Course Syllabus
MGT 463.003 Spring 2018
Business Policy and Strategy

Professor: Dr. Elton Scifres
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Office Hours: MW: 2:15-4:15; 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:
Western, Cengage Learning.
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 C95337
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. When given an assignment to work on in class, students will be expected to stay till the assignment is completed or until class time has expired. Students leaving early without being excused will be considered to be absent and will be assigned a grade of zero on any in class assignments.

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

2. **Capsim Grades**
   - Individual Assignments .......... 20
   - Spread Sheet .......................... 20
   - Situation Analysis ................... 25
   - Planning Paper ....................... 75
   - Capsim Report ....................... 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.

**Course Timeline**

Please see the “objectives and assignments” section of each module (starting with module 3) for all reading assignments. Instructions for capsim assignments can be found in module 10.

**Jan.**

17 Module 1: Introduction to Course  
Syllabus, student information sheets, and personal introductions

22 Module 2: The Strategic Management Process

24 Module Quiz 1&2 (computer lab)  
Capsim Discussion: Introduction and Group Assignments  
Group Exercise: Introductions

29 Module 3: What is a Strategy?  
Mini Case: Diagnostic Dental Case  
Deliverables: Registration Completed  
Introductory Lesson and Quiz Completed

31 Module Quiz 3 (computer lab)  
Capsim Discussion: Situation Analysis, Rehearsal Simulation  
Group Exercise: Situation Analysis (bring laptop or tablet to class)

**Feb.**

5 Module 4: Strategic Direction  
Mini Case: Rubbermaid Goes Thump (article and class video)  
Deliverables: Situation Analysis (group project)  
Rehearsal Simulation (individual assignment)

7 Module Quiz 4 (computer lab)  
Group Exercise: Practice Round 1

12 Module 5 – Business Unit Strategy  
Capsim Discussion: Guidelines for Planning Paper and Debrief Practice Round 1  
Deliverable: Practice Round 1
14  Module 5 – Business Unit Strategy
    Group Exercise: Practice Round 2
    (No Quiz)

19  Module 5 – Business Unit Strategy
    Capsim Discussion: Debrief Practice Round 2
    Deliverable: Practice Round 2

21  Module Quiz 5 (computer lab)
    Exam Discussion
    Group Exercise: Planning Paper

26  Mid Term Exam

28  Module 6: External Analysis
    Group Exercise: Planning Paper

March 5  Module Quiz 6 (computer lab)
    Deliverable: Planning Paper
    Group Exercise: Competition Round 1

7    Capsim Discussion: Debrief Competition Round 1
    Deliverable: Competition Round 1
    Group Exercise: Competition Round 2

12  Spring Break

14  Spring Break

19  Module 7: Internal Analysis
    Capsim Discussion: Debrief Competition Round 2
    Deliverable: Round 2

21  Module 7 Quiz (computer lab)
    Group Exercise: Competition Round 3

26  Module 8: Corporate Level Strategy
    Capsim Discussion: Debrief Competition Round 3
    Deliverable: Competition Round 3

28  Module 8 Quiz (computer lab)
    Group Exercise: Competition Round 4
| April | 2 | Module 9: Implementation  
Capsim Discussion: Debrief Competition Round 4 |
| 4 | Module 9 Continued (no quiz)  
Group Exercise: Competition Round 5 |
| 9 | Module 9: Continued  
Mini Case: Acme and Omega (in class reading)  
Capsim Discussion: Debrief Competition Round 5 |
| 11 | Module 9 Quiz (computer lab)  
Group Exercise: Competition Round 6  
Competition Round 6 due 11/13  
Competition Round 7 due 11/16 |
| 16 | Capsim Discussion: Capsim Report  
Debrief Round 7  
Comp-XM  
Deliverables: Round 7 |
| 18 | Group Exercise: Capsim Report  
Deliverables: Capstone Spreadsheet  
Comp-XM opens 8:00 a.m. |
| 23 | Comp-XM |
| 25 | Comp-XM |
| 30 | Deliverables: Capsim Report |
| May | 2 | Final Exam Discussion  
Comp-XM closed 11:00 p.m. 5/4 |
| 9 | Final Exam (1-3) |