Course Syllabus
MGT 463.500 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:


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 C95341.

Course Requirements:

1. Student responsibilities: This is an online course and it is the responsibility of each student to keep up with all readings and assignments. The modules in D2L are very similar to the lectures you would receive in my face-to-face class. These modules are sometimes quite different from the material in the text. My weekly quizzes and exams are taken from both the book and the modules. I make my own exam questions. If you want to do well on my exams it is crucial that you read and study the material in the modules as well as the book. You should also read the supporting material and links provided in the modules. If anything, my exams are more heavily weighted toward the information in the modules.

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. 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.

4. Exams and Assignments: All exams and quizzes will be offered online. Students who have a university excused absence during the exam time should contact me ahead of time to make appropriate arrangements. Missed exams or assignments that are not excused ahead of time will receive a grade of zero. All written assignments should be submitted to the appropriate dropbox on D2L.

5. Communications: Announcements to the class will be made primarily through the News bar on D2L. If you want to make sure you don’t miss any announcements there is a feature in D2L that allows you to receive a text message or e-mail when something new is posted. It is the student’s responsibility to check D2L on a regular basis for news announcements and/or e-mails. Students wishing to contact me should use D2L e-mail or call my office phone (468-1690) or cell phone (615-6417). Of course, you are also welcome to come by my office. All email
communication between student and professor should be done in a professional manner, using proper grammar and spelling along with an appropriate subject heading.

**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 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.

2. Exams: Two major exams will be offered – a mid-term and a final. **IMPORTANT** – You will have two options for taking the exams. You can take the exams in a computer lab at a prescribed time or you can take them remotely using software called Remote Proctor Now. This software provides a secure testing environment but comes at a price. If you take the exam remotely there will be a fee. More information on the remote proctoring approach can be found in the RPNow Student Welcome Email. The exams will be essentially the same regardless of method chosen to take them. If you fail to take the exam during the prescribed time and have not made arrangements with me to take it another time, you will receive a grade of zero.

3. Module Quizzes: Eight module quizzes worth 20 points each will be offered. The quizzes will be administered through D2L and must be completed by the prescribed deadline to avoid a grade of zero. I will try to accommodate legitimate conflicts as long as you contact me ahead of time.

4. Capsim Grades: Each capsim team will be graded on four items; a situation analysis, planning paper, a spreadsheet, and a capsim analysis. Individual Capsim assignments include the introductory lessons, rehearsal tutorial, and the Comp-XM exam. Instructions for each of these items have been provided in module 10 under the course content section of D2L.

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 the product of the overall group grade and peer evaluations. Each group member will evaluate other group members by assigning a score from 0 to 100 percent. Total team member points will be multiplied by the average rating to arrive at individual scores. The instructor reserves the right to discard scores that are obviously out of line. Individual peer ratings are confidential, but the average score will be available at your request. All peer evaluations are due on the day following the report to shareholders. **Students not turning in peer evaluations will be penalized a letter grade on their group projects!** Please give this assignment careful thought and consideration as the results are binding and non-negotiable. *(IF YOU NEED SOME SPECIAL CONSIDERATION, MAKE SURE THAT YOUR GROUP UNDERSTANDS)*

**Course Timeline:**

Unless otherwise noted, assignments will be due on Thursday. Please see the “objectives and assignments” section of the modules (starting with module 3) for all reading assignments. Instructions for capsim assignments can be found in module 10.

1/16-1/18  
**Module 1: Introductions**  
- Reading Assignment: Module 1  
- Post a personal introduction to the discussion board  
- Fill out and drop your student information sheet in the dropbox no later than 1/19. The student information sheets will be used to make group assignments.

**Capsim Assignments:**  
- Attend the Collaborate Session that will be opened 1/18 at 6:00 p.m. (see instructions in module) Attendance is recommended, but the session will be archived for those unable to attend. I will be answering questions and giving you important information on upcoming assignments.

1/19-1/25  
**No module assignment this week**  
**Capsim Assignments:**  
- Register for Capsim Simulation  
- Start looking over the online guide  
- Watch the introduction to Capsim video (module 10)  
- Complete the Capsim introductory tutorial and quiz (due 1/25 @ 11:00 p.m.)  
- Contact your Capsim group members – discuss meeting times/logistics  
- Complete the Rehearsal Tutorial (due 1/25 @ 11:00 p.m.)  
- Collaborate Session 1/25 @ 6:00 p.m. (Q&A session)
1/26-2/1
**Module 2: The Strategic Management Process**
- Reading Assignment: Module 2 and linked article/video; Hill and Jones Chpt. 1
- Complete Module 1-2 quiz (open from 6:00 a.m till 11:00 p.m. on 2/1)

**Capsim Assignments:**
- Capsim Situation Analysis – first group project (due 2/1 @ 11:00 p.m.)

2/2-2/8
**Module 3: What is a Strategy?**
- Reading Assignment: Module 3 and linked article
- Complete Module 3 quiz (open from 6:00 a.m till 11:00 p.m. on 2/8)

**Capsim Assignments**
- Practice Round 1 due 2/8 @ 5:00
- Collaborate Session 2/8 @ 6:00 – debrief practice round 1
- Watch videos on forecasting and second shift capacity

2/9-2/15
**Module 4: Strategic Direction**
- Reading Assignment: Module 4 and linked reading; Hill and Jones Chpt. 2
- Complete Module 4 quiz (open from 6:00 a.m. till 11:00 p.m. on 2/15)

**Capsim Assignments:**
- Practice Round 2 due 2/15 @ 5:00
- Collaborate Session 2/15 @ 6:00 – debrief practice round 2 and discuss planning paper

2/16-2/22
**Module 5: Business Unit Strategy**
- Reading Assignment: Module 5; Hambrick & Fredrickson Article (linked); Hill and Jones Chapter 5 (pp. 120-129 only)
- Complete Module 5 quiz (open from 6:00 a.m. till 11:00 p.m. on 2/22)

**Capsim Assignments:**
- Submit the Mission and Goals portion of the planning paper – group project.
  Due 2/22 @ 11:00 p.m.
- Start working on the Strategy portion of the planning paper
- Collaborate Session 2/22 @ 6:00 – Q and A

2/23-3/1
**Mid-Term Exam**
3/2-3/8

Module 6: External Analysis
- Reading Assignment – Module 6 and linked article/video; Hill and Jones Chapter 3
- Complete Module 6 quiz (open from 6:00 a.m. till 11:00 p.m. on 3/8)

Capsim Assignments
- Submit the Strategy portion of the planning paper – group project. Due 3/8 @ 11:00 p.m.
- Round 1 due 3/8 @ 5:00
- Collaborate Session 3/8 @ 6:00 – Debrief round 1

The week after Spring Break is a short one. You may want to start reading ahead this week.

3/10-3/18

Spring Break

3/19-3/22

Module 7: Internal Analysis
- Reading Assignment: Module 7 and linked readings; Hill and Jones Chapter 4
- Complete Module 7 quiz (open from 6:00 a.m. till 11:00 p.m. on 3/22)

Capsim Assignments
- Round 2 due 3/22 @ 5:00
- Collaborate session 3/22 @ 6:00 – Debrief round 2

3/23-3/28 (Short week due to Easter Break. Assignments due on Wednesday)

Module 8: Corporate Strategy
- Reading Assignment: Module 8 and linked readings; Hill and Jones Chapter 7
- Complete Module 8 quiz (open from 6:00 a.m. till 11:00 p.m. on 3/28)

Capsim Assignments
- Round 3 due 3/28 @ 5:00
- Read report to shareholder’s instructions
- No Collaborate Session

4/2-4/5 (Short week due to Easter Break)

Module 9: Implementation – part 1 (2 parts – no quiz this week)
- Reading Assignment: Module 9 and linked articles; Hill and Jones Chapter 9. This is a long module so you have two weeks to read it.

Capsim Assignments
- Round 4 due 4/5 @ 5:00
- Collaborate session 4/5 @ 6:00 – Debrief round 4
4/6-4/12

**Module 9: Implementation – part 2**
- Reading Assignment – Finish Module 9 and associated readings
- Complete Module 9 quiz (open from 6:00 a.m. till 11:00 p.m. on 4/12)

**Capsim Assignments**
- Round 5 due 4/12 @ 5:00
- Collaborate Session on 4/12 @ 6:00

4/13-4/19 (Two decisions due this week)

**Capsim Assignments**
- Round 6 due 4/16 @ 5:00
- Round 7 due 4/19 @ 5:00
- Collaborate session 4/19 @ 6:00

4/20-4/26

**Capsim Assignments**
- Comp-XM Exam open 4/20 @ 8:00 a.m.
- Capsim Spreadsheets due 4/26 @ 11:00 p.m.
- Collaborate session 4/26 @ 6:00

4/27-5/3

**Capsim Assignments**
- Capsim Report due 5/3 @ 11:00 p.m.
- Comp-XM exam closes 5/4 @ 11:00 p.m.

5/4-5/10

**Final Exam**