 decisions due on the date shown on the course calendar.**
- Participate in the Module 6 Discussion

Module 7

Maximizing the Value of the Firm

- Marketplace: Review Q7 Results
- Marketplace: Begin preparing the First Shareholders Report (Final Report)
- Q8 Executive Briefings / Team Meetings (Instructors available for questions)
- **Marketplace Assurance of Learning Exercise (COLA) (individual effort) – See the date and time the exam opens and the date and time it closes on the course calendar; essentially, Q8 decisions should be complete but not yet processed. Be aware that the dates when this exam is offered cannot be changed and are tightly defined so make sure that you can dedicate the time needed during this period.**
- **Q8 decisions due on the date shown on the course calendar – immediately AFTER COLA.**
- Participate in the Module 7 Discussion

Course Wrap-Up: Final assignments

Report to Board of Directors; Global Strategy Exam

- Marketplace: Review Q8 Results
- Marketplace: Announce Winners (after Q8 has been run).
- **First Shareholders Report to Board of Directors** – All materials must be sent to the instructor by the date shown on the course calendar.
- **Global Strategy Examination** available (individual effort). **This exam should be completed by the date shown on the course calendar.**
- **Peer Evaluations**
- Grades will be available on the date shown on the course calendar.