Required Course Materials

The textbook shown below is required for the successful completion of this capstone course. The textbook can be purchased from the SFASU Bookstore or directly from McGraw-Hill. In addition to the textbook, students will need access to the textbook’s online materials via McGraw-Hill’s Connect. As such, it is recommended that students purchase the loose-leaf textbook and online Connect access combo from the bookstore or directly from McGraw-Hill (this option is much cheaper). Students should secure the textbook as soon as possible.

Textbook: Strategic Management (5th edition)
Frank T. Rothaermel

CAPSIM: Required simulation
www.capsim.com
$53.99 (semester access)

McGraw Hill Connect Online Registration Instructions

Go to the following web address and click the “register now” button.

https://connect.mheducation.com/class/m-crocker-fall20202320002
Course Description
Strategic Management is considered the “capstone” course in your undergraduate business education. The major focus of this course is about “strategy” and how the applications of strategic management, including analysis, formulation, and implementation (the A-F-I framework) are employed to lead an organization to sustainable success. Central to the theme of this course is the ability of students to recognize that an organization’s chances of survival and later, sustained growth and success, lie in the ability to identify and understand those market forces that create change and how each organization must adapt to survive. Only through the process of “strategic management” will a firm be able to address the competitive marketplaces of today’s global economies.

As such, the course will be structured around defining the characteristics of a sound strategic management process. Through analysis of external market forces and internal organizational challenges, students will begin to paint a big picture of organizational effectiveness. This course will also address the key elements in developing a strategy and how the opportunity of “competitive advantages” becomes central to the firm’s existence. Furthermore, this course will delve into issues pertaining (but not limited) to governance, business ethics, business-level and corporate-level strategies, and strategic change.

As a capstone course, it is designed to provide you with the opportunity to develop an essential leadership tool…confidence in your ability to analyze issues and make critical decisions. You will have the opportunity to synthesize your learning from previous business courses and gain experiential learning experiences through the CAPSIM simulation.

Program Learning Objectives
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 Objectives
1. Students will understand the strategic issues and policy decisions facing businesses and how current management concepts address these issues.
2. Students will understand the strategic management process and the difference between strategic analysis, strategy formulation, and strategy implementation.
3. Students will acquire an understanding of how to use new and existing knowledge to analyze problems and understand the complexity of strategic issues.
4. Students will understand how to use new and existing knowledge to conduct strategic and competitive analyses using various tools (e.g., Porter’s five forces model, SWOT analysis, etc.).
5. Students will understand the leadership tasks associated with implementing and executing company strategies, and the action managers take to promote competent strategy execution.
6. Students will demonstrate how the various pieces of knowledge they have acquired from their previous business courses fit together and understand why different parts of a
company’s business must be managed in strategic harmony for the company to compete and operate successfully.

7. Students will synthesize and apply the concepts and analytical tools they are exposed to in this course by participating in managing a company through a business simulation game (CAPSIM), both individually and as part of a team.

**Student’s Responsibility**

The student should (1) complete and submit all the required assignments on time, (2) be prepared and be present, (3) ask questions via e-mail, phone, or during office hours whenever doubt exist, (4) do your own work for individual assignments, and (5) be a contributing team member.

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Criteria</th>
<th>Weight</th>
<th>Letter Grade</th>
<th>Average</th>
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<tbody>
<tr>
<td>Case Assignments</td>
<td>10%</td>
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<td></td>
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<tr>
<td>Chapter Quizzes</td>
<td>15%</td>
<td>A</td>
<td>90-100</td>
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<tr>
<td>Chapter Exercises</td>
<td>15%</td>
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<td>80-89</td>
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<tr>
<td>Exams</td>
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<td>70-79</td>
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<tr>
<td>Comp XM</td>
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<td>60-69</td>
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<tr>
<td>CAPSIM</td>
<td>15%</td>
<td>F</td>
<td>0-59</td>
<td></td>
</tr>
</tbody>
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100%

**Cases Assignments:** These assignments will pull from recent newsworthy corporate activity. Instructions will vary by assignment.

**Chapter Quizzes:** All quizzes open on 8/28. Chapter quizzes are due Wednesday at midnight after the chapter is discussed in class. Late admissions are not accepted and a grade of 0 will be assigned. You have 20 minutes to complete each quiz which will consist of 15 multiple choice questions.

**Exercises:** All exercises open on 8/28. Chapter exercises are due Wednesday at midnight after the chapter is discussed in class. Late admissions are not accepted and a grade of 0 will be assigned. Each exercise is a short video or case analysis followed by 3-5 multiple choice questions. Exercises reflect content discussed in the current chapter.

**Exams:** Two exams are scheduled, and each exam covers five chapters. Instructions and options for taking the exams are available prior to exam time.

**CAPSIM:** This team-based computer simulation puts you in control of a large company. Grading on this assignment is based on a wide variety of factors including:

Practice Round 1: Students can begin after 08/31/23 8:00AM with Decisions due by 09/11/23 8:00AM. Automatic processing is scheduled at 09/11/23 8:00AM Central Daylight Time. There will be four practice rounds followed by 8 competition rounds. Except for practice round 1, all rounds begin and end on Monday morning at 8:00AM.

The instructor will debrief the class at the end of each practice round. Two teams will each be assigned debriefing responsibilities for competition rounds 1-6.
Comp XM Exam: Following the completion of the team-based CAPSIM Capstone Project, students will INDIVIDUALLY run a simulated company in Comp-XM, making similar decisions to those in the team-completed Capstone Project. The COMP-XM exam consists of five rounds. Rounds 1-4 require students to engage with the simulation followed by questions pertaining to decisions made in the proceeding simulation round. Round 5 consists of only questions.

Students should be aware that the questions presented to them on the COMP-XM exam will come from all business disciplines (Accounting, Finance, Economics, Marketing, and Management). Therefore, it would be very beneficial to students to brush up on important topics from all business disciplines.

Students will have seven (7) days to complete the COMP-XM exam online. The COMP-XM exam is fully owned and written by CAPSIM. It will likely require students 6-10 hours to complete the COMP-XM exam.

Currently, the use of the COMP-XM exam software is free of charge to students. The cost of the exam will be covered by the Management and Marketing Department.

**Note: Students must complete all 5 rounds of the COMP-XM exam. If a student does not fully complete the COMP-XM exam, a grade of zero (0) will be earned. For example, if a student completes 4 out of 5 rounds and ends up with a score of 190/200, since the COMP-XM exam was not completed, this student will earn a grade of zero (0).**

This is an individual exam! Even though you have worked on CAPSIM, as a team all semester, this exam is NOT a team-based assignment. Once the exam opens, you are not allowed to discuss any portion of the exam with anyone. This includes asking for “exam tutoring” or paying anyone to complete (or help you with) any portion of this exam. Any other type of cheating (to include what was just previously discussed), on this exam, will result in a failure of this course...ZERO EXCEPTIONS!

Students who provide their log-in username and password to another person and/or arrange for another person to complete the Capsim or Comp-XM components will receive ZERO points for the computer simulation and/or Comp-XM final exam. The instructor also reserves the right to give that student a failing grade for the entire class.

Extra Credit

Near the end of every semester some students suddenly get serious about their grade in this class. The time to get serious is on the first day of class. The grade you earn is the grade you will receive. There is no extra credit at the end of the semester unless it is an opportunity afforded to everyone. Unless I make a mistake in calculating your grade, final grades are FINAL. If you believe that I have miscalculated your grade, then please call it to my attention and I will review and recalculate your work. Please do not ask for extra credit or a bump up to the next grade because I don’t want to disappoint you, but I will.

**Note:** This syllabus is provided to you as a guide for the class content and expectations this semester. It is not a contract and is subject to change as necessary.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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</table>
| Aug 28-30    | Course Introduction  
|              | CAPSIM: Orientation  
|              | Assign Teams                                               |
| Sep 4-6      | Chapter 1 *(Quiz & Exercise due 9/6)*  
|              | CAPSIM Practice Round 1                                   |
| Sep 11-13    | Chapter 2 *(Quiz & Exercise due 9/13)*  
|              | CAPSIM Practice Round 2                                   |
| Sep 18-20    | Chapter 3 *(Quiz & Exercise due 9/20)*  
|              | CAPSIM Practice Round 3                                   |
| Sep 25-27    | Chapter 4 *(Quiz & Exercise due 9/27)*  
|              | CAPSIM Practice Round 4                                   |
| Oct 2-4      | Chapter 5 *(Quiz & Exercise due 10/4)*  
|              | Strategic Plan for Capsim Due                             |
|              | CAPSIM Competition Round 1                                |
| Oct 9-11     | 9/11 Exam #1 (Chapters 1-5)  
|              | CAPSIM Competition Round 2                                |
| Oct 16-18    | Chapter 6 *(Quiz & Exercise due 10/18)*                   |
|              | CAPSIM Competition Round 3                                |
| Oct 23-25    | Chapter 7 *(Quiz & Exercise due 10/25)*                   |
|              | CAPSIM Competition Round 4                                |
| Oct 30-Nov 1| Chapter 8 *(Quiz & Exercise due 11/1)*                    |
|              | CAPSIM Competition Round 5                                |
| Nov 6-8      | Chapter 9 *(Quiz & Exercise due 11/8)*                    |
|              | CAPSIM Competition Round 6                                |
| Nov 13-15    | Chapter 12 *(Quiz & Exercise due 11/15)*                  |
|              | CAPSIM Competition Round 7                                |
| Nov 27-29    | 11/29 Exam 2 (Chapters 6-9, 12)  
|              | CAPSIM Competition Round 8                                |
| Dec 4-6      | Comp-XM Opens 12/4 Closes 12/8                            |
| Dec 13       | **Final Exam (Presentation)**  1:00-3:00 p.m.             |
UNIVERSITY POLICIES

ACADEMIC INTEGRITY (UNIVERSITY POLICY 4.1)

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.

In any business profession, ethics is of utmost importance, as numerous stakeholders rely on their employees to make important decisions. These decisions include accounting, management, human resources, marketing and any other aspect of the business world. It is the intent of the Department of Management and Marketing to foster and encourage integrity in all aspects of our classes. Therefore, there will be no tolerance of academic dishonesty, including but not limited to, plagiarism, cheating on examinations, papers, or other course-related work, copying or collaborating on assignments without permission, or other inappropriate conduct. Any instances of such academic dishonesty will be documented and reported to the Dean of the Rusche College of Business and the student will receive an F in the course.

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/student-academic-dishonesty-4.1.pdf](http://www.sfasu.edu/policies/student-academic-dishonesty-4.1.pdf)

WITHHELD GRADES (UNIVERSITY POLICY 5.5)

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.
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-code-of-conduct-10.4.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.

ACCESSIBILITY (UNIVERSITY POLICIES 6.1, 6.6)

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/.

IMPORTANT UNIVERSITY DATES FALL 2022

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>August 22</td>
<td>Start of Full Fall &amp; Fall I terms</td>
</tr>
<tr>
<td>August 25</td>
<td>Last day to change schedules other than to drop courses; Last day to register</td>
</tr>
<tr>
<td>August 31</td>
<td>Part-time &amp; Internship Career Fair</td>
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<tr>
<td>September 14</td>
<td>Accounting Career Fair</td>
</tr>
<tr>
<td>October 7</td>
<td>End of Fall I</td>
</tr>
<tr>
<td>October 12</td>
<td>All Majors Career Fair</td>
</tr>
<tr>
<td>October 17</td>
<td>Start of Fall II</td>
</tr>
<tr>
<td>November 19 – 27</td>
<td>Fall Break</td>
</tr>
<tr>
<td>November 28</td>
<td>Last day to withdraw from the University</td>
</tr>
<tr>
<td>December 5 – 9</td>
<td>Finals week</td>
</tr>
<tr>
<td>December 9</td>
<td>End of Full Fall &amp; Fall II terms</td>
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<tr>
<td>December 10</td>
<td>Commencement</td>
</tr>
<tr>
<td>December 13, 2022</td>
<td>Final grades due in mySFA by 12 noon</td>
</tr>
</tbody>
</table>
Throughout the course of the term, you may find yourself in need of some type of support. Please take note and, if needed, use the resources below:

**ACADEMIC ASSISTANCE RESOURCE CENTER (AARC) TUTORING SERVICES**

The AARC is an award-winning program that provides free peer tutoring for many entry-level courses. Some services provided by the AARC that you may find of benefit include online resources (including the Online Writing Lab [OWL]), on-call tutoring at walk-in tables, 1:1 appointments, student instructor groups, and learning teams. For additional information, go to [http://sfasu.edu/aarc](http://sfasu.edu/aarc).

**CENTER FOR CAREER AND PROFESSIONAL DEVELOPMENT**

The Center for Career and Professional Development exists to empower students and alumni to achieve life-long career success through individualized assistance, diverse career development programs, and collaboration with both internal and external partners concentrated on career goal achievements. For additional information, go to [http://www.sfasu.edu/ccpd](http://www.sfasu.edu/ccpd).

**COUNSELING SERVICES**

Counseling Services assists SFA students in overcoming obstacles to their personal and academic goals through individual and group counseling for students and outreach, presentations, training, and consultation for the campus community. For additional information, go to [http://sfasu.edu/counselingservices](http://sfasu.edu/counselingservices).

**COUNSELING CLINIC (HUMAN SERVICES)**

The SFASU Counseling Clinic is a service provided by the Department of Human Services Counselor Education Programs. It is a training clinic in which services are provided by graduate students who are in the Practicum and Internship portion of their education. All services are supervised by fully licensed Counselor Education faculty. The Stephen F. Austin State University (SFASU) Counseling Clinic combines a therapeutic and community focus which offers a full continuum of counseling care. The service is geared to each person's needs. Client progress is based on the person's ability to move through counseling according to individual readiness. For additional information, go to [http://www.sfasu.edu/humanservices/139.asp](http://www.sfasu.edu/humanservices/139.asp).

**COVID-19 SPECIFIC RESOURCES**

For the most up-to-date information related to COVID-19, please reference the SFA COVID-19 webpage at [http://www.sfasu.edu/covid19](http://www.sfasu.edu/covid19).

**CRISIS RESOURCES**

- Burke 24-hour crisis line: 1.800.392.8343
- Suicide Prevention Lifeline: 1.800.273.TALK (8255)
- Crisis Text Line: Text HELLO to 741-741
DEAN OF STUDENTS OFFICE

The Dean of Students helps students when they are struggling, in-crisis, or just generally don’t know where to go. Students are encouraged to reach out when they need help with something on or off-campus and Dean of Students Office staff will assist them in navigating the issue or get them connected with the person or office that can help. Staff help to promote The SFA Way in everything they do. For additional information, go to https://www.sfasu.edu/vpsa/85.asp.

FINANCIAL LITERACY

Student Financial Advisors are available to help you with your finances through one-on-one appointments, presentations, and workshops. Topics covered include budgeting, credit cards, debt management, insurance, identity theft, fraud prevention, investing, savings, retirement, banking, and paying for college. For additional information, go to http://www.sfasu.edu/studentaffairs/1691.asp.

HEALTH CLINIC

The Health Clinic offers a full range of medical services to enrolled or registered students. For additional information, go to http://sfasu.edu/life-at-sfa/health-safety/health-clinic.

INVolvEMENT CENTER

The SFA Involvement Center a one-stop shopping site for involvement on campus. The program is the center for student involvement on our campus, a distribution and receiving site for applications for any number of opportunities on campus and a place for involved students to meet, hang out and collaborate with other students. For additional information, go to http://www.sfasu.edu/studentaffairs/69.asp.

MENTAL HEALTH

SFASU values students’ mental health and the role it plays in academic and overall student success. SFA provides a variety of resources to support student’s mental health and wellness. Many of these resources are free, and all of them are confidential.

On-campus Resources:
SFASU Counseling Services • www.sfasu.edu/counselingservices
Health and Wellness Hub (corner of E. College and Raguet) • 936-468-2401
SFASU Human Services Counseling Clinic • www.sfasu.edu/humanservices/139.asp
Human Services Room 202 • 936-468-1041

Crisis Resources:
Burke 24-hour crisis line 1(800) 392-8343
Suicide Prevention Lifeline 1(800) 273-TALK (8255)
Crisis Text Line: Text HELLO to 741-741
NUTRITION COUNSELING (DINING SERVICES)

Should you have a food allergy, specific dietary need, or simply want help learning more about healthy eating you are encouraged to meet with Dining Services’ Registered Dietitian. For additional information, go to https://dineoncampus.com/sfa/your-dietitian.

RESEARCH AND INSTRUCTIONAL SERVICES (RIS)

Develop research skills from hands-on and classroom experience with the Research and Instructional Services department. For additional information, go to https://library.sfasu.edu/services#/research?_k=hjbdvf.

SEX- AND GENDER-BASED MISCONDUCT PREVENTION, SUPPORT, AND RESPONSE (LUMBERJACKS CARE)

The university prohibits and will not tolerate sexual misconduct because such behavior violates the university’s institutional values, adversely impacts the university’s community interest, and interferes with the university’s mission. The university also prohibits retaliation against any person who, in good faith, reports or discloses a violation of this policy, files a complaint, and/or otherwise participates in an investigation, proceeding, complaint or remediation. Once the university becomes aware of an incident of sexual misconduct, the university will promptly and effectively respond in a manner designed to eliminate the misconduct, prevent its recurrence and address its effects. To report an incident and/or seek support, go to https://www.sfasu.edu/lumberjacks-care/.

SFA FOOD PANTRY

The SFA Food Pantry exists to reduce food insecurity on the SFA campus. For additional information, go to http://sfasu.edu/studentaffairs/1319.asp.

TECHNICAL SUPPORT

Brightspace by D2L Support: https://www.sfactl.com/student-support; d2l@sfasu.edu; 936.468.1919
Technical Support Center/Help Desk: https://help.sfasu.edu; helpdesk@sfasu.edu; 936.468.4357

VETERANS’ RESOURCE CENTER

The Veterans Resource Center (VRC) provides a space for veterans, dependents of veterans, and ROTC members to gather, socialize, and form relationships with others that can provide networks of support and access to veterans’ resources provided by the university and outside agencies. For additional information, go to http://sfasu.edu/vrc/.