

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

Course number 1975

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

Smith Decision Center 1908

Final Exam: Thursday, December 13, 2018, 7:00-9:00 p.m.

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

Office Hours: Tuesday 12:300 – 2:00 p.m., Thursday 2:00 – 4:00 p.m., and by appointment or on Zoom.

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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 – textbook 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.

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

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:*

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.

Course Components		Points
Business Strategy Game (BSG) (On-line simulation in teams)		400
Includes the following:		
Overall team business simulation performance (54%)	216	
BSG Online Quiz 1 (7.5%)	30	
BSG Online Quiz 2 (12.5%)	50	
BSG 3-year Strategy Plan 1 (7.5%)	40	
BSG 3-year Strategy Plan 2 (12.5%)	50	
BSG Online Peer Evaluation of co-managers 2 instances during the BSG (6%)	24	
Final BSG Presentation (Team PPT presentation, each team mate speaks, 10-minute, 5 minutes questions, printed hard copy for prof, no notes)		100
4 quizzes from textbook/class discussion material (30 pts. ea)		120
Financial Ratios Module		50
In-class Final Exam - from textbook & BSG		100
Case Analysis 1 - team		50
Case Analysis 2 - individual		100
Case Analysis 3 - individual		100
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 Sunday before presentation. 5-minute presentation, 5 minutes of questions)		30
<i>Attendance/In-class activities</i>		50
	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-		

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



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

- ***This is a No Phone Zone, No Laptop Zone, No WristWatchComputers, No Tablet Computers.*** 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. There are often cases where learning is enhanced by the use of laptops in class. 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 attendance and sometimes there may be 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.

Fall Semester 2018 Schedule

Date & Topic	Preparation/reading for class	Assignments & in-class activities
<p><i>Week 1: 8/30/18</i> What is Strategy & the Strategic Process? Introduction to <i>The Business Strategy Game (BSG)</i>.</p>	<p>Orientation and course preview. Chapter 1 Read & study the Players Guide for BSG</p>	<p>Classmate Introduction Activity Where to find resources. Introductory video: BSG</p> <p><i>Each week 1 or 2 Weekly News Update by a team of 2 students. Signup through link on Canvas syllabus. Presentations start Week 2.</i></p>
<p><i>Week 2: 9/6/18</i> Evaluating the External Environment</p> <p>Evaluating a firm's Internal Capabilities</p>	<p>Chapter 2 Chapter 3</p>	<p>Module 1 on Canvas: Financial Ratios, online Lynda.com content & quiz in Canvas. Due 9/5/18, 11:59 p.m.</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/).</p> <p>Create team name, start strategizing for your BSG co.</p> <p>Practice Round 1 AND Quiz on Player's Guide (in BSG) due: 9/12/18 11:59 p.m.</p> <p>Debrief: For next class: Each team writes a short piece on their strategy and how it worked.</p>
<p><i>Week 3: 9/13/18</i></p>	<p>2nd practice round of BSG due 9/14/18 11:59 p.m.</p> <p>Read "Analyzing Cases & Preparing for Class Discussions" Textbook p. 343-346</p>	<p>Debrief of Practice Round 1 in class</p> <p>How to analyze a case study & examples</p> <p>Discussion and preparation in class on BSG</p> <p>Simulation resets to Year 11 on 9/15/18 at 11:59 p.m.</p>

Date & Topic	Preparation/reading for class	Assignments & in-class activities
<i>Week 4: 9/20/18</i> Business Level Strategies: Cost Leadership	Chapter 4 Year 11 Decision Round-due 9/19/18, 11:59 p.m.	Chapter 4 Quiz 1: Chapters 1-3 from textbook, written in class
<i>Week 5: 9/27/18</i> Business Level Strategies: Product Differentiation	Chapter 5 Year 12 Decision Round-due 9/26/18, 11:59 p.m.	Chapter 5
<i>Week 6: 10/4/18</i>	Year 13 Decision Round-due 10/3/18, 11:59 p.m.	Case analysis: Case 1: Team assignment, post on Canvas Quiz 2: Chapters 4-5 – in class
<i>Week 7: 10/11/18</i> Corporate Strategies: Vertical Integration	Chapter 6 Year 14 Decision Round-due 10/10/18, 11:59 p.m.	Chapter 6 BSG 3-year strategic plan due 10/10/18 11:59 p.m.
<i>Week 8: 10/18/18</i> Corporate Strategies: Corporate Diversification	BSG Quiz 2 due by 10/17/18, 11:59 p.m. Year 15 Decision Round-due 10/17/18, 11:59 p.m.	Chapter 7
<i>Week 9: 10/25/18</i> Corporate Strategies: Organizing to Implement Corporate Diversification	Chapter 8 Year 16 Decision Round-due 10/24/18, 11:59 p.m.	Chapter 8 Case 2 due: Individual assignment, post on Canvas BSG Mid-Game Peer Eval due 10/24/18 11:59 p.m.
<i>Week 10: 11/1/18</i> Corporate Strategies: Strategic Alliances	Chapter 9 Year 17 Decision Round-due 10/31/18, 11:59 p.m.	BSG 3-year strategic plan 2 due 10/31/18 11:59 p.m. Chapter 9 Quiz 3 Chapters 6-8 – in class
<i>Week 11: 11/8/18</i> Corporate Strategies: Mergers & Acquisitions	Chapter 10 Year 18 Decision Round-due 11/7/18, 11:59 p.m.	
<i>Week 12: 11/15/18</i>	Year 19 Decision Round-due 11/14/18, 11:59 p.m.	Quiz 4 Chapters 9-10 – in class

Date & Topic	Preparation/reading for class	Assignments & in-class activities
<i>Week 13: 11/22/18 Thanksgiving Holiday No class meeting</i>	Year 20 Decision Round-due 11/21/18, 11:59 p.m.	<i>BSG Post-Game Peer Evals due 11/28/18 11:59 p.m.</i>
<i>Week 14: 11/29/18 Corporate Strategies: International Strategies</i>	Chapter 11 Analyze your team's BSG performance and work on presentations	International Strategies – ch. 11 Case 3 due Review in class for final
<i>Week 15: 12/6/18</i>	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: Thurs., 12/13/18 7:00 – 9:00 p.m.		Final Exam

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 receive appropriate academic penalties, up to including failing the course.

Papers with plagiarized ideas or language will be graded "F" and must be rewritten with proper use of quotations and referencing. The grade of "F" will remain the recorded grade on the assignment.

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, very likely resulting in a lower or possibly 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>). **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 Student Conduct & Community Responsibility office.** 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 117 and is open Monday – Friday 8:30 – 4:30 (please check the website below for updates).

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 Decision Round Schedule

All times are displayed in the US/Pacific time zone — UTC -07:00

Decision	Deadline For Saving Entries	
BSG Quiz 1 Available	6-Sep-2018	8:00 am
BSG Quiz 1 Deadline	12-Sep-2018	11:59 pm
Practice Decision 1 - Practice Year 11	12-Sep-2018	11:59 pm
Practice Decision 2 - Practice Year 12	14-Sep-2018	11:59 pm
End of Practice Period (Data reset to Year 11 and practice results are no longer available)	15-Sep-2018	11:59 pm
Decision 1 - Year 11	19-Sep-2018	11:59 pm
Decision 2 - Year 12	26-Sep-2018	11:59 pm
Decision 3 - Year 13	3-Oct-2018	11:59 pm
3-Year Strategic Plan 1	10-Oct-2018	11:59 pm
Decision 4 - Year 14	10-Oct-2018	11:59 pm
BSG Quiz 2 Available	11-Oct-2018	8:00 am
BSG Quiz 2 Deadline	17-Oct-2018	11:59 pm
Decision 5 - Year 15	17-Oct-2018	11:59 pm
Mid-Game Peer Evaluations Available	18-Oct-2018	8:00 am
Mid-Game Peer Evaluations Deadline	24-Oct-2018	11:59 pm
Decision 6 - Year 16	24-Oct-2018	11:59 pm
3-Year Strategic Plan 2	31-Oct-2018	11:59 pm
Decision 7 - Year 17	31-Oct-2018	11:59 pm
Decision 8 - Year 18	7-Nov-2018	11:59 pm
Decision 9 - Year 19	14-Nov-2018	11:59 pm
End-of-Game Peer Evaluations Available	21-Nov-2018	11:59 pm
Decision 10 - Year 20	21-Nov-2018	11:59 pm
End-of-Game Peer Evaluations Deadline	28-Nov-2018	11:59 pm

Change the decision schedule for this industry.