Course Syllabus
MGMT 4363.500 Fall 2020 (Formerly MGT 463)
Business Policy and Strategy

Professor: Dr. Elton Scifres
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Office Hours: Office Hours:  Online:  M. T. TH: 9:30-12:00;
                             Office:   W: 1:30-4:00

During my online office hours you can contact me directly through zoom (ID# 997 651 5158) or by using the above cell number. I will leave the zoom session open during office hours and you can drop in without an appointment. Appointments are recommended for in office visits in order to maintain distance requirements. If you wish to set up a time to meet outside my office hours please send me request via brightspace (D2L) e-mail. Please don’t text unless there is an urgent matter.

Covid-19 Policy
This is an online class, but please be aware that university policies remain in effect if you visit my office. Masks and social distancing protocols are required.


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](http://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 C121039

**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. It is highly recommended that all group meetings be conducted through Zoom. If you choose to meet in person, you should follow the University policies for masking and social distancing.

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. 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 ........ 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. At this time, I plan on administering the exams using Proctorio. This will require that you have access to a computer that has a web cam and microphone. More information will be provided before the exams.

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:
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. You are responsible for reading the linked articles in each module.

8/24–8/27
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 8/27. The student information sheets will be used to make group assignments.

Capsim Assignments:
- Attend the Zoom Session that will be opened 8/27 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.

8/28–9/3
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 9/3 @ 11:00 p.m.)
- Contact your Capsim group members – discuss meeting times/logistics
- Complete the Rehearsal Tutorial (due 9/3 @ 11:00 p.m.)
- Zoom Session 9/3 @ 6:00 p.m. (Q&A session)
9/4-9/10
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 9/10)
Capsim Assignments:
- Capsim Situation Analysis – first group project (due 9/10 @ 11:00 p.m.)

9/11-9/17
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 9/17)
Capsim Assignments
- Practice Round 1 due 9/17 @ 5:00
- Zoom Session 9/17 @ 6:00 – debrief practice round 1
- Watch videos on forecasting and second shift capacity

9/18-9/24
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 9/24)
Capsim Assignments:
- Practice Round 2 due 9/24 @ 5:00
- Zoom Session 9/24 @ 6:00 – debrief practice round 2 and discuss planning paper

9/25-10/1
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 10/1)
Capsim Assignments:
- Submit the Mission and Goals portion of the planning paper – group project. Due 10/1 @ 11:00 p.m.
- Start working on the Strategy portion of the planning paper
- Zoom Session 10/1 @ 6:00 – Q and A

10/2-10/8
Mid-Term Exam
10/9-10/15  
**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 10/15)  
**Capsim Assignments**  
- Submit the Strategy portion of the planning paper – group project. Due 10/15 @ 11:00 p.m.  
- Round 1 due 10/15 @ 5:00  
- Zoom Session 10/15 @ 6:00 – Debrief round 1  

10/16-10/22  
**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 10/22)  
**Capsim Assignments**  
- Round 2 due 10/22 @ 5:00  
- Zoom session 10/22 @ 6:00 – Debrief round 2  

10/23-10/29  
**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 10/29)  
**Capsim Assignments**  
- Round 3 due 10/29 @ 5:00  
- Read report to shareholder’s instructions  
- Zoom session 10/29 @ 6:00 – Debrief round 3  

10/30-11/5  
**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 11/5 @ 5:00  
- Zoom session 11/5 @ 6:00 – Debrief round 4
11/6-11/12

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 11/12)

Capsim Assignments
- Round 5 due 11/8 @ 5:00
- Round 6 due 11/12 @ 5:00
- Zoom session 11/12 @ 6:00 p.m. – Debrief round 6

11/13-11/19
- Round 7 due 11/15 @ 5:00
- Round 8 due 11/19 @ 5:00
- Zoom session 11/19 @ 6:00
- CompXm Exam Opens 11/19 @ 7:00 a.m.

11/20-11/29

Thanksgiving Holiday

11/30-12/03
- Comp-XM Exam closes 12/3 @ 11:00 a.m.

12/4-12/10
- 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

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.

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.