

Welcome to BUS 791!

This course is the entry into the UW Oshkosh MBA program. At the end of the course, you will be able to:

1. Define “strategy” and “strategic planning” (MBA Learning Goal 1: Leading Organizations; MBA Learning Goal 2: Managing Organizational Strategy)¹
2. Define and apply several strategic planning tools, including five-forces industry analysis, PESTEL analysis, SWOT analysis, the Business Model Canvas, and strategy maps (MBA Learning Goal 2: Managing Organizational Strategy; MBA Learning Goal 3: Solving Organizational Problems)
3. Understand the basics of the various functional areas that support an enterprise’s activity in pursuit of its strategic objectives, and how each functional area contributes to the development and implementation of a strategic plan (MBA Learning Goal 2: Managing Organizational Strategy; MBA Learning Goal 5: Managing Organizational Resources)

Pursuant to the requirements of the Higher Learning Commission (UW Oshkosh’s primary accrediting body), here is the official student bulletin description of BUS 791:

Too often, managers think of organizations as consisting of a series of independent silos, each optimizing its performance, often at the cost of overall organizational performance. Using strategic planning as the context, this course will help you understand how each functional area contributes to planning and to plan implementation, why all functional areas are interdependent, and why thinking at the organizational level (in addition to the functional level) is essential to maximize organization performance and to the enhancement of your career. Learn to appreciate and use, and not to be frustrated by, the diversity in perspectives associated with the functional areas in business.

How to reach me

Professor Nathan V. Stuart (pronouns: he, him, his, himself)
 Office 1459 Sage Hall (but I will not be there in Fall 2020!)
 Telephone See “How to Find Help” later in the syllabus
 E-Mail stuartn@uwosh.edu ← **Direct email is by far the best way to reach me and get a quick response**

Class Meets Online (including Collaborate Ultra Small Group Sessions)
 Location Asynchronous Canvas Activities; Synchronous Canvas/Collaborate Ultra group sessions as scheduled by group
 Office Hours Canvas/Collaborate Ultra sessions on Tuesday evening, exact times TBD
 See also “How to Find Help” later in the syllabus

Because I am teaching undergraduates as well, and the College of Business tries to develop their professional skills, I will sign emails as “Dr. Stuart.”

You are welcome to address me as Dr. Stuart, Professor Stuart, or Nathan, as you are comfortable.

¹ The approved learning objectives for the UW Oshkosh MBA Program are on the last page of this syllabus.

The syllabus, and continuous improvement

This document and all other documents to which this document refers (especially the schedule document) are part of the syllabus. All such documents are available on the course Canvas page unless otherwise specified.

You are responsible for their content and for following the procedures they describe for preparing and submitting your work.

I consider this syllabus to be a contract between you and me, and I will not deviate from it substantially without your permission. I reserve the right, however, to make changes to the timing of topics and other minor matters. I will always announce such changes at least one week before the affected weekly cycle.

I am always open to constructive feedback. I will periodically conduct a process check to determine what is working well and what I might change to improve the learning environment.

Staying in touch

I expect you to check your *UWO email* and the course Canvas page regularly for course information and updates. You are responsible for all information I disseminate through these channels. I will deliver new information to you through announcements on Canvas unless there is time-sensitivity that makes a Canvas message more appropriate. I also commit to checking my email regularly and responding in a timely fashion (see more details below).

Successful Communications Strategies

1. Include “BUS 791” in the subject line of all emails, particularly if you are using a non-UWO account. This reduces the possibility of UW Oshkosh spam filters catching your email.
2. Use a proper salutation, a proper closing, and proper English capitalization, punctuation, and spelling, as you would in a professional business letter. I will return emails that contain “texting” and/or are otherwise not written in a professional matter (e.g., “u” instead of “you”; “i” instead of “I” as the first-person singular pronoun; “4” instead of “for”; etc.).

Note that, if we begin a back-and-forth email exchange about a topic or problem, it is OK to simply respond as you would in a conversation. That’s what I will do.

3. Begin all file names of documents that you send me as email attachments or that you post to Canvas drop boxes with your last name. For example, I would submit a document such as “Stuart Assignment 2.” Please remember that, while you only have one “Assignment X” on your computer, I will have one from each of you. I will return attachments that do not begin with your last name.

How to find help

Questions about specific cases and/or assignments	E-mail	I will normally respond to emails within 24 hours. If I will not be able to do so during some period (e.g., when traveling), I will make you aware of this beforehand. Note that this means that if you email questions less than 24 hours before a deadline you are not guaranteed a response before the deadline. By far, this method will get you the quickest response!
	Telephone	I am available for telephone conversations regarding course material. Should you wish to set up a telephone conversation, email me three days/times that would work for you and I will send back one that works for both of us. It is often effective to be talking while we have the same document or spreadsheet open to address questions.
	“In Person”	I am available for video calls by appointment as well. Should you wish to set up a video call appointment, send me three days/times that would work for you and I will send back one that works for both of us. It is often effective to be talking while we have the same document or spreadsheet open to address questions.
Questions about general concepts and applications, or case interpretation	Canvas discussion boards	In addition to the above methods, you can post general questions to Canvas discussion boards. My hope is that other students will respond and address the question. You can also share your own experience with the concept in your organization. If student comments do not seem to be resolving an issue, I will attempt to clarify and redirect the conversation, but I will rarely be the first responder.

What you need

The following resources are required for this course:

Item	Location and Comments
Two books; links sent via email and available on Canvas as an announcement	<i>Playing to Win</i> , by Lafley and Martin <i>The Execution Premium</i> , by Kaplan and Norton
Course-specific materials	Readings, videos, and other materials posted on Canvas
Readings packet	Available from Harvard Business School Publishing (HBSP) at the following link: https://hbsp.harvard.edu/import/751040

Course Requirements

There are five components to your course grade. Details for each component are in the Graded Course Component module and Weekly modules on Canvas. The components have the following weights in determining your final grade:

Individual Assignments	20%
Weekly Topical Activities	20%
Strategy Project Group Assignments	20%
Strategy Project Proposal Critique	10%
Strategy Project Proposal	30%

To determine your final course grade, I will follow a two-stage process to include quantitative and qualitative information. I will first calculate your Stage 1 quantitative score as your weighted-average score for all course components. Your Stage 1 score sets your minimum course grade accounting to a standard grading scale:

A range (including A-)	90 – 100%
B range (including B- and B+)	80 – 89.9%
C range (including C+)	72 – 79.9%
F	< 72%

NOTE THAT THE UW OSHKOSH GRADUATE SCHOOL DOES NOT RECOGNIZE ANY GRADE BELOW A “C” AS A PASSING GRADE. THERE IS NO “C-” GRADE AVAILABLE FOR GRADUATE COURSES AT UW OSHKOSH.

I will then integrate qualitative information about your effort, engagement, and performance with your Stage 1 score to determine your Stage 2 course grade. I will begin with your Stage 1 score (your quantitative result) and combine it with qualitative data (quality of participation, group feedback, overall improvement) to determine your final letter grade.

This means that one student with a quantitative outcome of 88 might earn a B and another student with a quantitative outcome of 88 might earn a B+ if the qualitative data for each student is different. I do not put ranges for minus/plus designations in the syllabus for this reason.

I will not curve individual components (e.g., a project, or an exam). I may curve the final course scores, depending on (1) the overall level of effort and participation and (2) the relative difficulty of a particular semester.

A grade of Incomplete (I) is appropriate only in rare situations when a student who is passing the course cannot complete it during the semester. University policy requires that the student complete (not repeat) the course in the subsequent semester. I will follow all University policies in administering Incomplete (I) grades. I will not record an Incomplete (I) grade as a means of avoiding a poor grade.

Participation

The more interactive each discussion activity is, the more the class will learn from it. The more you participate in each activity, the more you will learn from it. Ask each other questions. Ask me questions. Ask the functional discipline experts questions. See what classmates say on the discussion boards.

Take advantage of the safe space of the course to ask questions, to suggest “weird” ideas. Get to know your classmates, who are beginning the same journey you are and whom you will encounter in many future classes. Think of your BUS 791 class as your “cohort” in the UW Oshkosh MBA Program and the beginning of your new network.

Participation is expected in certain course components (e.g., discussions; see rubrics). I will also consider other participation as part of Stage 2 in determining your course grade (see above).

Let's treat each other with respect and help each other learn

You have a professional relationship with me, your professor, and with your classmates. They and I expect that you will behave professionally and with integrity throughout the semester:

- Be on time for scheduled sessions when other people are expecting you to attend and contribute. Be flexible in when you can meet.
- Inform others if you will be unable to attend a scheduled session.
- Participate in an equitable fashion with your Strategy Project Group, including scheduling and attending meetings, delivering initial drafts or suggested revisions in a timely fashion, and contributing to the case analysis and memo preparation.
- Ask questions in a manner conducive to clarification and additional learning
- Use respectful, professional, and inclusive language for all discussion board posts and other course-related communications. Behavior and/or language that derogates, demeans, or threatens others or otherwise disrupts the learning of others will NOT be tolerated.

It is not professional to interfere with a classmate's desire or ability to attend to, engage in, and learn from BUS 791, both in and out of the classroom.

Repeated unprofessional behavior will affect your course grade.

Some other information

Student Responsibilities

You are responsible for all content and materials posted to Canvas and/or referenced from Canvas. I always happy to answer specific questions you have about the material.

Canvas Materials

All materials distributed in the course, in hardcopy or via the course Canvas page, are ©2020 by Professor Nathan V. Stuart unless otherwise indicated.

Grading Errors

If you believe you have received an incorrect score for a course component, email me with a brief explanation of your concern. If your concern involves a mechanical error (such as a data entry mistake), I will address the issue immediately. If your concern involves the number of points I awarded for your answer, describe the discrepancy and I will contact you to discuss your position.

Inclusivity

It is the policy and practice of UW Oshkosh to create inclusive learning environments. If there are aspects of the instruction or design of this course that result in barriers to your inclusion, please notify me as soon as possible. You are also welcome to contact the Accessibility Center at 920-424-3100 or dean1@uwosh.edu. For more information, visit the Accessibility Center website at <http://www.uwosh.edu/deanofstudents/Accessibility-Center>.

Furthermore, building relationships and community is an important goal for this course. The only way to build community in this course is to honor each person in terms of their identity. Each student in the course will conceive of their identity in different ways; aspects of identity important to students in the course may include race, ethnicity, ability, sex, sexuality, nationality, gender, gender expression, gender identity, religious beliefs, political affiliations, and/or socioeconomic class. Thus, each of us, myself included, must honor each student's identity in all its complexity. We need to work in discussions on taking up perspectives unlike our own, challenging our assumptions and finding a route toward understanding the similarities and differences between others and ourselves.

I want you to know that I created this course to be inclusive of all students. When striving for inclusion, I find it important to recognize that some communities have been historically marginalized from education. Thus, I want to affirm that I identify as an ally to LGBTQ+ students; Native, Latinx and Hispanic, Asian, Black, and African American students; first generation college students; students with disabilities; women students; students of diverse religious backgrounds; and students facing financial challenges in affording college.

I am committed to creating an anti-discriminatory classroom climate in which all students feel safe, supported, and affirmed. I ask that everyone in the class join me in committing to the creation of a welcoming space free of discrimination, bullying, and harassment in which each student can find a sense of belonging.

I value all my students and want to assist you in finding the support and guidance that you need. So, if any of you face challenges this semester, whether academic or outside of academics, I can help connect you with resources on campus to assist you in addressing these challenges. My goal is to help you to be successful and to ensure that both our classroom and our campus are safe and equitable.

Special Accommodations

Students with disabilities are welcome in this course! It is the University's policy to provide, on a flexible and individual basis, reasonable accommodations to students who have documented disabilities that may affect their ability to participate in course activities or to meet course requirements. Students with disabilities are must be registered with Accessibility Services or Project Success and receive an Accommodation Recommendation form to receive accommodations. Accessibility Services is located in 125 Dempsey Hall. If you have a disability and require reasonable accommodations, please contact me privately at the beginning of the semester. It is the policy and practice of UW Oshkosh to create inclusive learning environments. If there are aspects of the instruction or design of this course that result in barriers to your inclusion, please notify me as soon as possible. You are also welcome to contact Accessibility Services, telephone (920) 424-3100, or email Kiersten Karlson at acesibilitycenter@uwosh.edu. For more information, visit the Accessibility Services website at <https://www.uwosh.edu/deanofstudents/Accessibility-Center>.

Campus Resources

There are many resources on campus to help students with a variety of issues including financial issues, legal issues, health issues, and psychological issues like depression or test anxiety. If at any point in time you are struggling in this course or any other course because of personal issue, please do not hesitate to seek the resources we have on campus to help you. If you unsure which resources to seek out, please feel free to contact the Dean of Students or me. We are both here to help you succeed in your academic careers.

Here are a few of the many campus resources available to you. You should also consider me one of your resources; I can help you navigate the many challenges that you and all students face.

Center for Academic Resources: Free, confidential tutoring at the Student Success Center, Suite 102. Tutor List page on www.uwosh.edu/car. If your course is not listed, click on a link to request one, stop by SSC 102 or call 424-2290. To schedule a tutoring session, simply email the tutor, let him/her know what course you are seeking assistance in, and schedule a time to meet.

Writing Center: The Writing Center helps students of all ability levels improve their writing. Trained peer consultants help writers understand an assignment, envision possibilities for a draft, and improve their writing process. Students can make a free appointment or stop by to see whether a consultant is available. For more information, view their website (<http://www.uwosh.edu/wcenter>), call 920-424-1152, email wcenter@uwosh.edu, or visit them in Suite 102 of the Student Success Center.

Reading and Study Skills Center: Will help you in developing efficient college-level learning strategies tailored to your needs including improved textbook study, time management, note-taking, test preparation, and test-taking. For more information, email readingstudy@uwosh.edu, view the website (<http://www.uwosh.edu/readingstudycenter>), visit them in Nursing Ed Room 201, or call 920-424-1031.

Polk Library/Information Literacy: Librarian Joe Pirillo is available to assist you in accessing, evaluating, and using library information, including business journal databases. Phone: 920-424-7332; email: pirilloj@uwosh.edu

Counseling Center: The counseling center is available to assist students with a variety of issues including mental illness such as anxiety or depression, stressful situations or life experiences, grief support, mindfulness, relationship skills, self-compassion, and more. Phone: (920) 424-2061; Location: Student Success Center Suite 240; Website: http://www.uwosh.edu/couns_center

Dean of Students Office: The Dean of Students Office can assist students with special circumstances that may be affecting their academics, such as illness, pregnancy, and family emergencies. Phone: (920) 424-3100; Location: Dempsey 125; Website: <http://www.uwosh.edu/deanofstudents/>

Campus Victim Advocates: Campus Victim Advocates can assist students with crisis intervention and ongoing support for survivors of sexual assault, intimate partner violence, stalking, and/or harassment experienced on or off campus. 24-hour Sexual Assault Hotline: 920-722-8150; 24-hour Domestic Abuse Hotline: 920-235-5998; Regular Phone: 920-424-2061; Location Student Success Center Suite 240; Website: <http://www.uwosh.edu/cvpp>

Multicultural Education Center: MEC offers an array of programs and services that include academic advising, multicultural advising/counseling, specialized tutoring, forums/seminars/workshops, mentoring, cultural programs/events and referral to other on/off campus departments and organizations. As a division, Academic Support of Inclusive Excellence provides academic and student support services to assist in the recruitment, enrollment, retention and graduation of multicultural (African American, Asian American, Hispanic/Latino American, Hmong American and Native American) and eligible first-generation, low-income students. Phone: 920-424-7488; email: lepore@uwosh.edu; Website: <http://www.uwosh.edu/acad-supp/our-programs/mec>

Office of Equal Opportunity & Access: The OEOAA can assist students who wish to report harassment/discrimination based on race, sex, color, religious affiliation, national origin, age, disability, or pregnancy. Students can also report sexual assaults through the OEOAA. Keep in mind that you should report any harassment/discrimination/assault that occurs at your internship to the OEOAA. Phone: 920-424-2296; Location: Dempsey 337; email: afaction@uwosh.edu; Website: <https://equity.uwosh.edu/>

The LGBTQ+ Resource Center: The mission of the LGBTQ+ Resource Center is to create a safe, inclusive, and affirming campus climate that fosters academic success and personal growth for students, faculty, and staff of all genders and sexualities through education, advocacy, and support. The vision of the University of Wisconsin Oshkosh LGBTQ+ Resource Center is to create an innovative and fully equitable community of all genders and sexualities that is free of discrimination and strives for knowledge, challenges barriers, and seeks to empower agents of social change. [Please visit our website for more information about our values, resources, events, and contact information.](#)

Veterans Resource Center: Veteran, active duty, reserve, or National Guard students with military-affiliated special circumstances (e.g., upcoming deployments, drill requirements, disabilities, VA appointments, etc.) should communicate these with as much notice as possible. I will work with you and / or put you in contact with the Veterans Resource Center (920-424-1804 or veterans@uwosh.edu) or other University staff who are trained to assist you.

The Women's Center: The UW Oshkosh Women's Center exists to serve students, staff, faculty, and community members. Part of the [Division of Academic Support of Inclusive Excellence](#), the Women's Center hosts educational programs to address a variety of gender and social issues and provides resources for women and gender minorities. The Women's Centers offers a wide range of programs and events focused on everything from leadership to mentoring to salary negotiation to women and minorities in gaming and more. [Check out the Women's Center website to see all the opportunities](#) they offer.

Campus Reporting Policy

UW Oshkosh is committed to providing the safest campus possible for our students, faculty and staff. Students experiencing any form of prohibited discrimination or harassment, including but not limited to sex or gender based violence, can report it by contacting Equal Opportunity, Equity & Affirmative Action/Title IX office (920-424-1166), or Dean of Students office (920-424-3100). If you choose to contact one of these offices, your information will be private but may not remain confidential. You may also call the [Campus Survivor Advocate](#) (920-424-2024) for confidential help and resources. You can also find more information on policies and resources at

- <https://uwosh.edu/titleix/>
- <https://uwosh.edu/hr/policies-procedures/>
- <https://uwosh.edu/equity/>.

Bias Incident Reports: The campus community is committed to fostering an inclusive environment where every member of our community is respected and valued. If you witness or experience an incident of bias, you are invited to file a bias incident report so that the situation can be addressed. If you choose to share your name, a UW Oshkosh staff member will follow up with you within one business day. Bias incident reports can be filed here: <https://uwosh.edu/police/bias-incident-report/>

Please note that I am a responsible employee for UW Oshkosh and therefore have an obligation to report incidents of sexual violence and misconduct that are brought to my attention to the Title IX Coordinator. Under [Executive Order 54](#), I am a mandatory reporter and also have an obligation to report child abuse/neglect.

For more information about my reporting requirements, visit:

<https://uwosh.edu/titleix/employee-responsibilities/>.

Please don't cheat

UWO is committed to a standard of academic integrity for all students. The system guidelines state: "Students are responsible for the honest completion and representation of their work ... and for respect of others' academic endeavors" (s. UWS 14.01, Wis. Adm. Code). Students are subject to disciplinary action for academic misconduct, as defined in s. UWS 14.03, Wis. Adm. Code.

I encourage you to review the procedures related to violations of academic honest as outlined in Chapter UWS 14, WI Administrative Code. The system guidelines and local procedures are printed in the *University of Wisconsin Oshkosh Student Discipline Code*. You can read these and other conduct guidelines online at <http://www.uwosh.edu/dean/conduct.htm>.

Specific questions regarding the provisions in Chapter UWS 14 (and institutional procedures approved to implement Chapter UWS 14) should be directed to the Dean of Students Office.

I will not tolerate a lack of academic integrity. Proscribed behavior includes, but is not necessarily limited to, all forms of plagiarism and all forms of giving and/or receiving unauthorized assistance with course requirements. I have and will prosecute academic integrity violations, which can result in penalties including, but not necessarily limited to, an assignment or exam grade score of zero or a course grade of F.

Easy ways to avoid this problem include:

- a. Understanding that cases and readings are other people's work. If you choose to use material directly from a source you must use quotation marks as appropriate and cite your source (page number, title, author, etc.). Note also that substantive paraphrasing and/or simply altering the structure of text from a source *do not* qualify as your own work and requires appropriate citation.
- b. Avoiding unauthorized assistance on individual work or during exams. This includes searching the web for material related to case studies.
- c. Talking with me if you are not sure about what is or is not acceptable for a particular assignment or exam.

The University of Wisconsin Oshkosh has an account with an automated plagiarism detection service (TurnItIn.com) that reviews assignments for plagiarism. TurnItIn.com compares submitted documents to a database of journal articles, web articles, and previously submitted papers, and provides a report to the instructor showing whether and how a student plagiarized on a particular assignment. I reserve the right to request that you submit assignments as electronic files and to submit those files to TurnItIn.com to check for plagiarism. For more information about TurnItIn.com and plagiarism, go to the Dean of Students Office at <http://www.uwosh.edu/dean/> and click on the "Student Conduct" link.

MBA Program Learning Goals and Behavioral Objectives

In the category of	Graduates will possess the skills necessary to	And be able to
Leading organizations	Establish organizational goals and develop approaches for achieving those goals through socially responsible and ethical decisions in a variety of contexts.	<ul style="list-style-type: none"> • Evaluate strategic organizational contexts (for example, managing innovation, managing talent and succession planning, managing in a crisis) and establish corresponding action plans • Describe a culture that inspires socially responsible and ethical individual and organizational behavior and develop methods to motivate goal achievement • Identify different influence tactics and evaluate their applicability to a given setting
Managing organizational strategy	Develop, manage, and execute strategy to achieve organizational objectives	<ul style="list-style-type: none"> • Critique, assess, and/or develop the organizational vision, mission, and objectives (i.e., the strategic plan), with attention to relationship building among stakeholders and managing diverse perspectives and objectives • Identify performance measures to assess progress toward achieving strategic objectives • Allocate resources to strategic initiatives necessary to close gaps between current and desired strategic outcomes • Adapt strategy, objectives, and operations to changing opportunities.
Solving organizational problems	Make effective resource allocation decisions to solve complex problems	<ul style="list-style-type: none"> • Describe, clearly and succinctly, an organizational problem and the desired outcome of problem-solving activity • Apply appropriate quantitative analysis as evidence of the existence of a problem • Select and implement appropriate decision-making techniques for a given problem • Develop and evaluate alternative courses of action to resolve the problem • Select preferred course of action and define implementation plan
Communicating organizational issues	Communicate complex business issues in a precise and succinct manner for the purpose of informing, persuading and/or engaging the communication recipient	<ul style="list-style-type: none"> • Present information in a focused and well-organized manner suited to the intended audience • Develop persuasive, defensible arguments in support of a managerial position
Managing organizational resources	Develop and work within a systems view of the organization and its areas of functional expertise	<p>Describe the ways in which the following contribute to organizational success</p> <ul style="list-style-type: none"> • Cost management • Financial management • Financial reporting • Human resources management • Information systems • Organizational behavior • Marketing • Supply chain and operations management

Approved by the COB Faculty on 4 May 2017.