

**CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS**  
**BUS 499, Capstone: Global Strategic Simulation**

**Spring 2019**

This syllabus is subject to change during the semester.  
Updated: Rev A – Original

- Class:** BUS 499-01 (2581)  
Tue, 9am to 11:50am  
Bell Tower 2582
- Required Texts:** Barney, Jay B. and William Hesterly. *Strategic Management and Competitive Advantage: Concepts and Cases*, 5th Edition. Boston: Pearson, 2015. ISBN: 978-13-3127409
- The Business Strategy Game: A Global Simulation, 2019 Edition.  
<http://www.bsg-online.com> (all students must purchase)
- Recommended:** Wall Street Journal, Business Week, Fortune, The Economist.
- Instructor:** Jeffrey D. Stone, Ph.D.
- Contact:** email: [Jeffrey.stone@csuci.edu](mailto:Jeffrey.stone@csuci.edu)
- Office:** Sage Hall 2152, phone: 805-437-8980
- Office Hours:** TuTh 12:00pm to 1:00pm, TuTh 3:30pm to 4:20pm

### **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 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 ( 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

Business Strategy Game (BSG)	20
Final BSG Report and Presentation	10
In-class exams from textbook	25
Industry Analysis	5
Company Analysis	10
Case Analyses	15
Comprehensive Case Analysis	10
Attendance, Team Participation, Instructor Evaluation	5
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	Total 100%

**Grading Scale**      > 89 = A    80 - 89 = B    70 - 79 = C    60 - 69 = D    < 60 = F

### Grading Criteria

**Plus/Minus grading will not be used in this course.** 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. Presentations and Papers will be graded on the following criteria:

Content	70
Format and Presentation	15
Style, Grammar and Usage	15
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Total	100%

All documents are to be typed using Arial or Times font, 12-points, double-spaced pages with one inch margins all around, spell-checked and grammar-checked and conform to MLA Stylesheet format.

### Business Strategy Game (20% of course grade – Team Assignment)

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 requires 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 BSG website is: <http://www.bsg-online.com>.

<b>BSG Grading</b>	<b>Weight</b>
Quiz 1 Score (online)	3%
Quiz 2 Score (online)	7%
3-year Strategic Plan	20%
Game Score	70%
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Total	100%

## **Final BSG Report and Presentation (10% of course grade - Team Assignment)**

The final report and presentation is a critical analysis of the company performance against its strategic and operational plans. Each team will prepare a final written report and prepare and present it to the class. All members must contribute to the report and presentation. Participation in this activity will be evaluated by each teammate and will contribute to the student's participation grade.

The final written report must include all of the following nine elements, with a target length of approximately ten pages. Presentations should focus on elements 6-9.

1. Review of the Financial and Strategic Performance including total annual revenues, EPS, ROE, credit rating and stock prices, trends in the image rating, trends in global unit sales, and trends in the company's market share.
2. Analysis of company's Pricing Strategy (one page)
3. Analysis of the company's Production Strategy and Work Force Compensation Strategy (one page)
4. Analysis of the company's Marketing Strategy (one to two pages).
5. Analysis of the company's Financial Strategy (one page)
6. Analysis of the two companies that the team considers to be its strongest/closest competitors including detailing the actions the firm would take to out-compete these close rivals in the next two years. (one page)
7. What strategic moves were successful? What changes were made during the game in response to competitive forces? (two pages)
8. Analysis of "lessons learned" about crafting a winning strategy and what managers of a company should or should not do. (one page)
9. What are the plans to continue the company in the next two years? What would you do differently if you were to play the game again? (two pages)

## **Exams (25% of course grade – Individual Assignment)**

There are two exams multiple-choice and essay exams covering material from the textbook and lectures. The content of the exams is noted in the class schedule below. **There are no make-up exams without medical or legal documentation.**

## **Industry Analysis Research Papers (5% of course grade)**

Each team will prepare an industry analysis research paper using the material from the External Analysis chapter (Chapter 2). Industries must be approved by the instructor. The grade of the paper is awarded to the team. However, based on peer-evaluations of the work performed, individuals may receive a higher or lower grade than that assigned to the paper. Use the Industry Analysis guideline for this paper.

Submit both a hard copy at the beginning of class on the due date and an electronic copy through Turnitin. **Submissions after the Turnitin deadline will not be accepted.**

The format for this paper must be as follows: single-sided paper, one inch margins all around, 12-point Arial or Times font.

### **Company Analysis Research Paper (10% of course grade)**

Each member of the team will prepare an individual analysis of one of the firms within the approved industry. Use the Company Strategic Analysis guideline for this paper.

Submit both a hard copy at the beginning of class on the due date and an electronic copy through Turnitin. **Submissions after the Turnitin deadline will not be accepted.**

The format for this paper must be as follows: single-sided paper, one inch margins all around, 12-point Arial or Times font.

### **Case Analyses (15% of course grade – Individual Assignment)**

You will analyze seven cases during the semester. You will submit five of these cases to the instructor on the day assigned and for grading using Turnitin. **Submissions after the Turnitin deadline will not be accepted.**

For each case, you will be given specific questions that will guide your analysis. Please answer the questions to prepare you for class discussion of the case. The format for this paper must be as follows: single-sided paper, one inch margins all around, 12-point Arial or Times font.

### **Comprehensive Case Analysis (10% of course grade – Individual Assignment)**

You will perform a comprehensive analysis of a selected major case. The analysis must include an evaluation of the relevant external forces and an internal analysis leading to a SWOT analysis. From the facts of the case, you will derive a strategic recommendation and implementation plan as of the end of the case timeline. An appropriate length for the analysis is approximately ten pages.

The format for this paper must be as follows: single-sided paper, one inch margins all around, 12-point Arial or Times font.

Use the Comprehensive Case Analysis Guideline format for this paper.

### **Attendance, Class Participation and Instructor Evaluation (5% of course grade)**

You are expected to complete the weekly assignments before the beginning of the next class meeting. 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. Participation grades are based on quality, not on quantity of participation.

Participation is also evaluated as student contribution to the BSG game and other team-focused activities. Students will evaluate each other's contribution, and these peer evaluations will be a part of this component of the course.

## **Course Standards and Academic Honesty**

- 1.** Academic dishonesty includes such things as cheating, inventing false information or citations, plagiarism and helping someone else commit an act of academic dishonesty. It usually involves an attempt by a student to show possession of a level of knowledge or skill that he/she does not possess.
- 2.** Course instructors have the initial responsibility for detecting and dealing with academic dishonesty. Instructors who believe that an act of academic dishonesty has occurred are obligated to discuss the matter with the student(s) involved. Instructors should possess reasonable evidence of academic dishonesty. However, if circumstances prevent consultation with student(s), instructors may take whatever action (subject to student appeal) they deem appropriate.
- 3.** Instructors who are convinced by the evidence that a student is guilty of academic dishonesty shall assign an appropriate academic penalty. If the instructors believe that the academic dishonesty reflects on the student's academic performance or the academic integrity in a course, the student's grade should be adversely affected. Suggested guidelines for appropriate actions are: an oral reprimand in cases where there is reasonable doubt that the student knew his/her action constituted academic dishonesty; a failing grade on the particular paper, project or examination where the act of dishonesty was unpremeditated, or where there were significant mitigating circumstances; a failing grade in the course where the dishonesty was premeditated or planned. The instructors will file incident reports with the Vice Presidents for Academic Affairs and for Student Affairs or their designees. These reports shall include a description of the alleged incident of academic dishonesty, any relevant documentation, and any recommendations for action that he/she deems appropriate.
- 4.** The Vice President for Student Affairs shall maintain an Academic Dishonesty File of all cases of academic dishonesty with the appropriate documentation.
- 5.** Student may appeal any actions taken on charges of academic dishonesty to the "Academic Appeals Board."
- 6.** The Academic Appeals Board shall consist of faculty and at least one student.
- 7.** Individuals may not participate as members of the Academic Appeals Board if they are participants in an appeal.
- 8.** The decision of the Academic Appeals Board will be forwarded to the President of CSU Channel Islands, whose decision is final.

## **Disability**

California State University 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 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 Services office at (805) 437-8510 for personal assistance and accommodations.

Wk	Date	BUS 499 Spring 2019 Schedule Tue, 9am – 11:50am
1	Tue 1/22	<ul style="list-style-type: none"> <li>• Orientation and course overview.</li> <li>• Lecture Chapter 1: Strategy and the Strategic Management Process</li> </ul>
	Thu 1/24	
2	Tue 1/29	Continue Ch. 1 BSG Overview
	Thu 1/31	
3	Tue 2/5	<ul style="list-style-type: none"> <li>• Read example case posted on Canvas</li> <li>• Lecture: How to do case analysis</li> <li>• Read Appendix on page 343</li> <li>• Lecture Chapter 2: Analysis of the External Remote Environment and the Industry Environment (Five-Forces)</li> </ul>
	Thu 2/7	
4	Tue 2/12	<ul style="list-style-type: none"> <li>• Form BSG Teams</li> <li>• Discuss Case 1-1, <i>Soda Stream</i></li> <li>• Lecture Chapter 3: Internal Analysis</li> </ul>
	Thu 2/14	
5	Tue 2/19	<ul style="list-style-type: none"> <li>• Turn in and Discuss Case 1-2: True Religion</li> <li>• Turn in proposed industries and firms for Industry and Company Analysis</li> <li>• Lecture Chapter 4: Cost leadership as a business-level strategy</li> </ul>
	Thu 2/21	
6	Tue 2/26	<ul style="list-style-type: none"> <li>• Lecture Chapter 5: Differentiation as a business-level strategy</li> <li>• Teams enter BSG decisions for Practice Year 11</li> </ul>
	Thu 2/28	
7	Tue 3/5	<ul style="list-style-type: none"> <li>• <b>Turn in</b> and discuss Case 2-3: <i>Levi's Personal Pair</i></li> <li>• Teams enter BSG decisions for Practice Year 12</li> </ul>
	Thu 3/7	

Wk	Date	BUS 499 Spring 2019 Schedule Tue, 9am – 11:50am
8	Tue 3/12	<b>MIDTERM</b> covering Chapters 1-5
	Thu 3/14	
9	Tue 3/19	SPRING BREAK
	Thu 3/21	
10	Tue 3/26	<ul style="list-style-type: none"> <li>• Lecture Chapter 6: Vertical Integration</li> <li>• Lecture Chapter 7: Corporate Diversification</li> <li>•</li> </ul>
	Thu 3/28	
11	Tue 4/2	<ul style="list-style-type: none"> <li>• <b>Turn in</b> Team Industry Analysis paper</li> <li>• Discuss Case 2-1: <i>Airasia X</i></li> <li>• Lecture Chapter 8: Organizing to Implement Corporate Diversification</li> </ul>
	Thu 4/4	
12	Tue 4/9	<ul style="list-style-type: none"> <li>• Lecture Chapter 9: Strategic Alliances</li> <li>• Turn in and Discuss Case 3-4: Aegis</li> </ul>
	Thu 4/11	
13	Tue 4/16	<ul style="list-style-type: none"> <li>• Lecture Chapter 10: Mergers and Acquisitions</li> <li>• <b>Turn in</b> and Discuss Case 3-4: Rayovac</li> <li>• <b>Turn in</b> Individual Company Analysis paper</li> </ul>
	Tue 4/18	
14	Tue 4/23	<ul style="list-style-type: none"> <li>• Lecture Chapter 11: International Strategies</li> <li>• <b>Turn in</b> and Discuss Comprehensive Case: Ryanair</li> </ul>
	Tue 4/25	



Wk	Date	BUS 499 Spring 2019 Schedule Tue, 9am – 11:50am
15	Tue 4/30	<ul style="list-style-type: none"> <li>• <b>Turn in</b> and Discuss Case 3-6: McDonald's and KFC</li> <li>• <b>Turn in</b> BSG Reports and BSG Presentation Files as PDF or PPT files</li> <li>•</li> </ul>
	Thu 5/2	
16	Tue 5/7	BSG Presentations
	Thu 5/9	BSG Presentations
	Final Exam BUS 499-01 on Tuesday, 5/14 from 8am to 10am	

## Business Strategy Game (BSG) Schedule

□ All decisions are to be submitted online by **11:59 pm** on the decision due dates unless otherwise noted below. No exceptions will be allowed.

Date	Assignments
12-Feb, 11:59pm	Individual Quiz 1 available (Tuesday)
21-Feb, 11:59pm	Complete online individual Quiz 1 (Wednesday)
26-Feb	Submit Year 11 Practice Decision in class (Tuesday)
5-Mar	Submit Year 12 Practice Decision in class (Tuesday)
27-Feb, 11:59pm	Individual Quiz 2 available (Wednesday)
10-Mar, 11:59pm	Reset the Game. Begin Competition (Sunday)
14-Mar, 11:59pm	Complete online individual Quiz 2 (Thursday)
14_Mar, 11:59pm	Submit Year 11 Decision (Thursday)
28-Mar, 11:59pm	Submit Year 12 Decision (Thursday)
4-Apr, 11:59pm	Submit Year 13 Decision (Thursday)
11-Apr, 11:59pm	Submit Year 14 Decision (Thursday)
13-Apr, 11:59pm	Submit 3-year Strategic Plan for Y15-17 Submit Year 15 Decision (Saturday)
16-Apr, 11:59pm	Submit Year 16 Decision (Tuesday)
20-Apr, 11:59pm	Submit Year 17 Decision (Saturday)
23-Apr, 11:59pm	Submit Year 18 Decision (Tuesday)
27-Apr, 11:59pm	Submit Year 19 Decision (Saturday)