

CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS

Course: BUS 499, Capstone: Global Strategic Simulation, Section 01, #1028

Time/Location: Manzanita Hall 1101, MW 12:00pm – 1:15pm

Instructor: Jeffrey D. Stone, Ph.D.

Contact: (805) 660-8483 (mobile and text); email: Jeffrey.Stone@csuci.edu

Office Hours: Mondays 1:15pm to 2:15pm and by appointment, Sage Hall.

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, 2010 Edition.
<http://www.bsg-online.com>

In addition to the regular readings assigned in this course, you are 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*.

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 inter-related 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 make and implement business decisions via a simulation exercise produce analyses and present analyses orally and in writing to their peers and to a larger audience create effective business plans and clearly describe strategies, goal and objectives summarize orally and in writing the performance of businesses demonstrate skills to work with peers in small groups to produce timely decisions and excellent oral and written reports

Course Topics: Through the use of 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 - 89 = B
70 - 79 = C
60 - 69 = D
< 60 = No Pass

Grading:	Business Strategy Game	30%
	In-class exams from textbook and lecture (2 at 10% each)	20%
	Written Case Briefs (3 at 5% each)	15%
	Written Case Analysis/Update	10%
	Final Case Analysis	10%
	Attendance/Participation/Instructor Evaluation	10%
	Chapter/Case Quizzes	5%

	Total	100%

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

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.

There are no extra credit 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, 2001: Publication Manual of the American Psychological Association).

Business Strategy Game (30% 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, each 10%)	20%
Game Score	50%
Final Presentation (each team member must present)	15%
Peer Evaluation (online)	5%

Total	100%

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.

In this class, we will discuss nine cases. For each case discussion, you should prepare a case brief, the format of which will be provided in a separate document. In essence, a case brief provides a short analysis of an organization's internal and external environment, pinpoints the key strategic issue faced by the firm, and proposes and justifies the best course of action for the firm to address its key strategic issue. You will 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 Analyses (2 at 10%, for a total of 20% of course grade)

In addition to the case briefs, you will submit **two detailed case analysis documents**. A case analysis provides a more comprehensive analysis of the internal and external environment, proposes three potential solutions to resolve the key strategic issue, and offers one recommended solution with detailed justification. In this class, you will prepare two detailed case analyses. The length of each case analysis should be between seven and ten pages, double-spaced typed. The first analysis will address either the Ford Motor Company (Case 36) or General Motors (Case 34), your choice. You are to make a recommendation to the firm's board of directors at the end of the case, as you normally would in a case brief. After you make your recommendation you will update the case as of the due date by doing online library research. That is, what specific actions did the firm undertake from end of the case (GM: March 5, 2009, Ford: January 31, 2009) until the due date of the assignment? In this analysis, your *update* must include at least five references and should be of approximately three to five pages in length. Thus, your total detailed case analysis including update should be **between ten and fifteen pages** in length. The second case analysis will not require an update, and will be due at the time of the final.

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.

On class days scheduled for case discussion, the instructor will select teams to present the case to the class and lead a class case discussion. Your ability to succinctly present the case and elicit class participation will be a component of your class participation grade.

Chapter Quizzes (5% of course grade)

A ten question quiz will be administered at the start of each class, at the discretion of the instructor. From the start of the quiz, you will have ten minutes to complete the quiz. There are no makeups.

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:

Oral Presentation Skills – based on your case presentation and final game presentation.

Written Work – based on your Ford or GM update case analysis.

Critical Thinking – based on your Ford or GM update case analysis.

Collaboration – based on your team skills evidenced during the Business Simulation Game.

Specifics of these assessments will be provided in a separate document. Your scores on the assessment activity will not contribute to your grade in the course.

Team members evaluate each other's contribution (including their own) to the Team effort. Your professor will provide further instructions and will provide a form for this evaluation.

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.

Week	Date	Assignments
3	Mon, Feb. 1	Review BSG info and form teams in class
3	Thu, Feb. 4	Submit Year 11 Practice Decision 1
4	Thu, Feb. 11	Submit Year 12 Practice Decision 2 Complete online individual Quiz 1
5	Thu, Feb. 18	Reset the Game. Begin Competition Submit Year 11 Decision
6	Thu, Feb. 25	Submit Year 12 Decision
7	Thu, Mar. 4	Submit 3-year Strategic Plan for Y13-15 Submit Year 13 Decision
8	Thu, Mar. 11	Submit Year 14 Decision Complete online individual Quiz 2
9	Thu, Mar. 18	Submit Year 15 Decision Interim peer evaluation available
11	Thu, Apr. 1	Submit 3-year Strategic Plan for Y16-18 Submit Year 16 Decision Deadline to submit interim peer evaluation
12	Thu, Apr. 8	Submit Year 17 Decision
13	Thu, Apr. 15	Submit Year 18 Decision
14	Thu, Apr. 22	Submit Year 19 Decision End-of-Game peer evaluation available
	Tue., May 11	Deadline to submit online End-of-Game peer evaluation form

Class Schedule (subject to change during the semester)

Week	Date	Topic	Assignments
1	1/18	Martin Luther King Holiday	No Class
	1/20	Introduction to Course	Read the BSG Student Guide (online)
2	1/25	Ch. 1, Strategic Management	Read Ch. 1, No Quiz
	1/27	Case Analysis Methods Discuss the <i>Robin Hood</i> Case 1	Read Ch. 13 Quiz on Ch. 13 (financial ratios)
3	2/1	BSG Overview and Team Formation	
	2/3	Ch. 2, The External Environment	Read Ch. 2, Quiz on Ch. 2
4	2/8	Discuss the <i>MacDonalds</i> Case 14	Read Case 14
	2/10	Ch 3, The Internal Environment	Read Ch. 3, Quiz on Ch. 3
5	2/15	Discuss the <i>Jamba Juice</i> Case 24	Turn in Case Brief for Case 24
	2/17	Ch 4, Intellectual Assets	Read Ch. 4, Quiz on Ch. 4
6	2/22	Exam 1 covering Chapters 1-4, 13	Bring Scantron to class
	2/24	BSG Team Meetings	
7	3/1	Ch. 5, Business Level Strategy	Read Ch. 5, Quiz on Ch. 5
	3/3	Discuss the <i>Apple, Inc.</i> Case 23	Read Case 23
8	3/8	Ch. 6, Corporate Level Strategy	Read Ch. 6, Quiz on Ch. 6
	3/10	Discuss the <i>Johnson&Johnson</i> Case 18	Turn in Case Brief for Case 18
9	3/15	Ch. 7, International Strategy	Read Ch. 7, Quiz on Ch. 7
	3/17	Discuss the <i>Geely</i> Case 25	Read Case 25
10	3/22	Spring Break	No Class
	3/24	Spring Break	No Class
11	3/29	Ch. 8, Entrepreneurial Strategy	Read Ch. 8, Quiz on Ch. 8
	3/31	Cesar Chavez Holiday	No Class
12	4/5	Ch. 8, Competitive Dynamics	
	4/7	Discuss <i>Current Affairs</i> Case	Turn in <i>Current Affairs</i> Team Case Brief
13	4/12	Exam 2 covering Chapters 5-8	Bring Scantron to class
	4/14	Ch. 9, Control and Governance Discuss <i>Skeleton</i> Case 3	Read Ch. 9, Quiz on Ch. 9
14	4/19	Ch. 11, Strategic Leadership	Read Ch. 11, Quiz on Ch. 11
	4/21	Discuss <i>Best-Laid Incentive Plans</i> Case 4	Read Case 4
15	4/26	Ch. 12, Innovation and Entrepreneurship	Read Ch. 12, Quiz on Ch. 12
	4/28	Discuss <i>Keurig Coffee</i> Case 29	Read Case 29
16	5/3	Discuss Ford (36) and GM (34) cases	Turn in Case Analysis Update
	5/5	BSG Final Presentations	
	5/10	1:00-3:00pm, BSG Final Presentations	Turn in Final Case Analysis

Course Standards: 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 before class on their due date. Late submissions will not be accepted.

All students commit to maintaining and upholding intellectual integrity. The faculty, departments, divisions, or campuses of the University may impose sanctions on students who commit the following academic integrity violations: cheating, plagiarism, forgery of transcripts, and other related acts. Sanctions may include a failing grade on the assignment, a failing grade for the course, suspension, or dismissal from the University.

Students with Disabilities needing accommodation, make requests to Dr. Terri Goldstein, Disability Accommodation Services, East Bell Tower, 1796 (805-437-8528, terri.goldstein@csuci.edu). Please discuss approved accommodations with the instructor.