

**Course:** BUS 499

**Title:** Capstone: Global Strategic Simulation

**Units:** 3

**Required Texts:** Strategic Management: Text and Cases, 5th Ed. Boston  
By: Dess, H; Gregory G.; Lumpkin, G. T. and Alan B. Eisner.  
McGraw-Hill Irwin, 2008; ISBN 978-0-07-353041-7

The Business Strategy Game: A Global Simulation, 2011 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, or Fortune. These are available in the Broome Library.

**Instructor:** John J. Griffin, JD, MBA

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**Office Hours:** Sage Hall, Room 2106  
Mondays and Wednesday from 2:00p – 3:00p or by appointment, as necessary

**Location:** Bell Tower 2704

**Course 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 a business 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, and;
- summarize orally and in writing the performance of businesses.

**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 → 90	= B
70 → 80	= C
60 → 70	= D
0 → 60	= No Pass

**Grading:**

Business Strategic Game	30%
In-class tests from textbook and lecture (2 at 10% each)	20%
Team Chapter Presentation	10%
Written Case Briefs (3 at 5% each)	15%
Case Analysis	10%
Final Presentation	5%
Attendance/Participation/Instructor Evaluation	10%
<b>Total</b>	<b>100%</b>

Whole letter grading only 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, 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 (online)	10%
Game Score	60%
Final Presentation (each team member must present)	15%
Peer Evaluation (online)	5%
Total	100%

**Business Strategy Game (BSG) Schedule:** All decisions are to be submitted online by 12:59 pm on the decision due dates. **No exceptions** will be allowed.

**Tests (20% of course grade):** Three tests will be offered. Your test score will consist of the sum of the best two of these three tests. Tests will be multiple-choice questions. The first exam will cover Chapters 1 thru 4, and Chapter 13 of the textbook; the second exam will cover Chapters 4 thru 8; the third test will cover Chapters 8 thru 12. 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 Analysis (10% of course grade):** In addition to the case briefs, you will submit a **detailed case analysis document**. 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. The analysis will address the case of Ford Motor Company (Case-36). You are to make a recommendation to the Ford 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 Ford undertake from early 2007 to early-2009 and what are the prospects for 2011? In this analysis, your update must include at least five references and should be of approximately three to five pages in length. Your total detailed case analysis including update should be between ten and fifteen pages in length.

**Chapter Presentation (10% of course grade):** Each team will be responsible for a preparing a chapter from the text for presentation to the class as indicated below on the Detail Course Schedule. You and your team are expected to apply the best practices you have observed in your coursework at CSUCI to making the presentation interesting and comprehensive with respect to the material covered in the textbook.

**Final Presentation (5% of course grade):** Each team will be responsible for a preparing a final presentation that summarizes their BSG results. A more detailed description of the final presentation will be given in class. These presentations will be given during the time allocated for the course final examination.

**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.

**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 final game presentation.
- Written Work – based on your Ford Motor update case analysis.
- Critical Thinking – based on your Ford Motor 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.

#### Detailed Course Schedule for BSG:

Deadline	Decision
03-Feb-2011	Practice Decision 1 - Practice Year 11
10-Feb-2011	Practice Decision 2 - Practice Year 12
10-Feb-2011	Quiz 1 due
13-Feb-2011	End of Practice Period (Data reset to Year 11 and practice results are no longer available)
17-Feb-2011	Decision 1 - Year 11
17-Feb-2011	Quiz 2 due
24-Feb-2011	Decision 2 - Year 12
03-Mar-2011	Decision 3 - Year 13
03-Mar-2011	3-Year Strategic Plan due
10-Mar-2011	Decision 4 - Year 14
17-Mar-2011	Decision 5 - Year 15
31-Mar-2011	Decision 6 - Year 16
31-Mar-2011	Mid-Game Peer Evaluations Due
07-Apr-2011	Decision 7 - Year 17
07-Apr-2011	Revised 3-Year Strategic Plan due
14-Apr-2011	Decision 8 - Year 18
21-Apr-2011	Decision 9 - Year 19
28-Apr-2011	Decision 10 - Year 20
05-May-2011	End-of-Game Peer Evaluations Due

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

**Detailed Course Schedule:**

Week	Date	Class Topic	Reading Assignment	Written Assignment
1	24-Jan	Course Introduction	BSG Student Guide (online)	
	26-Jan	Strategic Management: Creating Competitive Advantages (Chapter 1)	Chapter 1	
2	31-Jan	BSG Overview and Case Discussion	Robin Hood (Case 1)	
	2-Feb	Case Analysis (Ch-13)	Chapter 13	
3	7-Feb	The External Environment (Ch-2 by Team-A)	Chapter 2	
	9-Feb	Case Discussion and BSG Team Meeting	The Casino Industry (21)	
4	14-Feb	The Internal Environment (Ch-3 by Team-B)	Chapter 3	
	16-Feb	Intangible Assets (Ch-4 by Team-C)	Chapter 4	
5	21-Feb	Test 1 (Chapters 1-4 and Chapter 13)		Test 1 (Chapters 1-4 and Chapter 13)
	23-Feb	Sustaining Competitive Advantage (Ch-5 by Team-D)	Chapter 5	
6	28-Feb	Case Discussion and BSG Team Meeting	Edward Marshall Boehm (2)	
	2-Mar	Corporate Strategy (Ch-6 by Team-E)	Chapter 6	
7	7-Mar	Case Discussion and BSG Team Meeting	McDonald's Case (14)	Brief McDonald's Case (14)
	9-Mar	International Strategy (Ch-7 by Team-F)	Chapter 7	
8	14-Mar	Entrepreneurial Strategy (Ch-8 by Team-G)	Chapter 8	
	16-Mar	Test 2 (Chapters 5-8)		Test 2 (Chapters 5-8)
9	21-Mar	<i>Spring Recess</i>		
	23-Mar	<i>Spring Recess</i>		
10	28-Mar	Control and Corporate Governance (Ch-9 by Team-H)	Chapter 9	
	30-Mar	Case Discussion and BSG Team Meeting	Best Laid Plans Case (4)	
11	4-Apr	Organizational Design (Ch-10 by Team-I)	Chapter 10	
	6-Apr	Case Discussion and BSG Team Meeting	Ann Taylor Case (39)	Brief Ann Taylor Case (39)
12	11-Apr	Strategic Leadership (Ch-11 by Team-J)	Chapter 11	
	13-Apr	Case Discussion and BSG Team Meeting	Southwest Case (27)	
13	18-Apr	Innovation (Ch-12 by Team-K)	Chapter 12	
	20-Apr	Test 3 (Chapters 9-12)		Test 3 (Chapters 9-12)

Week	Date	Class Topic	Reading Assignment	Written Assignment
14	25-Apr	Case Discussion and BSG Team Meeting	Keurig Coffee (29)	
	27-Apr	Case Discussion and BSG Team Meeting	FreshDirect Case (32)	Brief FreshDirect Case (32)
15	2-May	Guest Speaker		
	4-May	Guest Speaker		
16	9-May	Case Discussion	Ford Case (36)	Submit Ford Motor Case Analysis (36)
	11-May	BSG Team Presentations		
17	16-May	BSG Team Presentations (4:00p to 6:00p)		

**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 on their due date. Grades on any materials will be reduced 25% each week that the work is late.

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 Disability Accommodation Services, East Bell Tower, 1796 (805-437-8528). Please discuss approved accommodations with the instructor.