

California State University Channel Islands
BUS 499: Capstone
Course Syllabus Spring 2020

Instructor:	Michael Seay
Class Meetings BUS 499:	Weeks run until 5:59PM the day of class (Tues/Wed.) Jan. 28 th /29 th – May 19 th /20 th
Office Hours:	Tues/Wed: 4:15 PM – 5:45 PM @ Sage 2152 Or by appointment
E-Mail:	michael.seay@csuci.edu
Zoom:	https://csuci.zoom.us/j/mikeseay

Catalog: An integration of all prior business core subject matter via two major components: 1) Teams of students participate in a web-based simulation of an ongoing (fictitious) international business. Requires decision-making under uncertainty but within strict deadlines, competitor analysis, and formal oral/written reporting of results. 2) Individually and in teams, students analyze, research, discuss and report on complex written business cases - which provides interdisciplinary exposure.

Additional Information: Students are required to develop comprehensive approaches to business situations by critically analyzing business cases and discussing those cases in online discussion groups. In addition, students will prepare a written industry analysis to sharpen their ability to evaluate the dynamics of a particular industry.

To obtain the fundamental understanding of the complexity of running a business, students form teams to compete with other class teams in an intensive business simulation experience. Through these intensive group activities, students gain an appreciation of working with others in stressful circumstances.

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 business plans. Each team competes in a consumer goods industry against several other teams. Students are responsible for decisions related to product price, quality, production, aggregate planning, marketing and financing. You are expected to utilize knowledge gained in the business core courses and to apply the appropriate techniques and tools. Students address issues related to (but not limited to) the following:

- **Accounting:** Application and interpretation of accounting data including financial ratios, 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.



Prerequisites

Course(s): All Lower Division 21 units and other Upper Division 33 units required courses in the Business Major. **Technology skills:** Basic

Student learning outcomes

Program Learning Goals

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

Students who successfully complete this course will be able to:*

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.

Required materials

1. Barney, Jay B. and William Hesterly. *Strategic Management and Competitive Advantage*, 5th Edition. Boston: Pearson, 2014. ISBN 978-013-3127409
2. *The Business Strategy Game: A Global Simulation*, 2016 Edition.
<http://www.bsg-online.com> (all students must purchase at \$44.95)

Credit Hours Earned – Overview

While Connected to Cal State Online System	Hours
A. Listening to Recorded Lectures/Cases/Exhibits	17
B. Weekly Online Discussions (Professor-Moderated)	8
C. Team Collaboration and Decision Chapter Quizzes and BSG Quizzes	10 5
D. Industry Research Paper	5
Subtotal	45
Offline/Independent Work	
E. Reading Text, Preparing for Quizzes	30
F. Reading BSG Manual, Making BSG decisions, Analyzing BSG Results, Preparing BSG Report or presentation	20
G. Researching and Writing Industry Research Paper	15
H. Reading Cases and Writing Case Briefs	15
I. Reading and Writing Comprehensive Case Report	10
Subtotal	90

Total Credit Hours Earned for 3 Units of Semester Credit **135**

**Grading:**

Weekly Challenge Questions (individual)	50
Quizzes (individual, 10x10)	100
Comprehensive Case Analysis (Team)	100
Case Analysis (individual)	50
Participation	50
Current Event/ Weekly Topic Analysis	100
Industry and Firm Analysis Paper	150
BSG Project (group)	
Quiz #1: (individual)	10
Quiz #2: (individual)	10
Comprehensive Exam: (individual)	30
3 year strategic plan: (team)	50
Game Score: (team)	200
BSG Report: (team)	100
	400
Total Points Available	1,000

Grading related issues

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 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: <599	

Other than exams, I take the following approach to evaluating both oral and written work (including class participation and online discussions).

My notation	Grade range	Quality
√+ (“check +”)	A to B+	Easy to read/follow; shows deep critical thinking and connects to course material; a logical, easy to read structure; no major grammatical errors
√ (“check”)	B to C	Professional; solid structure; shows some critical thinking; minor grammatical errors
√- (“check -”)	D and below	Unprofessional; inconsistent; poorly structured; little or no critical thinking or link to course material; numerous grammatical errors

Rubrics for each assignment will be provided in the assignment

Peer Evaluations: Your final grade will be adjusted with your peers’ score.

CONTENT:**Current Event/ Weekly Topic Analysis (Individual)**

You are required to present a 5-8-minute presentation on the topic you sign up for on the week you sign up. You are required to bring a hard copy of the presentation to class and make sure you are ready to present in a format that communicate your topic, i.e. powerpoint, prezzi, Google Slide, etc. There will be a google doc for sign-ups the first week of class.

Weekly Challenge Questions (Individual)

There are a number of specific questions at the end of each chapter which require you to apply knowledge of the readings. Answers are to be submitted using TurnItIn. The length of each answer depends on the complexity of the question. You will use your prepared answers to contribute to the class discussion. You will turn in for a grade four sets of challenge questions. Other sets of questions should be prepared to guide discussion, but you are not required to turn them in.

Quizzes/ Assignments (Individual)

This course requires that you watch the online lectures and contribute to an online discussion (chatroom) of topics selected by the instructor. You should read the textbook chapter before watching the online video lecture. The lecture does not provide an in-depth discussion of the textbook. Instead, it supplements your reading and challenges your thinking. After you watch the lecture, you should take the online quiz. The only deadline is that you must have completed all chapter quizzes prior to the start of the midterm or final exam covering those chapters.

Comprehensive Case Analysis (Team)

You will perform a comprehensive analysis. 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.

Following your recommendation, you will **update** the case with current information. The length of this case analysis should be between eight and ten typed pages, double-space, using 12-point font and one-inch margins. In addition to the case analysis, you must provide a minimum of four references dated after the end of the case. This case must be submitted to Canvas online.

Case Analysis (Individual)

You will analyze cases during the term. All case analyses must be submitted to Canvas online. For each case, you will be given a list of specific questions. Answer each question separately. Do not write a generic “essay” about the case.

Industry Analysis Paper (Team)

Each team will identify and analyze a specific industry. The team will evaluate the industry using material from the textbook Chapter 2 (External Analysis). I will provide Information on the format and content of this paper in a separate document. Although the team is awarded the grade on this paper, based on peer-evaluations of the work performed, you may receive a higher or lower grade than that assigned to paper. Teams must submit this paper to TurnItIn online. **You will also present to the class.**

BSG Project (group 400 points) (Team)

Quiz #1: (individual)	10
Quiz #2: (individual)	10
Comprehensive Exam: (individual)	30
3-year strategic plan: (team)	50
Game Score: (team)	200
BSG Report: (team)	100

Team Size: Teams will be self-formed of 4-5 students per team. I will expect an email from a representative of each team letting me know who is on the team. Try to get a good balance of backgrounds and skill sets amongst your teammates. You will need to pick a team leader and name of your team. Please send me an email with the team name in the subject heading along with the class information. When a team communicates with me, use your team leader and only that individual should ask questions for the team. Sample subject heading in email:

Subject: BUS499- Online – Team Funtrepreneurs

BSG – Business Strategy Game

The Business Strategy Game (BSG) is a dynamic-interactive simulation. Class members are divided into teams of three to four students (co-managers). Each team is 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.

Successful management of a firm requires a balanced emphasis among all functional areas. The computer simulation allows students to apply business concepts, skills and techniques in an international competitive and goal-oriented environment. The effectiveness of team decisions rests both on the theoretical correctness of each simulated yearly decision and on the competitive decisions of other teams.

I will provide the Company Registration Code here or in an announcement via Canvas.

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

Quiz #1: (individual 10 points)**Quiz #2: (individual 10 points)****Comprehensive Exam: (individual 30 points)**

The 2 quizzes and the comprehensive exam are administered within the BSG game; therefore, you will need to complete those items within the BSG website.

3-year strategic plan: (team 50 points)

The 3-year strategic plan is administered within the BSG game; therefore, you will need to complete that item within the BSG website.

Game Score: (team 200 points)**BSG Report: (team 100 points)**

Each team will prepare and submit a final written analysis of its BSG company performance. All team members must contribute. Participation in this activity will be evaluated by each teammate and will contribute to the student's attendance/participation grade.

MANDATORY CSUCI TESTING FOR CAPSTONE:**BAT Testing:**

This test is mandatory from the business school. Instructions will be given in Class/Canvas.

CLA Testing:

This test is mandatory from the business school. Instructions will be given in Class/Canvas.

MVS does this for accreditation and to ensure that MVS is holding you to high standards of critical thinking and writing, and MVS would really appreciate if you give this your best effort. Instructions will be given in Canvas.

TENTATIVE SCHEDULE**Legend:**

- **T: Textbook**

#	SUBJECT AREA	REQUIRED READINGS	ASSIGNMENT/ DELIVERABLE	BSG
1 1/28 1/29 2/4 2/5	Introductions & Course Overview “What is Strategy and the Strategic Management Process”	T (Ch. 1)	<ul style="list-style-type: none"> • Read the textbook for Chapter 1 • Take the online quiz for Chapter 1 no later than 5:59pm on the last day of the module • Complete the online personal information questionnaire no later than 5:59pm on the last day of the module 	<ul style="list-style-type: none"> • Read the online BSG Manual • Watch the BSG PowerPoint Presentation • Form BSG teams no later than 5:59pm on the last day of the module
2 2/11 2/12 2/18 2/19	“Evaluating a Firm’s External Environment”	T (Ch. 2)	<ul style="list-style-type: none"> • Read the textbook for Chapter 2: External Analysis • Take the online quiz for Chapter 2 no later than 5:59pm on the last day of the module • Turn in answers (Canvas) to Challenge Questions 2.1, 2.5, 2.6, 2.7, 2.8 no later than 5:59pm on the last day of the module <p>MANDATORY CSUCI TESTS:</p> <ul style="list-style-type: none"> • CLA (2/18 and 2/19) 	<ul style="list-style-type: none"> • BSG Online Quiz 1 is available 2/4 • Submit Practice Year 11 decision no later than 2/11 or 2/12 • Complete BSG Quiz 1 no later than 2/18 or 2/19 • Submit Practice Year 12 decision no later than 2/18 or 2/19 • BSG Quiz 1 due 2/11 or 2/12
3 2/25 2/26 3/3 3/4	“Evaluating a Firm’s Internal Capabilities”	T (Ch. 3)	<ul style="list-style-type: none"> • Read the textbook for Chapter 3: Internal Analysis • Take the online quiz for Chapter 3 no later than 5:59pm on the last day of the module • Turn in answers to Challenge Questions 3.1, 3.2, 3.4, 3.5 (Canvas) no later than 5:59pm on the last day of the module • Read the <i>Robin Hood</i> case available on Canvas 	<ul style="list-style-type: none"> • Reset the BSG simulation to Year 11 2/24 or 2/25 • Submit Year 11 decision no later than 2/25 or 2/26 • Quiz 2 is available 2/18 • Submit Year 12 decision no later than 3/3 or 3/4 • BSG Quiz 2 due 2/25 or 2/26

4 3/10 3/11 3/24 3/25 3/31 4/1	“Cost Leadership” & “Product Differentiation”	T (Ch. 4) T (Ch. 5)	<ul style="list-style-type: none"> Read the textbook for Chapter 4: Cost Leadership Take the online quiz for Chapter 4 no later than 5:59pm on the last day of the module Read the textbook for Chapter 5: Product Differentiation Take the online quiz for Chapter 5 no later than 5:59pm on the last day of the module Turn in (Canvas) the <i>Amazon</i> Case Analysis no later than 5:59pm on the last day of the module Turn in (Canvas) answers to Challenge Questions 5.1 and 5.2 no later than 5:59pm on the last day of the module 	<ul style="list-style-type: none"> Submit Year 13 decision no later than 3/10 or 3/11 Submit Year 14 decision no later than 3/31 or 4/1
5 4/7 4/8 4/14 4/15	“Vertical Integration”	T (Ch. 6)	<ul style="list-style-type: none"> Read the textbook for Chapter 6: Vertical Integration Take the online quiz for Chapter 6 no later than 5:59pm on the last day of the module Turn in answers to Challenge Questions 6.1, 6.5, 6.6, 6.7 (Canvas) no later than 5:59pm on the last day of the module Begin analysis of Comprehensive Case on <i>Kodak</i> <p>MANDATORY CSUCI TESTS:</p> <ul style="list-style-type: none"> BAT Test Available all week online 4/12 - 4/18 	<ul style="list-style-type: none"> Submit Year 15-17 Three Year Plan no later than 4/7 or 4/8 Submit Year 15 decision no later than 4/7 or 4/8 Submit Year 16 decision no later than 4/14 or 4/15
6 4/21 4/22 4/28 4/29	“Corporate Diversification”	T (Ch. 7)	<ul style="list-style-type: none"> Read the textbook for Chapter 7: Corporate Diversification Take the online quiz for Chapter 7 no later than 5:59pm on the last day of the module 	<ul style="list-style-type: none"> Submit Year 17 decision no later than 4/21 or 4/22 Submit Year 18 decision no later than 4/28 or 4/29
7 5/5 5/6 5/12 5/13	“Strategic Alliances” & “Mergers and Acquisitions”	T (Ch. 9) T (Ch. 10)	<ul style="list-style-type: none"> Read the textbook for Chapter 9: Strategic Alliances Take the online quiz for Chapter 9 no later than 5:59pm on the last day of the module Read the textbook for Chapter 10, Mergers and Acquisitions Take the online quiz for Chapter 10 	<ul style="list-style-type: none"> Submit Year 19 decision no later than 5/5 or 5/6 Submit Year 20 decision no later than 5/12 or 5/13

			no later than 5:59pm on the last day of the module	
			<ul style="list-style-type: none"> Turn in the Industry and Firm analysis paper (Canvas) no later than 5:59pm on the last day of the module 	
8 5/12 5/13 5/19 5/20		T (Ch. 4)	<ul style="list-style-type: none"> Turn in the Comprehensive Case on Kodak (Canvas) no later than 5:59pm on the last day of the module Complete the participation assignment no later 5:59pm on the last day of the module Turn in peer evaluation 5:59pm on the last day of the module FINAL PRESENTATIONS 	<ul style="list-style-type: none"> Turn in the in the BSG Report and presentation (Canvas) no later than 5:59pm on the last day of the module Finish the BSG Comprehensive Exam no later than 5:59pm on the last day of the module Turn in the End of game Peer Eval. no later than 5:59pm on the last day of the module

Class Protocol:**No late quizzes/assignments/tests:**

Quizzes, tests and assignments will not be accepted late. Papers are submitted in Canvas at the beginning of class due date. Please do not send papers to me by email unless instructed. If you miss a deadline/test, there is no make-ups unless you have an emergency (i.e. medical) with proof of situation.

Writing Standard: 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 center or studying The Elements of Style or similar instruction. Poor writing will count against your assignment's grade. References/Bibliographies and writing must be APA style. **I do not accept handwritten assignments.**

Contacting the Professor: The best way to reach me is my **CSUCI email:** michael.seay@csuci.edu—although, sometimes it may take up to 48 hours to reply. For truly urgent matters phone (805-377-5786). **If you need to talk to me, text me first as I am typically in meetings or unavailable at the exact moment. You must use your CSU email account for all communication in this class.** It is your responsibility to check your CSU email account and Canvas regularly (at least once a day) for additional announcements and communications. If you would like to Skype my account is michael.b.seay@gmail.com; this should pre-arranged. Zoom works too... <https://csuci.zoom.us/my/mikeseay>

All email communications should have the following subject heading: **BUS499-Online TUES**, followed by a brief summary of the question such as “BUS499TUES-Online: Assignment 1 ftp upload question.” I will respond to emails usually within 24 hours.

Attendance: Much of your learning is achieved by interacting with the professor and other students. Your attendance is mandatory.

I will also evaluate your class participation by your contribution to your team (BSG simulation, BSG report/presentation, and Team Industry Analysis). You will complete a teammate evaluation form to assess your team participation.

Accessing Course Materials: Please monitor Canvas frequently for assignments, quizzes and documents. Please check your CSUCI email regularly for correspondence.

Disclaimer: Information contained in this syllabus, other than that mandated by the University, may be subject to change with advance notice, as deemed appropriate by the instructor.

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 tests and 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 final grade will be given after which it will be lowered 2 full letter grades.

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 and footnote. 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. Plagiarism on individual assignments or project deliverables will result in a 0 point grade for that document. In case where the cheating or plagiarism was premeditated or planned, students may receive and “F” for the course. You will be reported to CSUCI and the dean.

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 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. All requests for accommodations require appropriate advance notice to avoid delay in services. Please discuss approved accommodations with me.

Final Thoughts:

“Good fortune is what happens when opportunity meets with planning.”
Thomas Edison 1847-1931

“I am a great believer of luck, and I find the harder I work, the more I have of it.”
Thomas Jefferson, 2nd President 1743-1826

“Never confuse activity with achievement.”
John Wooden, 1910-2010