

**Capstone Course****BUS 499.02**

Course number 1544

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

Online synchronous

Zoom Link for class:

Final Exam: Thursday, December 9, 2021**7:00 p.m. to 9:00 p.m.**

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



Office Hours: Tuesday 12:15 – 1:45 pm live in my office or on Zoom at
<https://csuci.zoom.us/j/88935788857>

Password: talk

Thursday 4:30 – 5:45 pm on Zoom: <https://csuci.zoom.us/j/89284910096>

Password: talk

Office: Sage Hall 2145**Phone:** 626-786-1920. (If you text or leave a message, please leave your name and Tuesday section.)**E-mail:** cynthia.sherman@csuci.edu

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 – readings and software

- Barney, Jay B. and William Hesterly. ***Strategic Management and Competitive Advantage: Concepts***, 5th Edition. Boston: Pearson, 2015. ISBN: 978-0-13-312930-4
 - **The Business Strategy Game: A Global Simulation**, 2019 Edition. <http://www.bsg-online.com> (all students must purchase at \$44.95) Team codes will be given out in class.
- Other readings & resources will be discussed in class and posted on Canvas.
- Readings on Canvas Course site through MyCI

Prerequisites: All lower and upper division major requirements with the exception of one of the following: MIS 310 or MGT 326

For more information on courses required and advising please see: <https://business.csuci.edu/businessadvising.htm>

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:*

- Describe the various strategies available to business success. (1,5)
- 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.

Expectations:

3 hours of class time = at least 6 hours of work outside class each week. (This is the definition from the California State University system and the Title IV Federal Student Aid Handbook.)

During your 6 hours outside of class you can expect: 25-40 pages reading (2-3 hours)

Reading and consulting with your team on BSG (2-3 hours) Actual average team time is longer.

Researching and writing for papers and assignments (2-3 hours)

Other Expectations:

- You will write a crappy first draft of a paper, wait a day and then edit, then have someone else read it, and edit some more. Therefore, your first draft is not your submission.
- You will cite your sources both in-text and in a reference section in each paper.
- Formatting and citations for papers will be in APA (American Psychological Association) format. See the Writing and Multiliteracy Center (WMC) for more support.
<https://www.csuci.edu/wmc/pdf/citations/wmc-apa-guide7ed-revised2020.pdf>
- You will ask for help before an assignment is due, not after.

Course Components (% of total semester score)		Points
Business Strategy Game (BSG) (On-line simulation in teams) (30%)		300
The assignments for BSG are as follows:		
Overall team business simulation performance (21%)	210	
BSG Online Quiz 1 (1.5%)	15	
BSG Online Quiz 2 (2.1%)	21	
BSG 3-year Strategy Plan 1 (1.5%)	15	
BSG 3-year Strategy Plan 2 (3%)	30	
BSG Online Peer Evaluation of co-managers 2 instances during the BSG (.9%)	9	
Final BSG Presentation (Team PPT presentation and written overview of final BSG results. Each team mate speaks, between 15-20 minutes total, 5 minutes questions, printed hard copy for prof, no notes for presenters (10%))		100
4 quizzes from textbook/class discussion material (30 pts. each, written in-class, short answer-i.e. not multiple choice, no make-ups) (12%)		120
Module Getting Started: Learner Info Survey/Submit your Online 101 Badge (1.5%)		15
Module 2: BSG Players Guide/Financial Ratios (3.5%)		35
In-class Final Exam - from textbook & BSG (10%)		100
Industry Analysis including Industry SWOT – team (5%)		50
Company Analysis, complete, individual (5%)		50

Case Analysis 3 at 50 points each – individual (10%)		150
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 Monday before presentation. 5-minute presentation, 5 minutes of questions, 1 typewritten page overview)(5%)		50
<i>In-class activities. Out of class events may be substituted for 10 points. (3%)</i>		30
	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-		

In Case of Disruption Yes! A disruption means you, me, or all of us cannot participate in 'class as usual' for a reason we could not predict at the beginning of the semester. After COVID-19, we are well aware that disruption can happen fast. While we hope to avoid any closures due to COVID related reasons, let's face it, disruption happens every semester. You may get sick, I may get sick, or campus may close due to a wildfire - this is California after all. Life happens! Our goal as a learning community is to do our best to keep teaching and learning with as little interruption as possible. This page explains what you can expect from me and what I expect from you when facing disruption - small or big!

If I am 'out'

If for some reason I get sick or am not able to make it to our class on Tuesday morning, I will send an email and announcement via Canvas. Please set up your Canvas site to notify you when there are new announcements. If I am to be out, I will try to give you advance notice so that you will not have to drive to campus unless you have another reason to do so. If we are not able to meet in person, there will be a page on Canvas with a link from the front page that will have the lecture or article to be read, the discussion board or other activity to be completed. Please note that the Business Strategy Game (BSG) will continue on its schedule, no matter what else is happening.

If you are 'out'

You may have an **unexpected** or **expected** absence from the class. An **expected absence** would be something like a work responsibility that you cannot rearrange. In this case, please let me know as soon as you can via an email. I keep the emails so I can find the information later if needed. We will work out an adaptation for assignments so that you can participate in your work event. Please know that I cannot reschedule the whole class to an online schedule, however we can adapt for 1 or 2 class periods.

If you have an **unexpected absence** such as illness, car trouble, family issues, please text me at 626-786-1920 and tell me your name, Tuesday (TU) class section and the issue. If you feel sick, please do not come to class. Please check for COVID symptoms and get tested if you think you have been exposed.

Testing is available on campus.

Please communicate with me. You have worked hard to get to this point, please DO NOT become a ghost!

If you have to unexpectedly miss a class, please check in with your team mates. Assignment due dates can occasionally be adjusted. Again the BSG moves onward on its schedule. If you miss a date, your score will reflect that. There are no redos or late work for the BSG.

The WiFi may go out due to a power outage or wildfire preventing you from submitting something on time and interfere with your ability to communicate the issue until it is restored - which could take a few hours or days. First, please text me if you can, so I know what is happening. Then we will adapt assignments (except the BSG). If you are unable to access WiFi for the BSG your team will need to cover for you.

If Campus Closes

If all of campus closes, yet we have not closed classes, then we will go completely online. This has happened at least once over the last three or more academic years. Then we will meet via Zoom on Tuesday mornings at 9 a.m. Again if you do not have access to WiFi, please let me know. You should have access to a laptop, wifi, webcam, and audio so that you are able to participate online in class. The library may have equipment if you do not have all the pieces required. Check to see that your equipment is working now.

- If campus closes, we will continue online at our regular time unless classes are cancelled.
- I will record lectures and make the recording available on Canvas if we cannot meet on campus.
- Zoom will be required and we will do activities via breakout rooms.

Always text me at 626-786-1920 as soon as you can if issues arise for you. With communication we can work through whatever problems arise.

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 respect the views and opinions of their colleagues.** Disagreement and discussion are encouraged. Intolerance for the views of others and incivility is unacceptable.
- **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.



- **All Phones and wireless devices are turned off at the beginning of class.**

- ***This is a No Phone Zone.*** Only emergency calls should be accepted during class, and then please respect your classmates by stepping outside to take the call. 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.
- ***No Laptop Zone, No WristWatchComputers, No Tablet Computers.*** There are often cases where learning is enhanced by the use of laptops in class. Please bring a digital device, however refrain from using it until requested. 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.
- ***Late Work Policy.*** Assignments are expected when requested. Late submission of any assignment will not be accepted unless you make arrangements with me in advance of the due date, in which case late assignments will have a 10% reduction in score. If you have an emergency reason that includes documentation the score reduction will not apply.

Missed Classes. We need you in class. Or if you are extrinsically motivated, each class has points for may have exercises for points. If you miss the class, you will miss the points. You have 1 class that requires no excuse, no points lost. Otherwise you should let me know if you cannot come to class. If you have a documented emergency or injury, we will work something out. If you miss class, you are responsible for obtaining any notes, handouts, additional reading materials, or assignment changes from your classmates or from CILearn Canvas site. Please see above about disruptions.

Fall Semester 2021 Schedule

Date & Topic	Preparation/reading for class	Assignments & in-class activities
<p><i>Week 1: 8/26/21</i> What is Strategy & the Strategic Process? Introduction to <i>The Business Strategy Game (BSG)</i>.</p>	<p>Orientation and course preview. Read & study the Players Guide for BSG Start with Module 1 on Canvas Read chapter 1 of textbook HBR reading: p. 42 Building your company's vision, by Collins & Porras</p>	<p>Classmate introductions Where to find resources. Introductory video: BSG In-class – Discuss Financial Ratios Assignment, Student Info Survey, Learning Online 101 <i>Strategy in the NEWS</i> <i>Each week 1 or 2 Weekly News Updates by a team of 2 students. Signup through link on Canvas syllabus. Presentations start Week 2.</i> Players Guide- start reading, studying!</p>
<p><i>Week 2: 9/2/21</i> Mission, vision, and values</p>	<p>Read chapter 2 & 3</p>	<p>Create teams of 3; 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, start strategizing for your BSG co. Choose Industry for your team analysis. Practice Round 1 AND Quiz on Player's Guide (in BSG) due: 9/5/21 11:59 p.m. Debrief: For next class: Each person writes a short piece on their intended strategy and how it worked.</p>
<p><i>Week 3: 9/9/21</i> Evaluating the External Environment</p>	<p>2nd practice round of BSG due 9/9/21 11:59 p.m. Read "Analyzing Cases & Preparing for Class Discussions" Textbook p. 343-346</p>	<p>Debrief of Practice Round 1 in class How to analyze an industry Discussion and preparation in class on BSG Financial ratios assignment due 9/9/21, 11:59 p.m. Simulation resets to Year 11 on 9/10/21 at 11:59 p.m.</p>
<p><i>Week 4: 9/16/21</i> Evaluating a firm's Internal Capabilities</p>	<p>Chapter 4 Year 11 Decision Round-due 9/15/21, 11:59 p.m.</p>	<p>Chapter 4 Quiz 1 in class: Chapters 1-3 from textbook, written in class</p>

Date & Topic	Preparation/reading for class	Assignments & in-class activities
<i>Week 5: 9/23/21</i> Business Level Strategies: Cost Leadership	Chapter 5 Year 12 Decision Round-due 9/22/21, 11:59 p.m.	Chapter 5 Industry Analysis: Team Assignment 9/23/21 – post to Assignment on Canvas
<i>Week 6: 9/30/21</i> Business Level Strategies: Product Differentiation	Year 13 Decision Round-due 9/29/21, 11:59 p.m.	Quiz 2 in class: Chapters 4-5 – in class
<i>Week 7: 10/7/21</i> College Learning Assessment online	Chapter 6 Year 14 Decision Round-due 10/6/21, 11:59 p.m.	Chapter 6 BSG 3-year strategic plan 1 due 10/6/21 11:59 p.m. 10/7/21 Tentative CLA Testing
<i>Week 8: 10/14/21</i> Corporate Strategies: Vertical Integration	BSG Quiz 2 due by 10/13/21, 11:59 p.m. Chapter 7 Year 15 Decision Round-due 10/13/21, 11:59 p.m.	Case 1 analysis
<i>Week 9: 10/21/21</i> Corporate Strategies: Corporate Diversification	Chapter 8 Year 16 Decision Round-due 10/20/21, 11:59 p.m.	Chapter 8 BSG Mid-Game Peer Eval due 10/20/21, 11:59 p.m.
<i>Week 10: 10/28/21</i> Corporate Strategies: Organizing to Implement Corporate Diversification	Chapter 9 Year 17 Decision Round-due 10/27/21, 11:59 p.m.	BSG 3-year strategic plan 2 due 10/27/21 11:59 p.m. Chapter 9 Quiz 3 Chapters 6-8 – in class
<i>Week 11: 11/4/21</i> Corporate Strategies: Strategic Alliances	Chapter 10 <i>Year 18 Decision</i> <i>Round-due 11/3/21, 11:59 p.m.</i>	BAT 1 hour 30 min. Class continues after BAT assessment Company Analysis: Individual assignment, post on Canvas due 11/7/21
<i>Week 12: 11/11/21</i>	Chapter 11 Year 19 Decision Round-due 11/10/21, 11:59 p.m.	No class session, Veteran's Day Case 2 analysis due 11/14/21 In the News
<i>Week 13: 11/18/21</i> Corporate Strategies: Mergers & Acquisitions	Year 20 Decision Round-due 11/17/21, 11:59 p.m.	Quiz 4 Chapters 9-10 – in class BSG Post-Game Peer Evals due 11/21/21, 11:59 p.m.

Date & Topic	Preparation/reading for class	Assignments & in-class activities
<i>Week 14: 11/25/21</i> Corporate Strategies: International Strategies	Analyze your team's BSG performance and work on presentations	No Class Session, Thanksgiving Case 3 analysis due: Individual assignment, post on Canvas by Sunday 11/28/21, 11:59 p.m.
<i>Week 15: 12/2/21</i> Presentations	Each team presents their business from the BSG. Prepare a PPT presentation and short written summary analysis of your team's results	Presentations
Final Exam: Tuesday, December 9, 2021 7:00 p.m. to 9:00 p.m.		Final Exam Live Online

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/>

Attendance Policy We meet only once a week, so your attendance in class is expected (yes, there are points attached to attendance). Your learning is more than just reading a textbook. It requires that you learn to collaborate and integrate other people's ideas with your own. For absences with extenuating circumstances related to a medical condition or disability for which you may require reasonable accommodation, please refer to the Disability Statement.

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 fail the course.

If you use an online website to get answers for a quiz or exam, if you use someone to write your papers who is not you, if you give answers to a classmate or someone in another section, and you are caught doing so, you will fail the course. You will also be reported to the Vice President of Academic

Affairs and Student Affairs of the University. Honesty is an expectation of being a member of this class.

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 result in an "F" (0 points) on the test or exams, will result in 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.

By enrolling at CSU Channel Islands, students are responsible for upholding the University's policies and the Student Conduct Code. Academic integrity and scholarship are values of the institution that ensure respect for the academic reputation of the University, students, faculty, and staff. Cheating, plagiarism, unauthorized collaboration with another student, knowingly furnishing false information to the University, buying, selling or stealing any material for an examination, or substituting for another person may be considered violations of the Student Conduct Code (located at <http://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm>). For additional information, please see the faculty [Academic Senate Policy on Academic Dishonesty](#), also in the CI Catalog. Please ask about my expectations regarding academic dishonesty in this course if they are unclear.

CSUCI Policy on Grades, Honors, & Awards

You can find more information about grades, that is what letter grades mean, how the 4.0 point scale works, and more in the CSUCI Course Catalog at:

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

Campus Tutoring Services

You are encouraged to make regular use of campus tutors and/or peer study groups, beginning in the second week of the semester. For campus tutoring locations, subjects and hours, go to: <http://go.csuci.edu/tutoring>.

Civil Discourse Statement

All students, staff and faculty on our campus are expected to join in making our campus a safe space for communication and civil discourse. In 2016, CI faculty (through the Academic Senate) voted to approve [Resolution SR 16-01](#) titled, "Commitment to Equity, Inclusion, and Civil Discourse within our Diverse Campus Community." If you are experiencing discomfort related to the language you are hearing or seeing on campus (in or out of classes), please talk with a trusted faculty or staff member. Similarly, please consider whether the language that you are using (in person or on canvas) respects the rights of others to "engage in informed discourse and express a diversity of opinions freely and in a civil manner."

Emergency Intervention and Basic Needs Statement

As CI's website points out, "a recent study commissioned by the CSU Chancellor's Office shows that nearly 25 percent of CSU students either regularly skip meals for financial reasons or lack access to toiletries and sufficiently nutritious food options. In addition, more than 10 percent are displaced from their homes due to things like an unexpected loss in income or personal safety issues." If you recognize yourself, or someone you know from this description, please know that there are resources on campus to help, including the Dolphin Food Pantry for students which offers free food, toiletries and basic necessities. The Dolphin Pantry is currently located in Arroyo Hall, Room 114 and is open Monday-Friday, please see this site for times: <https://www.csuci.edu/basicneeds/food-assistance.htm>

Emergency housing and funds are also available. More information on these, and other services available at CSUCI can be found at: <https://www.csuci.edu/basicneeds/>

BSG Schedule for Fall 2021 for BUS499.02 Thursday Class

BSG Quiz 1 Available	27-Aug-2021 23:59 PM
Decision Round Practice Year 11	05-Sep-2021 23:59 PM
BSG Quiz 1 Deadline	05-Sep-2021 23:59 PM
Decision Round Practice Year 12	09-Sep-2021 23:59 PM
Decision Round Data Reset to Year 11	10-Sep-2021 23:59 PM
Decision Round Year 11	15-Sep-2021 23:59 PM
Decision Round Year 12	22-Sep-2021 23:59 PM
Decision Round Year 13	29-Sep-2021 23:59 PM
Decision Round Year 14	06-Oct-2021 23:59 PM
3-Year Strategic Plan	06-Oct-2021 23:59 PM
BSG Quiz 2 Available	06-Oct-2021 23:59 PM
Decision Round Year 15	13-Oct-2021 23:59 PM
BSG Quiz 2 Deadline	13-Oct-2021 23:59 PM
Mid-Game Peer Evaluations Available	13-Oct-2021 23:59 PM
Decision Round Year 16	20-Oct-2021 23:59 PM

Mid-Game Peer Evaluations Deadline	20-Oct-2021 23:59 PM
Decision Round Year 17	27-Oct-2021 23:59 PM
3-Year Strategic Plan	27-Oct-2021 23:59 PM
Decision Round Year 18	03-Nov-2021 23:59 PM
Decision Round Year 19	10-Nov-2021 23:59 PM
Decision Round Year 20	17-Nov-2021 23:59 PM
End-Game Peer Evaluations Available	18-Nov-2021 23:59 PM
End-Game Peer Evaluations Deadline	21-Nov-2021 23:59 PM