Course Syllabus
MGT 463.001 Maymester 2018
Business Policy and Strategy

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Office Hours: M-F 8:30-9:00; 12:15-12:45
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 C98688
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. 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 summer. 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 .......... 35
   - Situation Analysis ............... 25
   - Planning Paper .................... 80
   - Capstone Performance.......... 100
   - Comp-XM.......................... 100
   - Total.......................... 1000

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 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 three items; a situation analysis, planning paper, and a Capstone Report. Individual Capsim assignments include the introductory lessons, rehearsal tutorial, and the Comp-Xm 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:

May 14  **Module 1: Introductions**
Syllabus, Capstone manual, and student information sheets

**Module 2: The Strategic Management Process**
Capsim Discussion: Introduction to Capsim Simulation
Group Assignments

May 15  **Module 1-2 Quiz**

**Module 3: What is a Strategy?**
Mini Case: Diagnostic Dental (read before class)
Capsim Discussion: Situation Analysis, Rehearsal Simulation
Deliverables: Registration Completed
Instruction Lesson and Quiz Completed
Group Exercise: Work on the Situation Analysis (bring laptop or tablet to class)

May 16  **Module 3 Quiz**

**Module 4: Strategic Direction**
Mini Case: Rubbermaid Goes Thump (article and class video – read before class)
Capsim Discussion: Practice Round 1
Deliverables: Situation Analysis and Rehearsal Simulation Completed
Group Exercise: Practice Round Decision 1

May 17  **Module 4 Quiz**

**Module 5: Business Unit Strategy**
Capsim Discussion:  Practice Round 1 Debrief
Guidelines for Planning Paper
Deliverables: Practice Round 1
Group Exercise: Practice Round 2

May 18  **Module 5 Quiz (at break)**

**Module 5: Business Unit Strategy** (Continued)
Capsim Discussion: Planning Paper
Practice Round 2 Debrief
Deliverables: Practice Round 2
Group Exercise: Competition Round 1 Decision, Planning Paper

May 21  **Midterm Exam (taken at the beginning of class)**
Capsim Discussion: Debrief Competition Round 1
Deliverables: Competition Round 1 and Planning Paper
Group Exercise: Competition Round 2
May 22  Module 6 Quiz (at break)
Module 6: External Analysis
Capsim Discussion: Debrief Competition Round 2
Deliverables: Competition Rounds 2 and 3 (Round 3 will be processed at the end of class)
Group Exercise: Competition Round 3 (to be completed in class)
Competition Round 4 (to be completed after class)

May 23  Module 7 Quiz (at break)
Module 7: Internal Analysis
Capsim Discussion: Debrief Competition Round 4
Deliverables: Competition Rounds 4 and 5 (Round 5 will be processed at the end of class)
Group Exercise: Competition Round 5 (to be completed in class)
Competition Round 6 (to be completed after class)

May 24  Module 8 Quiz (at break)
Module 8: Corporate Strategy
Capsim Discussion: Guidelines for Capstone Report
Debrief Competition Round 6
Deliverables: Competition Rounds 6 and 7 (Round 6 will be processed at the end of class)
Group Exercise: Competition Round 6 (to be completed in class)
Competition Round 7 (to be completed after class)

May 25  Module 9 Quiz (on-line)
Module 9: Implementation
Capsim Discussion: Debrief Competition Round 7
Comp-XM exam
Deliverables: Competition Round 7
Individual Exercise: Comp-XM (open 10:00 a.m.)

May 28  Memorial Day Holiday
Module 9 Quiz closed (1:00 p.m.)

May 29  Deliverables: Comp-XM (closed 11:00 p.m.)
Peer Evaluations

May 30  Final Exam