# CALIFORNIA STATE UNIVERSITY CHANNEL ISLAND

# Camarillo

**Course:** BUS 499

**Title:** Capstone: Global Strategic Simulation

**Units:** 3

**Required Texts:** Dess, H; Gregory G.; Lumpkin, G. T. and Alan B. Eisner. Strategic Management: Text and Cases, 5th Ed. Boston: McGraw-Hill Irwin, 2010: ISBN 978-0-07-353041-3

The Business Strategy Game: A Global Simulation, 2009 Edition. <http://www.bsg-online.com>

In addition to the regular readings assigned in this course, it is highly encouraged to keep abreast of current events in business and economics by reading at least one of the following materials on a regular basis: Wall Street Journal, Business Week, Fortune, The Economist.

**Instructor:** Horst J. Liebl, MBA, Ph.D., CFE, CPA.

**Telephone Number:** (805) 300-4002; email: [Horst.Liebl@csuci.edu](mailto:Horst.Liebl@csuci.edu)

**Office Hours:** Wednesdays 1:00 pm – 3:00 pm or by appointment as necessary, Professional Building Office 111.

**Location:** TBA

**Schedule:** See detailed Schedule below

**Course Overview:** This is a required upper division course for the Bachelor of Science in Business. The course is a culminating experience for business a major that attempts to integrate all previous business related material. Students are required to develop comprehensive approaches to business situations. Students analyze cases and create their own businesses via an intensive simulation experience. It is essential for students to understand the interrelated nature of all business disciplines. Also, through intensive group activities, students gain an appreciation of working with others in stressful circumstances.

**Learning Objectives:** Students who successfully complete this course will be able to:

1. make and implement business decisions via a simulation exercise, produce make and implement business decisions via a simulation exercise ( 1,5,6)
2. produce analyses and present analyses orally and in writing to their peers and to a larger audience (1,2,3,5,6)
3. create effective business plans and clearly describe strategies, goal and objectives (1,2,3,5,6)
4. summarize orally and in writing the performance of businesses (2,3,5,6)

\*Aligns with Program Learning Goals for: 1) Critical thinking, 2) Oral communication, 3) Written Communication, 4) Conduct (Ethics), 5) Competencies in discipline, 6) Collaboration

**Course Topics:** Using a simulation game and business case analysis, the course demonstrates the integration of accounting, finance, economics, marketing, production, quantitative analysis and human resource management. As a major focus of the course, students work in Teams to identify and resolve problems, and implement plans.

The course uses a computer simulation Management Game to provide students with an experience in business-decision making under uncertainty. Students develop and implement strategies to operate an ongoing firm in an international environment. Each firm competes in a consumer goods industry against several other firms. Students are responsible for decisions related to product price, quality, production, aggregate planning, marketing and financing. Students are expected to utilize knowledge gained in the business core courses and to apply the appropriate techniques and tools. Students will be dealing with issues related to (but not limited to) the following:

Accounting: Application and interpretation of accounting data. Financial Ratio analysis, financial statements, and financial planning.

Marketing: Product line management, strategies of promotion, advertising and pricing, and analysis of the marketing environment.

Operations Management: Aggregate production planning and production standards for quality, cost and quantity control.

Economics & Statistics: Statistical analysis and quantitative models including forecasting methods, and the economic environment.

Management: Planning, organization, motivation, and communication.

Information Systems: Forecasting and financial simulation models.

**Assignments:** Students are expected to complete the weekly assignments before the beginning of the next class meeting. This point is essential, because much of the discussion in each class will be based upon the concepts presented in the assignments.

**Grading Scale:** 90 - 100 = A

80 < 90 = B

70 < 80 = C

60 < 70 = D

0 < 60 = No Pass

**Grading:** Business Strategic Game 25%

Final BSG Presentation 5%

In-class exams from textbook and lecture (2 at 10% each) 20%

Written Case Briefs (3 at 5% each) 15%

Written Case Analysis (Accounting & Finance Analysis) 10%

Global Economic Research Paper 10%

Quizzes 5%

Attendance/Participation/Instructor Evaluation 10%

Total -------

100%

No Plus/Minus grading will be used in this course.

Students are responsible to sign in for attendance points at each meeting by initialing the sign in sheet. Ex-post sign in is not accepted.

Group Exercises & Class Participation involves the student’s ability to stimulate discussion and contribute to class activities. The grade is based on quality, not on quantity of participation.

This syllabus may be verbally modified during the term by the instructor.

***Participants are encouraged to active participation and discussion.***

**A missed In-class exam cannot be substituted by “extra” assignments.**

**Grading Criteria:** Students will be graded on the coherent organization of thought, knowledge level, clarity, conciseness, and style of expression, willingness to express views and degree of preparedness. Students are graded on achievement, rather than effort. It is the responsibility of each student to come to class prepared.

Presentations and Papers will be graded on the following criteria:

Content 70%

Format and Presentation 15%

Style, Grammar and Usage 15%

Total 100%

All documents are to be typed, spell-checked and grammar-checked and conform to APA Standard (American Psychological Association, 2010: Publication Manual of the American Psychological Association).

**Business Strategy Game (25% of course grade):**

In the Business Strategy Game (BSG), class members are divided into teams and assigned to run an athletic footwear company in head-to-head competition against companies run by other class members. Companies compete in a global market arena, selling branded and private-label athletic footwear in four geographic regions—Europe-Africa, North America, Asia-Pacific, and Latin America.

The computer simulation game allows students to apply previously learned concepts, skills and techniques in an international competitive and goal-oriented environment. Successful management of a firm requires a balanced emphasis among all functional areas. The game is a dynamic-interactive simulation. The effectiveness of team decisions rests both on the theoretical correctness of each simulated yearly decision and on the competitive decisions of other teams.

The Game website is at: <http://www.bsg-online.com>.

**BSG Grading Weight**

Quiz 1 Score (online) 3%

Quiz 2 Score (online) 7%

3-year Strategic Plan (2 plans online) 20%

Game Score 70%

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Total 100%

**Final Presentation (5%):**

The final presentation is a critical analysis of the performance of your company, evaluating the implementation and execution of your strategy. Such questions as: “What changes did you make during the game in response to competitive forces? What plans do you have to continue you company in the future and what would you do differently if you were to play the game again?” What worked well, what went wrong and why?” should be discussed.

**Exams (20% of course grade)**

There are two exams that will consist of multiple-choice questions. The first exam will cover Chapters 1-4 and 13 of the textbook. The second exam will cover the remaining chapters. The exams will be non-cumulative.

**Case Briefs (3 at 5%, for a total of 15% of course grade)**

In all business capstone courses, a significant goal for each student is to develop an ability to analyze business cases. This activity consists of (1) evaluating an organization’s internal strengths and weaknesses, (2) identifying external opportunities and threats faced by the organization, (3) suggesting viable strategic and tactical moves open to the organization, and (4) recommending and justifying an implementation plan for the firm. A very important skill to develop is an ability to identify the key strategic issue that an organization must address to be successful in the future.

Students will have to submit **three written case briefs** during the semester, the length of which should be between two to three pages, double-spaced typed. Briefs of less than two pages usually provide an insufficient analysis, while those longer than three pages usually contain too much detail.

**Case Analysis (10% of course grade)**

This case analysis is a comprehensive analysis of the GM case in the textbook with a specific accounting and financial analysis of its turnaround management strategy during the time described in the case as well as events following the textbook case.

The length of the case analysis should be between ten and fifteen pages, double-spaced typed.

Detailed guidance will be provided in a separate document.

**Global Economic Research Paper (10% of course grade)**

This research paper will review the current global economic situation and outlook by region: Asia/Pacific, Latin and Central America, Europe, and North America. The length of the paper should be between ten and twelve pages. It must include footnotes and a complete biography of sources referenced. The paper is due at the time of the final exam. Detailed guidance on this paper will be provided in a separate document.

**Attendance, Class Participation and Instructor Evaluation (10% of course grade)**

In a seminar class such as this, the success of the class, the enjoyment of each student, and the degree of material learned is highly dependent on classroom participation. To that end, attendance will be taken at the beginning of each class. Students who do not stay for the entire class session will be marked absent. Your preparation for class discussion will be considered, as well as the extent and quality of your contribution. If it appears that the class is not adequately prepared to discuss a case, the professor may require that written case briefs be prepared and submitted prior to class.

**Chapter Quizzes (5% of course grade)**

A ten question quiz about the chapter to be read for the meeting will be administered at the start of a class at the discretion of the instructor. You will have ten minutes to complete the quiz, beginning when the instructor distributes the quiz.

**Assessment of Learning**

The Martin V. Smith School of Business and Economics is dedicated to continuous assessment of student learning and success. In this class, the following objectives will be assessed:

1. Accounting & Finance – based on the GM Case Study
2. Economics - based on the global Economics Research Paper

**Course Standards and Academic Honesty:**

It is assumed that all students will perform professionally in preparing work required for this class. If papers have to be prepared, all papers must be submitted on their due date. Grades on any materials will be reduced 25% each week that the work is late.

1. Academic dishonesty includes such things as cheating, inventing false information or citations, plagiarism and helping someone else commit an act of academic dishonesty. It usually involves an attempt by a student to show possession of a level of knowledge or skill that he/she does not possess.

2. Course instructors have the initial responsibility for detecting and dealing with academic dishonesty. Instructors who believe that an act of academic dishonesty has occurred are obligated to discuss the matter with the student(s) involved. Instructors should possess reasonable evidence of academic dishonesty. However, if circumstances prevent consultation with student(s), instructors may take whatever action (subject to student appeal) they deem appropriate.

3. Instructors who are convinced by the evidence that a student is guilty of academic dishonesty shall assign an appropriate academic penalty. If the instructors believe that the academic dishonesty reflects on the student's academic performance or the academic integrity in a course, the student's grade should be adversely affected. Suggested guidelines for appropriate actions are: an oral reprimand in cases where there is reasonable doubt that the student knew his/her action constituted academic dishonesty; a failing grade on the particular paper, project or examination where the act of dishonesty was unpremeditated, or where there were significant mitigating circumstances; a failing grade in the course where the dishonesty was premeditated or planned. The instructors will file incident reports with the Vice Presidents for Academic Affairs and for Student Affairs or their designees. These reports shall include a description of the alleged incident of academic dishonesty, any relevant documentation, and any recommendations for action that he/she deems appropriate.

4. The Vice President for Student Affairs shall maintain an Academic Dishonesty File of all cases of academic dishonesty with the appropriate documentation.

5. Student may appeal any actions taken on charges of academic dishonesty to the "Academic Appeals Board."

6. The Academic Appeals Board shall consist of faculty and at least one student.

7. Individuals may not participate as members of the Academic Appeals Board if they are participants in an appeal.

8. The decision of the Academic Appeals Board will be forwarded to the President of CSU Channel Islands, whose decision is final.

# Disability: Cal State Channel Islands is committed to equal educational opportunities for qualified students with disabilities in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. The mission of Disability Accommodation Services is to assist students with disabilities to realize their academic and personal potential. Students with physical, learning, or other disabilities are encouraged to contact the Disability Accommodation Services office at (805) 437-8510 for personal assistance and accommodations.

# Business Strategy Game (BSG) Schedule

# All decisions are to be submitted online by 11:59 pm on the decision due dates. No exceptions will be allowed.

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| **Decision** |  | **Deadline For Saving Entries** | | |
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| **Practice Decision 1 - Practice Year 11** |  | **9-Feb-11** | **11:59 pm** |  |
| **Quiz 1** |  | **16-Feb-11** | **11:59 pm** |  |
| **Practice Decision 2 - Practice Year 12** |  | **16-Feb-11** | **11:59 pm** |  |
| **End of Practice Period**  (Data reset to Year 11 and practice results are no longer available) |  | **18-Feb-11** | **11:59 pm** |  |
| **Decision 1 - Year 11** |  | **23-Feb-11** | **11:59 pm** |  |
| **Decision 2 - Year 12** |  | **2-Mar-11** | **11:59 pm** |  |
| **Decision 3 - Year 13** |  | **9-Mar-11** | **11:59 pm** |  |
| **3-Year Strategic Plan** |  | **16-Mar-11** | **11:59 pm** |  |
| **Decision 4 - Year 14** |  | **16-Mar-11** | **11:59 pm** |  |
| **Decision 5 - Year 15** |  | **30-Mar-11** | **11:59 pm** |  |
| **Mid-Game Peer Evaluations Available** |  | **31-Mar-11** | **11:59 pm** |  |
| **Decision 6 - Year 16** |  | **6-Apr-11** | **11:59 pm** |  |
| **Mid-Game Peer Evaluations Deadline** |  | **8-Apr-11** | **11:59 pm** |  |
| **3-Year Strategic Plan** |  | **13-Apr-11** | **11:59 pm** |  |
| **Decision 7 - Year 17** |  | **13-Apr-11** | **11:59 pm** |  |
| **Decision 8 - Year 18** |  | **20-Apr-11** | **11:59 pm** |  |
| **Decision 9 - Year 19** |  | **27-Apr-11** | **11:59 pm** |  |
| **Decision 10 - Year 20** |  | **4-May-11** | **11:59 pm** |  |
| **Quiz 2** |  | **5-May-11** | **11:59 pm** |  |
| **End-of-Game Peer Evaluations Available** |  | **6-May-11** | **11:59 pm** |  |
| **Company Presentations** |  | **12-May-11** | **11:59 pm** |  |
| **End-of-Game Peer Evaluations Deadline** |  | **12-May-11** | **11:59** |  |

Course Schedule

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| **Capstone** | |  | **CSUCI BUS 499** | |
| ***Textbook: Strategic Management*** | | | ***Dess, Lumpkin*** | |
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| **Thursdays** | |  | **Jan 2011** | |
|  |  |  |  |  |
| **Meeting** | **Date** | **Topic** | **Chapter** | **Assignments** |
| 1 | 27-Jan-11 | Introduction to Course; Strategic Management | 1 |  |
| 2 | 3-Feb-11 | The External Environment; The Internal Environment, BSG Overview and Team Formation | 2, 3 | Read Chapters 1, 2, 3 |
| 3 | 10-Feb-11 | Analyzing Strategic Management Cases | 13 | Read Chapter 13 |
| 4 | 17-Feb-11 | Intellectual Assets; BSG Review Questions | 4 | Read Chapter 4 |
| 5 | 24-Feb-11 | Business Level Strategy | 5 | Read Chapter 5 |
| 6 | 3-Mar-11 | Exam 1: Covering Chapters 1 -4, 13 |  | ***Case Brief World-Wrestling Entertainment Due*** |
| 7 | 10-Mar-11 | Corporate Level Strategy | 6 | Read Chapter 6 |
| 8 | 17-Mar-11 | BSG discussion and BSG Team Meetings |  |  |
| 9 | 31-Mar-11 | International Strategy | 7 | Read Chapter 7 |
| 10 | 7-Apr-11 | Entrepreneurship and Strategy | 8 | ***Case Brief Jet Blue Airlines Due*** |
| 11 | 14-Apr-11 | BSG Discussion and Team Meetings |  |  |
| 12 | 21-Apr-11 | Strategic Control and Corporate Governance | 9 | Read Chapter 9 |
| 13 | 28-Apr-11 | Strategic Leadership | 11 | ***Case Brief Mattel's Misfit Toys Due*** |
| 14 | 5-May-11 | Innovation and Entrepreneurship | 12 | **GM Case Due (Written Case Analysis)** |
| 15 | 12-May-11 | BSG Final Presentations |  | **BSG Group Presentation** |
| 16 | 19-May-11 | Exam 2: Covering Ch. 5-9, 11, 12 |  | **Global Research Paper Due** |

**Registration Codes:**

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| **Company** |  | **Registration Code** |
| **Company A** |  | **23250-HLL-A** |
| **Company B** |  | **23250-HLL-B** |
| **Company C** |  | **23250-HLL-C** |
| **Company D** |  | **23250-HLL-D** |
| **Company E** |  | **23250-HLL-E** |
| **Company F** |  | **23250-HLL-F** |
| **Company G** |  | **23250-HLL-G** |
| **Company H** |  | **23250-HLL-H** |
| **Company I** |  | **23250-HLL-I** |
| **Company J** |  | **23250-HLL-J** |
| **Company K** |  | **23250-HLL-K** |