



**Capstone Course**

**BUS 499.01**

Course number 1917

Thursday 9:00 a.m. to 11:50 a.m.

**Del Norte 1530**

Instructor: Dr. Cindy Sherman, Ph.D., MBA



**Office Hours:**

Monday 12:30-1:30 p.m.

Tuesday 12:00-1:00 p.m.

Thursday 2:30-3:30 p.m. and by appointment either in-person or on Zoom.

**Office:** Martin V. Smith Hall 1174

**Phone:** 626-786-1920. (If you text or leave a message, please leave your name.)

**E-mail:** [cynthia.sherman@csuci.edu](mailto:cynthia.sherman@csuci.edu)

**Required Materials – readings and software**

- Textbook – Open-Source file on Canvas: **Strategic Management**, Kennedy, Jamison, Simpson, Kumar, Kemp, Awate, & Manning (2020). PDF file on Canvas
- **The Business Strategy Game: A Global Simulation**, 2019 Edition.  
Team codes will be given out in class.  
<http://www.bsg-online.com> (all students must purchase at \$44.95)
- Other readings & resources will be discussed in class and posted on Canvas.
  - Readings on Canvas Course site through MyCI
  - LinkedIn Material

**Prerequisites:** All lower and upper division major requirements with the exception of one of the following: MIS 310 or BUS 411.

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: \*

Course Goals → MVS goals ↓	Goal 1: Describe the various strategies available to business success	Goal 2: Make and implement business decisions via a simulation exercise	Goal 3: Produce and present business analyses orally and in writing	Goal 4: Create effective business plans and clearly describe strategies, goal and objectives	Goal 5: Summarize orally and in writing the performance of businesses
Critical thinking	☞	☞	☞	☞	☞
Oral communication			☞	☞	☞
Written communication			☞	☞	☞
Conduct & ethics	☞	☞	☞	☞	☞
Competencies in discipline	☞	☞	☞	☞	☞
Collaboration		☞	☞	☞	☞

- 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 (1,2,3,5,6)

\*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 and Finance:* 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 on the BSG is longer than 2-3 hours.**
- 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.
- Work with WMC, on writing projects.
- Your written submissions have been read and edited several times.
- 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.

**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.**

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 teammates. 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.

### **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.

- **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 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.

### **Readings and Cases.**

For the learning process to be effective, it is necessary that you prepare the cases/readings before class and actively participate in the case discussions during class. I expect you to be fully prepared for each class and may call upon you to start the discussion or answer a specific question during the class on any day.

What you get from this course depends on what you put in. Preparation involves not just analysis, but also developing a personal position on the issues raised in the case. Unless you have thought about and adopted a personal position, it is very hard to learn from others' contributions in the class.

### Assignments Spring 2024

Assignment	Points	Due Date
<b>Plot-A-Thon register:</b> <a href="https://www.csuci.edu/wmc/wmc-events.htm">https://www.csuci.edu/wmc/wmc-events.htm</a> <b>Event is Friday &amp; Sat, Feb 23 &amp; 24</b>	100	<b>Register by Feb. 9<sup>th</sup>.</b> more information in class and in the Plot-A-Thon module in Canvas.
Strategy in the News-teams of 2 1 page written & presentation	50	Varies - Signup sheet at <a href="https://docs.google.com/document/d/1M6TfTMEJ34zHFEeI1p1wKczvKU9loP3C9BHHbUQCBJg/edit?usp=sharing">https://docs.google.com/document/d/1M6TfTMEJ34zHFEeI1p1wKczvKU9loP3C9BHHbUQCBJg/edit?usp=sharing</a>
BSG Team PESTEL analysis-written paper and presentation in class	100	Your BSG Team will do a PESTEL analysis of a company and present in class (< 5 min.). <b>Feb 29, 2024, 11:59 p.m.</b>
Individual case analysis- paper	125	3/17/24 11:59 p.m.
Business Strategy Game (BSG) online – team	300	Weekly due dates, see last page of syllabus.
BSG Final Presentation – team	100	5/9/24
Final Exam – Case analysis, short multiple choice	100	5/19/24 8:00-10:00 a.m. Please be sure to put this date on your calendar. No makeups on the final. Don't start a new job or go on your celebratory graduation cruise until AFTER this date!
Events	25	Need 3 events by 5/8/24 Many options from which to choose during the semester. See the link to the list on Canvas assignment.
<b>Total Points</b>	<b>900</b>	

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**Points to Letter Grades – must earn C- in order for course to count for Business degree.**

837-900 = A	774-809 = B+	684-719 = C+	540-629 = D range	less than 540 = F
	747-773 = B	657-683 = C		
810-836 = A-	720-746 = B-	630-656 = C-		

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## Spring Semester 2024 Schedule

Date & Topic	Preparation/reading for class	Assignments & in-class activities
<p>Week 1: 1/25/24 What is Strategy &amp; the Strategic Process? Introduction to <i>The Business Strategy Game</i> (BSG).</p>	<ul style="list-style-type: none"> <li>Intro to the Players Guide</li> </ul>	<p>Orientation and course preview. Classmate introductions Where to find resources. Introductory video: BSG <i>Introductions</i> <b>Players Guide - start reading, studying!</b></p> <p>Plot-a-thon: <a href="https://cilearn.csuci.edu/enroll/DEWDLF">https://cilearn.csuci.edu/enroll/DEWDLF</a></p>
<p>Week 2: 2/1/24 Mission, vision, and values Planning for the semester</p> <p>BSG: choose your team's strategy – Differentiated? Cost Leadership? A combo?</p>	<p>Read chapter 6 on cost leadership &amp; differentiation, then chapter 2 and HBR reading: p. 42 Building your company's vision, by Collins &amp; Porras</p>	<p><b>Create teams of 3</b>; provide company co-managers with company registration codes (required in order for class members to register at register at <a href="http://www.bsg-online.com/">http://www.bsg-online.com/</a>). Need a credit card to purchase simulation online.</p> <p>Create team name, prepare strategy for your BSG co.</p> <p><b>Strategy in the News</b> most every week– see signup sheet on Google docs. You need a partner.</p>
<p>Week 3: 2/8/24</p>	<p><b>Practice Round I due: 2/6/24 11:59 p.m.</b></p> <p>Read Chapter 3</p>	<p><b>Discussion board posting before class by Feb 7, 2024. Individual postings</b></p> <p>Debrief of Practice Round I in class</p> <p><b>Discussion board posting replies after class due Friday, Feb 9, 2024, on Canvas.</b> <b>Strategy in the News</b></p>
<p>Week 4: 2/15/24 Evaluating the External Environment</p>	<p><b>2<sup>nd</sup> practice round of BSG 2/13/24</b></p> <p>Read Chapter 4 Lecture: Financial analysis External environment analysis PESTEL analysis How to analyze a case</p>	<p><b>Simulation resets to Year II on 2/15/24 at 11:59 p.m.</b></p> <p><b>Strategy in the News</b></p> <p>Friday, Feb. 16, 2024 – 4 p.m. Happy Hour with an Entrepreneur, on zoom, registration details to come.</p>
<p>Week 5: 2/22/24 Evaluating a firm's Internal Capabilities</p>	<p>BSG Simulation starts for real Year II Decision Round-due 2/20/24, 11:59 p.m.</p>	<p><b>BSG Simulation Quiz I on BSG platform due 2/22/24, 11:59 p.m.</b></p> <p><b>Strategy in the News</b></p>

<b>Date &amp; Topic</b>	<b>Preparation/reading for class</b>	<b>Assignments &amp; in-class activities</b>
Week 6: 2/29/24 Business Level Strategies: Cost Leadership	Year 12 Decision Round-due 2/27/24, 11:59 p.m.	<b>Celebrate Leap Day PESTEL analysis presentations. Paper &amp; presentation due Feb 29, 2024, 11:59 p.m.</b>  <b>Strategy in the News</b>
Week 7: 3/7/24 Business Level Strategies: Product Differentiation	Year 13 Decision Round-due 3/5/24, 11:59 p.m.	<b>Strategy in the News</b>
Week 8: 3/14/24 Innovation Strategies	Year 14 Decision Round-due 3/12/24, 11:59 p.m. Chapter 7	<b>Strategy in the News</b> <b>Individual Case Analysis due: 3/17/24 11:59 p.m.</b>
<b>Spring Break 2024</b>	<b>3-18-24 to 3-22-24</b>	
Week 9: 3/28/24 CLA – Broome Library 1330	Year 15 Decision Round-due 3/26/24, 11:59 p.m.	<b>CLA Assessment during class period.</b>  <b>BSG Mid-Game Peer Eval due 3/28/24, 11:59 p.m.</b>
Week 10: 4/4/24 Corporate-level Strategies Vertical Integration	Chapter 8 Year 16 Decision Round-due 4/2/24, 11:59 p.m.	<b>BSG 3-year strategic plan I due 4/2/24, 11:59 p.m.</b> <b>Strategy in the News</b>  <b>Techstars Startup Weekend, April 5-7, 2024. Participate fully in this event, counts for all your events.</b>
Week 11: 4/11/24 International strategies	Chapter 9 Year 17 Decision Round-due 4/9/24, 11:59 p.m.	<b>Quiz 2 BSG on BSG platform due 4/11/24, 11:59 p.m.</b> <b>Strategy in the News</b>
Week 12: 4/18/24 Org Design to create structure for successful strategy	Chapter 10 Year 18 Decision Round-due 4/16/24, 11:59 p.m.	<b>BAT 1 hour 30 min.</b> <b>Class continues after BAT</b> <b>Strategy in the News</b>  <b>Happy Hour with an Entrepreneur, April 19, 2024, 4:00 p.m. on zoom.</b>
Week 13: 4/25/24 Ethical orgs &	Chapter 11 Year 19 Decision Round-due 4/23/24, 11:59 p.m.	<b>Strategy in the News</b>
Week 14: 5/2/24  Fin Independence	Year 20 Decision Round-due 4/30/24, 11:59 p.m.	<b>BSG Post-Game Peer Eval due 5/9/24, 11:59 p.m.</b>  <b>Strategy in the News</b>

<b>Date &amp; Topic</b>	<b>Preparation/reading for class</b>	<b>Assignments &amp; in-class activities</b>
Week 15: 5/9/24	BSG Presentations in class	Each team presents on their results of the BSG and their experience.
<b>Final Exam</b> Thursday, May 16, 2024 at 8:00-10:00 a.m.	<b>You have 2 hours.</b> You must take the exam during this time frame. No extensions or reschedules. Clear this time period at the beginning of the semester.	<b>Please note time change.</b> Thursday, May 16, 2024 at 8:00-10:00 a.m.

**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. 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.

**Campus Tutoring Services.** The Learning Resource Center (LRC) offers free one-on-one peer tutoring for all MVS School undergraduate courses. The LRC tutors will help students with study skills, fundamental concepts, comprehension, homework, test preparation, and much more. The Peer Tutor Schedule is available via the [LRC webpage](#).

**Writing & Multiliteracy Center.** The Writing & Multiliteracy Center (WMC) provides all CSUCI students with free support services and programs that help them address the 21<sup>st</sup> Century challenges of creatively thinking about and composing in written, oral, visual, and digital forms of communication. Peer consultants help students at any stage of the composition process via one-to-one or group consultations, online consultations, and workshops. Students can make an appointment to work with a consultant or learn more by visiting the [WMC webpage](#).

**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); students can also email CAPS at [caps@csuci.edu](mailto:caps@csuci.edu) or visit the [CAPS website](#).

**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. CSUCI 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 CSUCI's commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit the [Title IX webpage](#).

**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.** 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](#).

## BSG Schedule for Spring 2024 for BUS499.01

ASSIGNMENT	DEADLINE
Decision Round Practice Year 11	06-Feb-2024 23:59 PM
Decision Round Practice Year 12	13-Feb-2024 23:59 PM
BSG Quiz 1 Available	15-Feb-2024 0:15 AM
Decision Round Data Reset to Year 11	15-Feb-2024 23:59 PM
Decision Round Year 11	20-Feb-2024 23:59 PM
BSG Quiz 1 Deadline	22-Feb-2024 23:59 PM
Decision Round Year 12	27-Feb-2024 23:59 PM
Decision Round Year 13	05-Mar-2024 23:59 PM
Decision Round Year 14	12-Mar-2024 23:59 PM
Mid-Game Peer Evaluations Available	21-Mar-2024 23:59 PM
Decision Round Year 15	26-Mar-2024 23:59 PM
Mid-Game Peer Evaluations Deadline	28-Mar-2024 23:59 PM
Decision Round Year 16	02-Apr-2024 23:59 PM
3-Year Strategic Plan	02-Apr-2024 23:59 PM
BSG Quiz 2 Available	04-Apr-2024 23:59 PM
Decision Round Year 17	09-Apr-2024 23:59 PM
BSG Quiz 2 Deadline	11-Apr-2024 23:59 PM
Decision Round Year 18	16-Apr-2024 23:59 PM
Decision Round Year 19	23-Apr-2024 23:59 PM
Decision Round Year 20	30-Apr-2024 23:59 PM
End-Game Peer Evaluations Available	02-May-2024 23:59 PM
End-Game Peer Evaluations Deadline	09-May-2024 23:59 PM