Course Syllabus
MGT 463.023 Fall 2017
Business Policy and Strategy

Professor: Dr. Elton Scifres
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E-mail: escifres@sfasu.edu
Office Hours: MW: 2:00-4:00; TTH: 1:00-4:00
I am always accessible after class and via e-mail. I will make appointments outside my posted office hours if needed.

Course Description:
Formulation and implementation of strategy in the organization, emphasizing the integration of decisions in functional areas.

Program Learning Outcomes:
Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. You may access the program learning outcomes for your major and particular courses at http://www.sfasu.edu/cob/ug-plo.asp.

Student Learning Outcomes:
Upon completion of the course, students should have an integrated comprehension of business and the strategic management process and be able to apply this knowledge. The student should be able to:
• Apply strategic management principles to business problems and situations.
• Function in a team to prepare and present business case analyses, participate in a business simulation, and deliver an oral presentation.
• Evaluate team member performance based on team participation and level of contribution.
• Determine environmental opportunities & threats that businesses face based on external environmental analysis of trends and competitive dynamics.
• Understand a firm’s strengths and weaknesses based on the Resource-based View of the firm and financial ratio analysis.

Text and Materials:
You will need to register for the Capsim simulation at www.capsim.com. Registration instructions can be found in the Capsim Files Module (in D2L) under Individual Assignments. The Capsim ID# for this class is C91582
Course Policies:

1. Student responsibilities: It is the responsibility of each student to keep up with all readings and assignments and to come prepared to each class meeting. Most of the content of my lectures will be available on D2L, but there will be additional cases and discussions that will not be included online. Some of my lecture material is quite different from the material in the text. If you want to do well on my exams it is crucial that you read and study the material contained in the lectures and online modules as well as the text. If anything, my exams are more heavily weighted toward the information in the lectures.

2. Group work: Group work is a large part of this course and students should make every effort to actively participate in group assignments. Poor peer evaluations will significantly impact your grade in this class.

3. Attendance: I will not formally track your attendance and penalize you for excessive absences. However, students missing quizzes or other assignments due to unexcused absences (or tardiness) will be assigned a score of zero. Students failing to turn in an assignment due to an unexcused absence will also be given a zero. In addition, I reserve the right to deny bonus points or grade adjustments (curves) to students with excessive unexcused absences. Although not graded, participation and attendance will be a factor in deciding borderline grades.

4. Excused Absences: Absences due to illness (self or family) or due to officially sanctioned University events will be excused. You will also be allowed one excused absence due to a job interview. If you miss a quiz, or assignment due to an excused absence you will be allowed to make it up. You must submit the reason for missing in writing prior to, or immediately following the absence (preferably via e-mail). You should be prepared to verify your excuse with written documentation if requested.

5. Graduation and GPA: Most students in this class are planning to graduate this semester. To graduate you must have a 2.0 average in all COB foundation classes. Because this is the last foundation class most students take, some of you may need to make higher than a passing grade in this class to qualify for graduation. It is crucial that you are aware of the grade needed to graduate. On the other hand, I do NOT need to be aware of this. To ensure that I treat everyone fairly and impartially with respect to grades I ask that you do not share this information with me.

6. Behavioral Guidelines: As a professor it is my responsibility to come prepared to class, treat you as responsible adults, create a mutually respectful classroom environment, and to consider that it is not always your fault if you do not understand the material. As a student it is your responsibility to come prepared to class, behave as responsible adults, treat others with respect, and consider that it is not always the professor’s fault if you don’t understand the material.
Grading Policy:

1. Grading Components:
   - Major Exams........................... 500
   - Module Quizzes...................... 160
   - Capsim Grades
     - Individual Assignments ......... 20
     - Spread Sheet ..................... 20
     - Situation Analysis .............. 25
     - Planning Paper ................. 75
     - Capsim Analysis ............... 100
   - Comp-XM................................ 100
   
   Total.................................1000

Important: Failing both major exams (scores of less than 60%) will result in a failing course grade, regardless of your performance on group work and module quizzes. (aka “the passing rule”)

The grading scale for the final grade is typically 900-1,000 = A; 800-899 = B;
700-799 = C; 600-699 = D; less than 600 = F. I consider borderline grades to be those within 10 points of another grade; i.e. 890-899. In event of a borderline grades I use things like attendance and peer evaluations to make my decision.

2. Exams: Two major exams will be offered, a mid-term and a final. Each will be worth 250 points. The exams will cover material from all assigned readings, lectures, and class discussions. **If an exam is missed due to an unexcused absence a grade of zero will be assigned. For an exam to be counted as an excused absence I must be notified before the exam.** You may notify me via e-mail or phone. If you leave a message with the departmental receptionist please make sure the date and time are recorded. Documentation verifying your excuse must be submitted prior to the end of the semester. Failure to follow these guidelines will result in the absence being treated as unexcused. Exams will be taken in the computer lab.

3. Module Quizzes: Eight module quizzes worth 20 points each will be offered. Module Quizzes will normally consist of 10 multiple choice questions. The quizzes will be accessed through D2L and MUST be taken in the computer lab. Quizzes will be given during the regular class time.

4. Capstone Grades: Each capstone team will be graded on four items; a situation analysis, planning paper, spreadsheet, and a capsim analysis. Individual Capsim assignments include the introductory lessons, rehearsal tutorial, and the CompXm exam. Capsim Instructions for each of these items have been provided in module 10 under the course content section of D2L. Capsim related questions may also be included on quizzes and/or exams.
5. Peer Evaluations: Since much of your work in this course is done on a group basis, it is important for you to evaluate the contributions of fellow group members to group projects. It is unfair to share equally in the credit when one person performs the lion’s share of the work and another shirks his or her responsibilities. Therefore, individual grades on group assignments will be weighted by the peer evaluation scores. Instructions for doing the peer evaluations can be found in Module 10. All peer evaluations will be due following the report to shareholders.

Timeline:

Aug. 30  **Module 1: Introductions**
Syllabus, Capstone manual, and student information sheets
**Module 2: The Strategic Management Process**

Sep. 6  **Capsim Discussion: Introduction and Group Assignments**
Introduction to the simulation and overview of upcoming assignments
Deliverables: Registration Completed
              Introductory Lesson and Quiz Complete
              Module 1-2 Quiz (in class)
Group Exercise: Situation Analysis (Bring laptop or tablet to class)

Sep. 13  **Module 3: What is a Strategy?**
Mini Case: Diagnostic Dental Case
Capsim Discussion: Rehearsal Simulation
Deliverables: Situation Analysis Completed
              Module 3 Quiz (in class)
Group Exercise: Practice Round 1 (Bring laptop or tablet to class)

Sep. 20  **Capsim Discussion**
Capsim Discussion: Practice Round 1 Debrief
Deliverables: Rehearsal Simulation Completed
              Practice Round 1
Group Exercise: Practice Round 2 (Bring laptop or tablet to class)

Sep. 27  **Module 4: Strategic Direction**
Mini Case: Rubbermaid Goes Thump (article and class video)
Capsim Discussion: Practice Round 2 Debrief
Deliverables: Practice Round 2
              Module 4 Quiz (in class)
Group Exercise: None
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<thead>
<tr>
<th>Date</th>
<th>Module</th>
<th>Capsim Discussion</th>
<th>Deliverables</th>
<th>Group Exercise</th>
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<tbody>
<tr>
<td>Oct. 4</td>
<td><strong>Module 5: Business Unit Strategy</strong></td>
<td>Planning Paper</td>
<td>Module 5 Quiz (in class)</td>
<td>Planning Paper</td>
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<td>Oct. 11</td>
<td><strong>Mid Term Exam</strong></td>
<td>Review</td>
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<td>Round 1 Decision, Planning Paper</td>
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<td>Oct. 18</td>
<td><strong>Module 6: External Analysis</strong></td>
<td>Debrief Round 1</td>
<td>Round 1 and Planning Paper</td>
<td>Module 6 Quiz (in class)</td>
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<td>Oct. 25</td>
<td><strong>Module 7: Internal Analysis</strong></td>
<td>Debrief Round 2</td>
<td>Round 2</td>
<td>Module 7 Quiz (in class)</td>
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<td>Nov. 1</td>
<td><strong>Module 8: Corporate Strategy</strong></td>
<td>Debrief Round 3</td>
<td>Round 3</td>
<td>Module 8 Quiz (in class)</td>
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<td>Nov. 8</td>
<td><strong>Module 9: Implementation</strong></td>
<td>Guidelines for Report to Shareholders</td>
<td>Debrief Round 4</td>
<td>Round 5 Decision (due 11/9)</td>
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<td>Nov. 15</td>
<td><strong>Module 9: Implementation</strong></td>
<td>Debrief Round 6</td>
<td>Round 5 (due 11/9 – no brief)</td>
<td>Module 9 Quiz (in class)</td>
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<td>Nov. 22</td>
<td><strong>Thanksgiving Break</strong></td>
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<td>Round 7 (due 11/16)</td>
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Nov. 29  **Comp-XM**
Capsim Discussion: Comp-XM and Capsim Analysis
Deliverables: Capsim Spreadsheet

Dec. 6  **Wrap Up**
Exam Q&A
Deliverables: Capsim Analysis

Dec. 13  **Final Exam**

**Student Academic Dishonesty (University Policy 4.1)**
Abiding by university policy on academic integrity is a responsibility of all university faculty and students.

**Definition of Academic Dishonesty**
Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to (1) using or attempting to use unauthorized materials on any assignment or exam; (2) falsifying or inventing of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include, but are not limited to (1) submitting an assignment as if it were one’s own work when is at least partly the work of another person; (2) submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or (3) incorporating the words or ideas of an author into one’s paper without giving the author credit. Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of the work, make-up exam, failure of the course, or expulsion from the university. Please read the complete policy at [http://www.sfasu.edu/policies/student_academic_dishonesty.pdf](http://www.sfasu.edu/policies/student_academic_dishonesty.pdf)

**Withheld Grades--Grades Policy (5.5)**
At the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F, except as allowed through policy related to active military service. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average. Please refer to the complete policy at [http://www.sfasu.edu/policies/course-grades.pdf](http://www.sfasu.edu/policies/course-grades.pdf).
Students with Disabilities
To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Room 325 in the Human Services Building, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.

Student Conduct (University Policy 10.4)
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at http://www.sfasu.edu/policies/student-conduct-code.pdf.) Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/ inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.