



CSUCI - BUS 499: CAPSTONE SPRING 2023

Course Syllabus



Instructor: Bruce Gillies, PsyD.
Class Meetings: Thurs 3-5:50pm Broome Library 1360
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Office Hours: Thurs 6-8pm or online via ZOOM by app.
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Course Overview

This is a required upper division course for the Bachelor of Science in Business. The course is a culminating experience for business students that aim to integrate key concepts from previous business courses. Students are required to develop comprehensive approaches to complex business situations. Students analyze cases and make their own business decisions via an intensive simulation experience. It is essential for students to understand the interrelated nature of all business sub-disciplines. Also, through intensive group activities, students gain an appreciation of working in teams for a common goal.

Business Program Learning Goals

1. Critical Thinking
2. Oral Communication
3. Written Communication
4. Collaboration
5. Conduct (Ethics)
6. Competency in Discipline.

Student Learning Outcomes (SLO's) for this course

After the course, the students who successfully complete it should be able to¹:

1. Analyze the various business and corporate strategies available to organizations. (1,5)
2. Make and implement business decisions via a simulation exercise. (1,5,6)
3. Produce and present business analyses orally and in writing. (1,2,3,5,6)
4. Create effective business planning and clearly describe strategies, goal, and objectives. (1,2,3,5,6)
5. Summarize orally and in writing the performance of businesses. (2,3,5,6)
6. Develop skills for career exploration and success. (1,2,3,5,6)

Other critical course objectives are team building, focused and precise business writing, public speaking and presentation skills, and proficiency in Microsoft PowerPoint, Excel, and Word, as well as in some web-based critical tools such as Google Docs and Google Presentations.

Students will also have the opportunity to reflect on future business career paths.

These objectives will be achieved through a mix of mini-lectures, interactive activities, case discussions, a field trip, writing assignments, guest speakers and a term simulation game.

The class follows an active hands-on approach to learning. In-class time will be used for collaborative and interactive activities – not your traditional 3 hour-lecture from the professor.

Course Topics

Using a simulation game and business case analysis, the course demonstrates the integration of marketing, production, operations, finance, economics and human resource management to create sustained competitive advantage. As a major focus of the course, students work in teams to identify and resolve problems, and 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 good industry against several other firms. Students are responsible for

¹ Aligns with Program Learning Goals for the numbers indicated between brackets.

decisions related to product price, quality, production, aggregate planning, marketing, and financing.

Students are expected to utilize knowledge and skills gained in the business core courses and to apply the appropriate techniques and tools. During the semester, students will be dealing with issues related to, but not limited to, the following:

Management: Planning, organization, motivation, team dynamics, and communication. Role of Corporate Social Responsibility (CSR).

Marketing: Product, promotion, distribution, pricing strategies and analysis of the marketing/industry environment.

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

Finance: Application and interpretation of financial data. Financial ratios analysis, financial statements, and financial planning.

Economic & Statistics: Statistical analysis and quantitative forecasting methods including industry- and macro-environment factors.

Information Systems: Forecasting and financial simulation models.

Required materials

- **“Strategic Management and Competitive Advantage”** by Barney & Hesterly, 5th Edition (Pearson). Different formats available. Check online for the cheapest options. There are two copies in Reserve at the Library under my name– check at the front desk.
 - <https://reserves.calstate.edu/channel/>
- **The Business Strategy Game: A Global Simulation** <http://www.bsg-online.com>. All students must purchase an individual pass (\$44.95) after they receive a unique code in the first day of class.

Additional cases, readings as posted on CI Learn and handed out in the classroom.

Optional Readings & Resources²

- Periodicals & local newspapers (Pacific Business Time, LA Times, Harvard Business Review, Financial Times Entrepreneur, etc.)

²Note: I am always expanding this list so please share any resource that you love.

- Boston Consulting Group Perspectives (@bgcperspectives)
- McKinsey Quarterly (@McKQuarterly)
- Radio XM: Business Radio powered by the Wharton School – I love it!
- Harvard Business Review Today - great podcast series.
- Seekingalpha.com

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

Grading

Course Components	Assignment Components	Assignment Total
Business Strategy Game (BSG) Simulation - TEAM		300
<i>Overall Team performance on 5 scoring measures</i>	200	
<i>BSG Online Quiz 1: Week 3</i>	25	
<i>BSG Online Quiz: Week 10</i>	25	
<i>Self-Peer Evaluation scores of co-manager – (Midterm 10+ Final 40)</i>	50	
<i>Final BSG Recorded Presentation - TEAM</i>		250
Weekly Discussion Forums		250
Participation - INDIVIDUAL		100
LinkedIn Profile & Social Selling Index (SSI) growth		100
<i>Linked in Profile and SSI Score Part A Due Week 2</i>	50	
<i>Revised LinkedIn Profile and Updated SSI Score Part B Due Week 14</i>	50	
TOTAL		1000

The final grade will be calculated on the weighted value of all components. Final grades will be given on the basis of the guidelines

provided by the school. The professor reserves the right to change the method for determining course evaluation at any time.

A+: 1000-980	A: 979-930	A-: 929-900
B+: 899-880	B: 879-830	B-: 829-800
C+: 799-780	C: 779-730	C-: 729-700
D: 699-600	F: <600	

Class Participation

You are expected to engage in the class with the assigned readings completed and fully prepared to participate in the discussion. Therefore **preparedness, your contributions** toward advancing class discussions, and generally **fostering learning among peers**, will count toward your class participation grade.

Class participation provides an opportunity to practice your erudition and persuasive skills, as well as the ability to evaluate input and create your own, considered opinion. Comments that are vague, repetitive, unrelated to the current topic, disrespectful of others, or without sufficient foundation will be evaluated negatively. What matters is the quality of one's contributions to the class discussions as well as the frequency

Outstanding Contributor: Contributions in class reflect exceptional preparation. Ideas offered are always substantive; provide one or more major insights as well as direction for the class. Challenges are well substantiated and persuasively presented. If this person were not a member of the class, the quality of discussion would be diminished markedly. **Grade: 96-100 points**

Good Contributor: Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide good insights and sometimes direction for the class. Challenges are well substantiated and often persuasive. If this person were not a member of the class, the quality of discussion would be diminished. **Grade: 90-95 points**

Adequate Contributor: Contributions in class reflect satisfactory preparation. Ideas offered are sometimes substantive, provide generally useful insights but seldom offer a new direction for the discussion. Challenges are sometimes presented, fairly well substantiated, and are sometimes persuasive. If this person were not a member of the class, the quality of discussion would be diminished somewhat. **Grade: 80-89 points**

Non-Participant: This person says little or nothing in discussions. Hence, there is not an adequate basis for evaluation. **Grade: 70-79 points**

Unsatisfactory Contributor: Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive; provide few if any insights and never a constructive direction for the class. Integrative comments and effective challenges are absent. If this person were not a member of the class, valuable airtime would be saved. **Grade: 0 point**

I understand that we all have different threshold for engagement in the discussions. If you are uncomfortable developing your discussion points contact me and let's work on an individual plan for your own class participation. It is all about personal growth.

Discussion Forums

Being prepared for the class is a critical factor in your learning. As part of the class participation, each week will require you submit your opinion on an assigned reading or current issue in business.

No late submission. If you miss a discussion forum, you can make it up in a later week, but each day after it is due will result in a grade reduction.

Work due/ Late Policy

BSG Decision Round dates are **fixed** and no late submissions will be accepted. Your team must input the decisions by 11:59 pm on the due dates.

Written assignments will be uploaded to CI Learn before 11.59 pm the day they are due.

Be sure to submit BSG inputs into BSG website or assignments via CI Learn **prior to the due date**. No exceptions. **Late assignments are not accepted** unless you have an emergency that it is documented. **Please don't send me an email with the assignment attached.**

Exams & Quizzes

The Mid-Term will serve as a checkup of your progress. Also, it will give you an idea of what to expect on the Final. The format will be a mix of multiple choice questions, topic questions, and mini-case analysis. No make-up exams will be given.

Business Game Simulation

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 internationally competitive and goal-oriented environment. Successful management of a firm requires a balanced emphasis on 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.

Team Size: Teams will be of 5 students (co-managers) per team. You will review and grade your teammates' contributions. I expect the students to work hard on the project, but also to have fun.

I will expect an email from a representative of each team letting me know who is on the team. You will need to pick a name for your team that won't change during the semester. When a student from the team communicates with me for general questions, be sure to copy the rest of the team members so we can keep everyone in the loop.

The project should be also used as an opportunity to build upon "soft" skills that will always be useful in different aspects of your future career, such as

- team building
- running effective meetings
- developing leadership skills
- using effective feedback
- speaking in public (*special focus during the semester*)
- writing effectively

Final Presentation

The team will record a final BSG Company Presentation. The recording should not be longer than 15 minutes. All team members are expected to speak in the presentation.

Student recordings will be evaluated by the professor.

Peer Evaluation

Each co-manager in the team will complete the BSG Peer Review (12 questions) online for each team member and also a self-evaluation (using the same form). The objective is to evaluate your teammates' work. You will consider each of your teammate's efforts, commitment to the success of the project, and contribution to the final results, knowledge of company's operations, availability, dependability to get their work completed on time, leadership, etc. The answers are scored and recorded in the BSG online grade book; the peer evaluation grades range up to 100 points and weight a 10% of the BSG game total grade.

Social Selling Index – LinkedIn

As you start exploring professional options after graduation it is important to build and strength your **Professional Digital Identity**. LinkedIn is still the preferred professional social network. The goal of this assignment is to help you establish a LinkedIn presence and to strengthen it. For this purpose, we will be working with the LinkedIn Social Selling Index (SSI).

SSI measures how effective you are in establishing your professional brand, finding the right people, engaging with insights, and building relationships. It is updated daily.

This semester-long assignment requires to first create a LinkedIn profile if you still don't have one. During the semester, you will grow your contacts and expand your LinkedIn online activity. Full assignment description can be found on CI Learn. You can find more information on SSI here.

<https://business.linkedin.com/sales-solutions/blog/g/get-your-score-linkedin-makes-the-social-selling-index-available-for-everyone>

Case Analysis

*"A case is a detailed narrative or description of a real issue, decision or dilemma faced by real people and/or real organization. The case requires the reader to step figuratively into the position of a particular decision maker."*⁴

In some of your discussion forums you will write a case analysis addressing a list of specific questions. Be sure to answer each question separately. Do not write a generic "essay" about the case. Doing the analysis will help you to prepare for future interview questions for employment.

⁴Beal, MacMillan, Woodmark, and Scharr (2016): The Case Project Guide. (p. 11)

TENTATIVE SCHEDULE⁵

#	Week of	SUBJECT AREA	REQUIRED READING	ASSIGNMENT/ DELIVERABLE	OTHER ACTIVITIES/ READINGS
1	01/16	Intro & Course Overview UNIT 1: "What is Strategy and the Strategic Management Process"	Ch.1 BSG Player's Guide	Weekly Discussion Forum Practice Round 1 (Year 11)	Ice-breaker Intro to BSG & Enroll Create teams
2	01/23	UNIT 2: Evaluating the External Environment	Ch. 2 BSG Player's Guide	Weekly Discussion Forum SSI Part A: LinkedIn Profile Take BSG online Quiz 1 before 01/29 11:59 Practice Round 2 (Year 12)	BSG reset on 01/30
3	01/30	UNIT 3: Evaluating a Firm's Internal Capabilities	Ch. 3	Weekly Discussion Forum BSG: First round (Year 11) round - due on 02/05 11.59 pm	Quiz 1 Due 5 FEB 2023 Open 30 JAN 2023
4	02/06	CLA TEST – 9 FEB 2023, 4PM via Zoom BROOME LIBRARY		Weekly Discussion Forum Second round (Year 12) BSG - due on 02/12 11.59 pm	
5	02/13	UNIT 4: Business Level Strategies: Cost Leadership	Ch. 4	Weekly Discussion Forum Third Round (Year 13) Decision Round-due 02/28 11.59 pm	
6	02/20	UNIT 5: Business Level Strategies: Product Differentiation	Ch. 5	Weekly Discussion Forum Year 14 Decision Round-due 03/07 11.59 pm	
7	02/27	MIDTERM UNIT 6: Corporate Strategies: Vertical Integration	Ch. 6	Weekly Discussion Forum Year 15 Decision Round-due 03/14 11.59 pm	
8	03/06	Mid-Game Peer Evaluation due on the 21st			
9	03/13	UNIT 7: Corporate Strategies: Corporate Diversification	Ch. 7 & 8	Weekly Discussion Forum Year 16 Decision Round-due 03/28 11.59 pm – Online Quiz 2 available	
	Week of 03/20	SPRING BREAK			
10	03/27	UNIT 8: Corporate Strategies: Strategic Alliances	Ch. 9	Weekly Discussion Forum Year 17 Decision Round due – 04/04 Quiz 2 due 04/02 11.59 pm online	Quiz 2 Open 26 MAR
11	04/03	BAT TEST		Weekly Discussion Forum Year 18 Decision Round-due 04/11 11.59 pm	

12	04/10	UNIT 9: Corporate Strategies: Mergers & Acquisitions	Ch. 10	Weekly Discussion Forum Year 19 Decision Round-due 04/18 11.59 pm	
13	04/17 05/02	UNIT 10: Corporate Strategies: International Strategies CLA Test at 9am Pacific Time	Ch. 11	Weekly Discussion Forum Year 20 Decision Round-due 05/02 11.59 pm	
14	04/24	UNIT 10: Corporate Strategies: International Strategies (II)		Weekly Discussion Forum SSI Part B: LinkedIn Profile Peer review due available	
15	05/01	BSG: Company Presentations due. Peer evaluation due. Review for final exam.			
16	05/18	FINAL EXAM			

⁵This schedule of readings/assignments is subject to change **with** notice.

Writing Standards

The standard of writing is that of an upper division class. Students should have already achieved correct grammar and punctuation skills; those who have not should catch up by asking for help from the Writing & Multiliteracy Center. Poor writing will count against your assignments' grade. References/Bibliographies and writing must be APA style. **I do not accept handwritten assignments.** Please, review this brief guide <https://www.csuci.edu/writing-ci/guide/business-and-economics.htm>

CLA Testing

The Collegiate Learning Assessment (CLA+) is a performance-based assessment that provides a measure of an institution's contribution to the development of critical thinking and writing skills of its students. CLA+ uses a Performance Task and a series of Selected-Response Questions to measure higher-order skills.

While CLA+ allows schools to benchmark how much progress their students have made relative to the progress of similar students at other colleges, it also provides useful feedback to individual test-takers.

The principal goal of CLA+ is to assist faculty, administrators and students in improving teaching and learning. CLA+ tasks are designed to assess students' critical-thinking and written communication skills.

These skills include scientific and quantitative reasoning, analytic reasoning and evaluation of information, problem-solving, writing effectiveness and writing mechanics. These skills are necessary, not only for success in college and other aspects of life outside the classroom. No prior knowledge of any particular field is necessary in order to perform well.

Source:https://cae.org/images/uploads/pdf/CLA_Student_Guide_Institution.pdf)

Academic Dishonesty

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>). **If a student is found responsible for committing an act of academic dishonesty in this course, the student may receive academic penalties including a failing grade on an assignment or in the course, and a disciplinary referral will be made and submitted to the Dean of Students office.** For additional information, please see the faculty [Academic Senate Policy on Academic Dishonesty](#), also in the CI Catalog.

Specifically, plagiarism or cheating on test and exams will result 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. No retakes. Plagiarism on homework or other course deliverables will result in a 0-point grade for that assignment. In the case where the cheating or plagiarism was premeditated or planned, students may receive an "F" for the course.

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. When using another writer's work, accurately identify it with a proper citation. **PARAPHRASE!**

I encourage you to review this [UC Davis guide](#) to learn to distinguish between collaboration and plagiarism: *a and our [CSUCI guide for faculty and students](#) (see especially pp. 3-4 on "Strategies to Prevent Academic Dishonesty")*.

Please ask about my expectations regarding academic dishonesty in this course if they are unclear.

Disability Statement

If you are a student with a disability requesting reasonable accommodations in this course, please visit Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall, or

call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of needed services. You can [apply for DASS services here](#). Faculty, students and DASS will work together regarding classroom accommodations. Please discuss approved accommodations with me ASAP!

Digitally Accessible Course Materials--ALLY

CSUCI is committed to providing you the best learning experience possible. With this goal, we have activated ALLY in your Canvas courses. ALLY is a product that focuses on making digital course content more accessible to all students. You will now be able to [download most course files in the format that fits best with your learning needs](#); PDF, HTML, .EPUB, and Audio files are now available for most content items. To learn more about formats available as well as what each format offers visit [Ally Support](#). Should you have any questions or experience issues while using ALLY, please contact [Shared Services Solution Center](#) at (805) 437-8552.

Campus Tutoring Services

You are encouraged to make early and regular use of campus tutors and/or peer-led study groups. For campus tutoring locations, subjects and hours, go to: <http://go.csuci.edu/tutoring>.

Civil Discourse

All students, staff and faculty on our campus are expected to join in making our campus a safe space for communication and civil discourse. 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” (language from Academic Senate [Resolution SR 16-01](#), Commitment to Equity, Inclusion, and Civil Discourse within our Diverse Campus Community).

In addition, students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action. Students that disrupt this course may receive a verbal and written warning from the instructor, they may be excused from the class for the day, they may be excused from the class for up to one class period, and/or they may be referred to the Dean of Students office for further review and possible disciplinary action.

Emergency Intervention and Basic Needs

If you or someone you know is experiencing unforeseen or catastrophic financial issues, skipping meals or experiencing homelessness/housing insecurity (e.g. sleeping in a car, couch surfing, staying with friends), please know that you are not alone. There are resources on campus that may assist you during this time. The Dolphin Pantry is currently located in Arroyo Hall and offers free food, toiletries and basic necessities for current CI students. For additional assistance, please contact the Dean of Students office at (805) 437-8512 or visit Bell Tower 2565. Please visit the website for the most up to date information on the Basic Needs Program at CI: <https://www.csuci.edu/basicneeds/>.

Counseling and Psychological Services (CAPS)

CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867 and can be reached at 805-437-2088 (select option 2 on voicemail for 24/7 crisis support; or text "Hello" to 741741); you can also email us at caps@csuci.edu or visit our website at <https://www.csuci.edu/caps>.

Title IX and Inclusion

Title IX & Inclusion manages the University's equal opportunity compliance, including the areas of affirmative action and Title IX. Title IX & Inclusion also oversees the campus' response to the University's nondiscrimination policies. CSU Channel Islands prohibits discrimination and harassment of any kind on the basis of a protected status (i.e., age, disability, gender, genetic information, gender identity, gender expression, marital status, medical condition, nationality, race or ethnicity, religion or religious creed, sexual orientation, and Veteran or Military Status). This prohibition on harassment includes sexual harassment, as well as sexual misconduct, dating and domestic violence, and stalking. For more information regarding CSU Channel Islands' commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit <https://www.csuci.edu/titleix/>.

Preferred Pronouns

I will gladly honor your request to address you by an alternate/preferred name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records. You may also update your pronouns or preferred name in myCI Student Center. Visit, <https://www.csuci.edu/registrar/preferred-name.htm> for instructions.

Business Program Advising Website

There are two types of class advising at CI, academic advising and major/minor advising. As you are now taking your capstone class you may not need their help anymore but I thought I share, just in case.

1. The **Academic Advising** (<https://www.csuci.edu/academics/advising/>) department of CI helps students from all majors choose general education (GE) and other non-business classes. Please make an appointment with them to ask about GE and other non-business classes.

2. The **major/minor advisors** help you pick business classes. There are two business major/minor advisors who specialize in helping you choose classes for your business major or business minor. They can help you:

- check whether you are on schedule to graduate
- plan which classes to take each semester
- decide whether you want to declare an option in the business major
- plan which classes to take while studying abroad
- answer any other questions about the business major or minor

The two-business major/minor advisors are:

- Dylan Cooper <https://calendly.com/dylan-ci/office-hours>
- Minder Chen minder.chen@csuci.edu

Check this site for additional information related to the Business Program
<https://business.csuci.edu/businessadvising.htm>

Disclaimer

The information contained in this syllabus, other than the mandated by the University, may be subject to change with advance notice.

Final Thoughts

This class and all that we strive to accomplish are about you and for you! The class is the safest laboratory that you will experience in your career. Make the most out of it! Work hard and have fun! Thank you for choosing this class. I am looking forward to working with you.

"Inspiration exists, but it has to find you working."
Pablo Picasso