Capstone Course

**BUS 499.02**

Course number 1117

Thursdays 6:00-8:50 p.m.

Bell Tower 2414

Final Exam: December 14th 7:00 – 9:00 p.m.

Instructor: Cynthia L. Sherman, Ph.D., MBA

Office Hours: Monday 3:30 – 4:30 p.m., Wednesday & Thursday 4:30 – 5:30 p.m. and by appointment in person or on Zoom

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Strategy is a course of action for a company to be competitive in its industry. Why do some companies do so well and others barely survive or fail completely? We will study different strategy perspectives, and because your text & the strategy simulation focus on a more traditional perspective we will also discuss alternative strategies that are very relevant in our fast-changing world. We will use theoretical foundations that have been shown to be effective, however there is a paradox in strategy – we can plan for the future, however it is uncertain if the future will fit our plan.

Whether your goal is to become a mid-level manager or become the founder of your own business, this course brings all your business expertise together and gives you the opportunity to compete with other “companies” in our class.

This competition between companies in the class may be stressful. Studies have found that how we frame stressful situations can have an impact on how we deal with it. Our class is a learning environment and as such there will be times when we make mistakes. Mistakes and failed strategies are all part of the process. Please give consideration to your team mates and to yourself when you or your team realizes that the course of action you decided upon was not the best. Try to understand what happened and create a new positive way forward rather than blaming your team or yourself. Communicating from this perspective can give your team an edge to be successful!

**Required Materials – textbook and software**

* Barney, Jay B. and William Hesterly. ***Strategic Management and Competitive Advantage: Concepts and Cases***, 5th Edition. Boston: Pearson, 2015. ISBN: 978-13-3127409
* **The Business Strategy Game: A Global Simulation**, 2017 Edition. http://www.bsg-online.com (all students must purchase at $44.95)

Other readings & resources will be discussed in class and posted on Canvas.

**Prerequisites:** All Lower Division 21 units and other Upper Division 33 units required courses in the Business Major.

**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 in teams to achieve a goal within a time frame.

**Student Learning Outcomes**

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

Make and implement business decisions via a simulation exercise (1,5,6),

Produce and present business analyses orally and in writing (1,2,3,5,6),

Create effective business plans and clearly describe strategies, goal and objectives (1,2,3,5,6)

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 to implement plans.

The course uses a web-based business simulation to provide students with an experience in business-decision making under uncertainty. Students form teams to 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, promotion, pricing, and analysis of the marketing environment.

*Operations Management*: Aggregate planning, production capacity, inventory management, quality control.

*Economics & Statistics*: Statistical analysis and quantitative forecasting methods including industry- and macro-environment factors

*Management*: Planning, organization, motivation, and communication.

*Information Systems*: Forecasting and financial simulation models.

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| **Course Components** |  | Points |
| Business Strategy Game (BSG) (On-line simulation in teams) |  | 350 |
| Includes the following: |  |  |
| Overall team business simulation performance | 280 |  |
| BSG Online Quiz 1 | 10 |  |
| BSG Online Quiz 2 | 25 |  |
| BSG Online Peer Evaluation of co-managers 2 instances during the BSG | 35 |  |
| Final BSG Presentation (Team PPT presentation, each team mate speaks, 15-minute minimum to 20 min. max, 5 minutes questions, printed hard copy for prof, no notes) |  | 100 |
| In-class exams from textbook for Midterm. (50 questions, 1.5 hours, multiple choice, short answer, 2 essay questions) |  | 100 |
| In-class exam from textbook & BSG for Final |  | 150 |
| Case Analysis 1 (more detail to come in-class) |  | 75 |
| Case Analysis 2 |  | 125 |
| Case 2 is composed of 2 parts: Research Source Summary 25 points, Final case analysis 100 points. |  |  |
| Weekly News Link (Teams of 2 students present on business news relating to topic of the week. Article chosen must be delivered to Prof for approval by Sunday before presentation. 5-minute presentation, 5 minutes of questions) |  | 25 |
| *Attendance/Participation/OCBs/Instructor Evaluation/* (May also include very very short quizzes, exercises, peer review, & reports both online and in-class) |  | 75 |
|  | Total | 1000 |

**Points to Letter Grades**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 930-1000 =A | 880-899 = B+ | 780-799 = C+ | 600-699 = D | less than 600 = F |
| 830-879 = B | 730-779 = C |  |  |
| 900-929 = A- | 800-829 =B- | 700-729 =C- |  |  |

A grade of C- is required for the course to count towards your Business degree requirements.

**PROFESSIONALISM**

I will make every effort to conduct this class in a professional and business-like manner, such as one would experience in an organizational environment. Since we meet only once a week, it is important that all students attend every class. Students are expected to be professional in all respects. Professionalism is exhibited by:

* **Students arrive on time.** On time arrival ensures that classes are able to start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.
* **Students minimize unscheduled personal breaks.** The learning environment improves when disruptions are limited. We will normally take a short break halfway through class.
* **Students are fully prepared for each class.** Much of the learning in the business program takes place during classroom discussions. When students are not prepared they cannot contribute to the overall learning process. This affects not only the individual, but their peers who count on them, as well.
* **Students respect the views and opinions of their colleagues.** Disagreement and discussion are encouraged. Intolerance for the views of others is unacceptable.
* **Laptops are closed and put away when requested.** When students are surfing the web, responding to e-mail, instant messaging each other, and otherwise not devoting their full attention to the topic at hand they are doing themselves and their peers a major disservice. Those around them face additional distraction. Fellow students cannot benefit from the insights of the students who are not engaged. There are often cases where learning is enhanced by the use of laptops in class. Faculty will let you know when it is appropriate to use them. In such cases, professional behavior is exhibited when misuse does not take place.
* **Phones and wireless devices are turned off.** We’ve all heard the annoying ringing in the middle of a meeting. Not only is it not professional, it cuts off the flow of discussion when the search for the offender begins. When a true need to communicate with someone outside of class exists (e.g., for some medical need) please inform me prior to class. Please begin every class with cellphones silenced. Only emergency calls should be accepted during class, and then please respect your classmates by stepping outside to take the call.
* **Late Policy.** BSG Decision Round dates are fixed and no late submissions will be accepted. Your team must input your decisions by 11:59 p.m. on the due dates. Late submission of any other assignments will not be accepted unless you make arrangements with me in advance of the due date or have an emergency reason that includes documentation.
* **Missed Classes.** If you miss class, you are responsible for obtaining any notes, handouts, additional reading materials, or assignment changes from your classmates or from CILearn course site on Canvas.
* **Exam dates are fixed and you must attend class to take the exam.** Early or make-up exams will not be given.

***Since we meet only once a week, all students are expected to attend every class.***

**Important dates**

September 15, 2017: **Add a class with a permission number**

September 15, 2017: **Drop a class via myCI without permission deadline**

**Fall Semester 2017 Schedule**

| **Date & Topic** | **Preparation/reading for class** | **Assignments & in-class activities** |
| --- | --- | --- |
| *Week 1: August 31* What is Strategy & the Strategic Process? Introduction to *The Business Strategy Game*. | Orientation and course preview.  Chapter 1 | Classmate Introduction Activity  Lecture on Chapter 1  Where to find resources. |
| *Week 2: September 7* Evaluating the External Environment | Chapter 2  Please read the *BSG* Player’s Guide this week & take online quiz before next class. | Lecture on Chapter 2  Create teams; provide company co-managers with company registration codes (required in order for class members to register at register at <http://www.bsg-online.com/>).  Create team name, work on team mission statement. |
| *Week 3: September 14* Evaluating a firm’s internal capabilities | Chapter 3 Read “Analyzing Cases & Preparing for Class Discussions” Textbook p. 343-346 | Lecture on Chapter 3  Quiz on Player’s Guide due: 9/13/17, 11:59 p.m.  How to analyze a case study *Librarian visit to help us find resources for case analysis* |
| *Week 4: September 21*  Business Level Strategies: Cost Leadership | Chapter 4 Read SodaStream International Case 1-1, Prepare typewritten notes of your analysis to turn in during class. First practice round of BSG due 9/20/17, 11:59 p.m. | Lecture on Chapter 4  Case analysis in class of Case 1-1 SodaStream International  Debrief of Practice Round 1. |
| *Week 5: September 28* Business Level Strategies: Product Differentiation | Chapter 5  2nd practice round of BSG due 9/27/17, 11:59 p.m. | Lecture on Chapter 5  Debrief of Practice Round 2. |
| *Week 6: October 5 Midterm* | Chapters 1-5 Study for Midterm | **Midterm exam – first half of class.**  In-class preparation & discussion for first round of BSG |
| *Week 7: October 12* Corporate Strategies: Vertical Integration | Chapter 6 | Lecture on Chapter 6  Year 11 Decision Round-due 10/11/17, 11:59 p.m. |
| *Week 8: October 19* Corporate Strategies: Corporate Diversification | Chapter 7 | Lecture on Chapter 7  Year 12 Decision Round-due 10/18/17, 11:59 p.m. |
| *Week 9: October 26* Corporate Strategies: Organizing to Implement Corporate Diversification | Chapter 8  Start reading Case for individual analysis. Case will be given in class on Oct. 19th. | Lecture on Chapter 8  Year 13 Decision Round-due 10/25/17, 11:59 p.m. |
| *Week 10: November 2* Corporate Strategies: Strategic Alliances | Chapter 9  Prepare typewritten summary of 3 data sources you will use in case analysis – including citations. | Lecture on Chapter 9  Year 14 Decision Round-due 11/1/17, 11:59 p.m. |
| *Week 11: November 9* Corporate Strategies: Mergers & Acquisitions | Chapter 10 | Lecture on Chapter 10  Quiz 2 due by 11/8/17, 11:59 p.m. Year 15 Decision Round-due 11/8/17, 11:59 p.m. |
| *Week 12: November 16* Corporate Strategies: International Strategies | Chapter 11 | Lecture on Chapter 11 Year 16 Decision Round-due 11/15/17, 11:59 p.m. |
| *Week 13: November 23* | *Happy Thanksgiving Holiday* | *No class meeting this week - - however:* Year 17 Decision Round-due 11/22/17, 11:59 p.m. |
| *Week 14: November 30* | Prepare individual case analysis for submission | Year 18 Decision Round-due 11/29/17, 11:59 p.m. Individual Written Case Analysis due |
| *Week 15: December 7* | Each team presents their business from the BSG. Prepare a PPT presentation and short written summary analysis of your team’s results | Presentations  Peer Evaluations |
| Final Exam: December 14th  7:00 – 9:00 p.m. |  | **Final Exam** |

The syllabus may change due to unforeseen events & flexibility during the semester. Changes will usually be announced in class as well as updated on the course site in Canvas.

**Disabilities Accommodations**

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 and Support 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 and Support Services office at (805) 437-8510 for personal assistance and accommodations. All requests for accommodations require appropriate advance notice to avoid delay in services.  Please discuss approved accommodations with me ASAP.

<https://www.csuci.edu/dass/>

**Cheating, Plagiarism and Other Forms of Academic Dishonesty**

All work that students submit, as their own work must, in fact, be their own work. In accordance with CSU Channel Islands policy on academic dishonesty, students in this course who submit the works of others as their own (plagiarize), cheat on quizzes, tests or examination, help other students cheat or plagiarize, or commit other acts of academic dishonesty will receive appropriate academic penalties, up to including failing the course**.**

Papers with plagiarized ideas or language will be graded “F” and must be rewritten with proper use of quotations and referencing. The grade of “F” will remain the recorded grade on the assignment.

The Internet is a great source of information and I encourage you to use it for research. However, do not copy another author’s writing word for word, except for brief passages to support your thesis, and then only if the author has stated it in such a way that you cannot restate it effectively in your own words. When using another writer’s work, accurately identify it with a proper citation. The preferred method of citation for this course is the APA methodology (American Psychological Association).

Plagiarism or cheating on test and exams will results in an “F” (0 points) on the test or exams, very likely resulting in a lower or possibly a failing final grade in the course, as well as the reporting the incident to the Vice Presidents of Academic Affairs and Student Affairs. To complete course requirements, students must retake the test or exam during the instructor’s scheduled office hours.

Plagiarism on homework or project deliverables will result in 0 point grade for that document.

In case where the cheating or plagiarism was premeditatedor planned, students may receive and “F” for the course as well as the reporting the incident to the Vice Presidents of Academic Affairs and Student Affairs.

[**https://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm**](https://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm)

**CSUCI Policy on Grades, Honors, & Awards**

You can find more information about grades in the CSUCI Course Catalog at:

<http://catalog.csuci.edu/content.php?catoid=46&navoid=2906>