The following revisions are in response to the University decision to go to an online format due to the Covid 19 pandemic. We are scheduled to return to a normal schedule on April 6th, but that is subject to change. I will keep you informed of any further revisions asap.

Please be aware that I am committed to offering a quality learning experience as we go through this disruption. I currently teach this class in an online format, and will be offering you the same basic experience that my online class gets. However, I also know that we are entering uncharted territory. I’m also aware that you didn’t sign up for an online class, and may not prefer this format. For those reasons I will make every effort to be as flexible as possible. Please don’t hesitate to let me know if I can help you in any way. I think that we can get through this, but we will need to work together.

Office Hours: Until further notice I will be holding office hours from home. The preferred method to contact me is D2L e-mail. I will endeavor to stay close to my computer and respond to all e-mails in a reasonably prompt fashion. I am completely open to holding individual zoom sessions if you have a question or issue that requires more in depth discussion. Just send me an e-mail and I’ll set it up. You can also call my cell number (936-615-6417). I prefer that you not use text, but am open to that if you are unable to access a computer.

Content: The content for this class is largely available in the modules and text. We will forego any cases during this time. I will try to eliminate quiz questions that relate to cases or material that is not in the modules. If I slip up, let me know and I will give you credit.

Zoom Sessions: I will debrief the simulation rounds during the usual class time using zoom. The zoom sessions can be accessed through the D2L calendar.

Group Work: Perhaps the largest adjustment you will need to make will be doing your group assignments. I highly recommend that you use the normal class time to do your simulation decisions. I also recommend that you use zoom for this purpose. Go to sfasu.zoom.us to set up your own sessions.

Revised Timeline:

17 University Closed

19 Module 6 Quiz: Open from 6:00 a.m. till 5:00 p.m. No password required
Deliverable: Competition Round 1
Zoom Session at 12:30 to debrief Competition Round 1
Module 7 Quiz: Open during regular class time (12:30-1:45)  
Groups are encouraged to use regular class time to work on Competition Round 2 decisions.

Deliverable: Competition Round 2  
Zoom Session at 12:30 to debrief Competition Round 2

Module 8 Quiz: Open during regular class time (12:30-1:45)  
Groups are encouraged to use regular class time to work on Competition Round 3 decisions.

Deliverable: Competition Round 3  
Zoom Session at 12:30 to debrief Competition Round 3

April 2  
Classes scheduled to resume

In the event that we do not resume classes, I will send out an extended timeline.

Stay well and take care of yourselves.

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Professor: Dr. Elton Scifres  
Office: BU 403L  
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E-mail: scifreselton@d2l.sfasu.edu; escifres@sfasu.edu  
Office Hours: W 9:30-11:30, 1:00-4:00; TTH 9:00-11:00; 1:45-2:15  
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 in the Curriculum Management Handbook at: http://www.sfasu.edu/academics/colleges/business/welcome/faculty-resources

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 C116101

**Course Policies:**

1. **Student responsibilities and Time Requirements:** 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. If you want to do well on the quizzes and exams you should come to class and be prepared to spend up to 3 additional hours per week studying the material from the modules, lecture notes, and the text.

   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. Much of the team work will be done in class, but students should be prepared to spend approximately 5-10 hours outside class during the first few weeks reading the team member guide, working on tutorials, and familiarizing yourself with the web site. Additional time may be needed to complete certain team assignments not completed during class. 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. 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. 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
   - Capsim Grades
   - Individual Assignments .... 35
   - Board Meeting .............. 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.
1. 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.

2. 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.

3. Capstone Grades: Each capstone team will be graded on three items; a board meeting, planning paper, and your Capstone performance (balanced scorecard). 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 exams.

4. 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.

**Timeline:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Module/Activity</th>
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| Jan. 16 | Module 1: Introduction to Course  
Syllabus, student information sheets, and personal introductions |
| 21 | Module 2: The Strategic Management Process |
| 23 | Module Quiz 1&2 (computer lab)  
Capsim Discussion: Introduction and Group Assignments  
Group Exercise: Introductions |
| 28 | Module 3: What is a Strategy?  
Mini Case: Diagnostic Dental Case  
Deliverables: Registration Completed  
Introductory Lesson and Quiz Completed |
30  Module Quiz 3 (computer lab)
    Capsim Discussion: Rehearsal Simulation
    Individual Exercise: Rehearsal Simulation

Feb.  4  Module 4 – Organizational Direction
      Mini Case: Rubbermaid Goes Thump (article and class video)

6    Module 4 Quiz (computer lab)
      Capsim Discussion: Decision Making Exercise
      Deliverable: Rehearsal Simulation

11   Capsim Discussion: Decision Making Exercise Continued
      Team Exercise: Practice Round 1

13   Capsim Discussion: Guidelines for Planning Paper and Debrief Practice Round 1
      Deliverable: Practice Round 1

18   Module 5 – Business Unit Strategy
      Group Exercise: Practice Round 2

20   Module 5 Continued
      Capsim Discussion: Debrief Practice Round 2
      Deliverable: Practice Round 2

25   Module 5 Continued

27   Module 5 Quiz (computer lab)
      Exam Discussion
      Team Exercise: Planning Paper

March 3  Mid Term Exam

5    Module 6: External Analysis
      Deliverable: Planning Paper

10   Spring Break

12   Spring Break

17   Module Quiz 6 (computer lab)
      Team Exercise: Competition Round 1

19   Module 7: Internal Analysis
Capsim Discussion: Debrief Competition Round 1
Deliverable: Competition Round 1

24  Module 7 Quiz (computer lab)
    Group Exercise: Competition Round 2

26  Module 8: Corporate Level Strategy
    Capsim Discussion: Debrief Competition Round 2
    Deliverable: Competition Round 2

31  Module 8 Quiz (computer lab)
    Team Exercise: Competition Round 3

April 2  Module 9: Implementation
    Capsim Discussion: Debrief Competition Round 3
    Deliverable: Competition Round 3

7    Module 9: Continued (no quiz)
    Capsim Discussion: Debrief Competition Round 4
    Deliverable: Competition Round 4

9    Easter Break

14   Module 9: Continued (no quiz)
     Capsim Discussion: Debrief Competition Round 5
     Deliverable: Competition Round 5

16   Module 9 Quiz (computer lab)
     Capsim Discussion: Debrief Competition Round 6
     Deliverable: Competition Round 6
     Team Exercise: Competition Round 7

21   Capsim Discussion: Comp-XM; Debrief Competition Round 7
     Deliverable: Competition Round 7
     Team Exercise: Competition Round 8

23   Capsim Discussion: Debrief Competition Round 8; Comp-Xm
     Deliverable: Competition Round 8
     Start Comp-XM

28   Comp-XM

30   Comp-XM – Ends 5/1
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/](http://www.sfasu.edu/disabilityservices/).