Professor: Dr. Elton Scifres
Office: BU 403L
Telephone: 468-1690
E-mail: scifreselton@d2l.sfasu.edu; escifres@sfasu.edu
Office Hours: MW: 9:30-11:30; 2:30-3:30; TTH 9:30-11:30
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 C105493.
Course Requirements:
1. Student responsibilities and Time Requirements: 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. In order to do well on the quizzes and exams, students should be prepared to spend up to 3 hours per week reading and studying the material.

This course also requires that students participate in a simulation that will involve both group and individual assignments. Mastering the simulation will require a significant time requirement at the beginning of the semester. You should expect to spend at least 10 hours during the first few weeks working the tutorials, reading the team member guide, attending my zoom sessions (or watching the videos), and working on initial team assignments. Once you start making decisions, you will be working with your teams at least once a week. Initial decision making sessions will take longer (1-2 hours – or longer), but as you become more efficient the sessions will become shorter. At the end of the semester you will be required to complete the Comp-XM exam. This is an individual assignment and will require a considerable time commitment (6-10 hours). During this time you will have no other assignments.

2. Team work: Team 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. Missed Assignments: If you have an appropriate excuse and notify me ahead of time I am pretty flexible about rescheduling quizzes. You have an entire week to take the major exams, so I don’t expect conflicts to be a problem. Missed quizzes or assignments that are not excused ahead of time will receive a grade of zero. The key to getting a reprieve on any assignment is to communicate any problems as soon as possible. “I forgot” is never an appropriate excuse.

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 (preferred) or call my office phone (468-1690) or cell phone (615-6417). Please reserve use of the cell number for time sensitive issues. I will not respond to complicated questions in a text message. 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

2. 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.

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 D2L under Content/Course Information. The exams will be essentially the same regardless of method chosen to take them.

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 and in the time allotted (10 minutes) to avoid a penalty.

4. Capstone Grades: Each capstone team will be graded on three items; a situation analysis, planning paper, and your Capstone performance (balanced scorecard). Individual Capsim assignments include the introductory lesson, 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 team basis, it is important for you to evaluate the contributions of fellow team members. Individual grades on team assignments will be the product of the overall team grade and peer evaluations. You will do two sets of peer evaluations; one through Capsim and one through D2L. Full instructions are in Module 10. Please be aware that peer evaluations can and often do have a significant impact on student grades. If you need 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.

1/22-1/24
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 1/24. The student information sheets will be used to make group assignments.

Capsim Assignments:
- Attend the Zoom Session that will be opened 1/24 at 6:00 p.m. 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.

1/25-1/31
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 1/31 @ 11:00 p.m.)
- Contact your Capsim group members – discuss meeting times/logistics
- Complete the Rehearsal Tutorial (due 1/31 @ 11:00 p.m.)
- Zoom Session 1/31 @ 6:00 p.m.

2/1-2/7
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 2/7)

Capsim Assignments:
- Capsim Situation Analysis – first group project (due 2/7 @ 11:00 p.m.)
2/8-2/14
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 2/14)

Capsim Assignments
- Practice Round 1 due 2/14 @ 5:00
- Zoom Session 2/14 @ 6:00 – debrief practice round 1
- Watch videos on forecasting and second shift capacity

2/15-2/21
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 2/21)

Capsim Assignments:
- Practice Round 2 due 2/21 @ 5:00
- Zoom Session 2/21 @ 6:00 – debrief practice round 2 and discuss planning paper

2/22-2/28
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 2/28)

Capsim Assignments:
- Submit the Mission and Goals portion of the planning paper – group project. Due 2/28 @ 11:00 p.m.
- Start working on the Strategy portion of the planning paper
- Zoom Session 2/28 @ 6:00 – Q and A

3/1-3/7
Mid-Term Exam

3/8-3/14
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 3/14)

Capsim Assignments
- Submit the Strategy portion of the planning paper – group project. Due 3/14 @ 11:00 p.m.
- Round 1 due 3/14 @ 5:00
- Zoom Session 3/14 @ 6:00 – Debrief round 1
3/16-3/24
Spring Break

3/25-3/28
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 3/28)

Capsim Assignments
- Round 2 due 3/28 @ 5:00
- Zoom session 3/28 @ 6:00 – Debrief round 2

3/29-4/4
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 4/4)

Capsim Assignments
- Round 3 due 4/4 @ 5:00
- Read report to shareholder’s instructions
- Zoom session 4/4 @ 6:00 – Debrief round 3

4/5-4/11
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 4/11 @ 5:00
- Zoom session 4/11 @ 6:00 – Debrief round 4

4/12-4/18
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 4/18)

Capsim Assignments
- Round 5 due 4/15 @ 5:00
- Round 6 due 4/18 @ 5:00
- Zoom Session 4/18 – Debrief

4/19-4/25
Capsim Assignments
- Round 7 due 4/22 @ 5:00
- Round 8 due 4/25 @ 5:00
- Zoom Session 4/25 – Wrap up
4/26-5/2
Capsim Assignments
- Comp-XM exam opens 4/26 @ 8:00 a.m.

5/3-5/9
Capsim Assignments
- Comp-XM exam closes 5/9 @ 11:00 p.m.

5/10-5/16
Final Exam

Academic Integrity (A-9.1)
Academic integrity is a responsibility of all university faculty and students. Faculty members promote academic integrity in multiple ways including instruction on the components of academic honesty, as well as abiding by university policy on penalties for cheating and plagiarism.

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 to aid in achieving a better grade on a component of a class; (2) the falsification or invention 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 your own. Examples of plagiarism are (1) submitting an assignment as if it were one's own work when, in fact, it is at least partly the work of another; (2) submitting a work that has been purchased or otherwise obtained from an Internet source or another source; and (3) incorporating the words or ideas of an author into one's paper without giving the author due credit.

Please read the complete policy at http://www.sfasu.edu/policies/academic_integrity.asp

Withheld Grades Semester Grades Policy (A-54)
Ordinarily, at the discretion of the instructor of record and with the approval of the academic chair/director, 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. If students register for the same course in future terms the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average.
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), Human Services Building, and Room 325, 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/.