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.
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. Roth

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

**Proctorio+:** **Required** online proctoring software
Purchased through Connect
$17.50 (semester access)

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.
Grading Scale & Graded Components

<table>
<thead>
<tr>
<th>Grading Scale</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>90% - 100%</td>
<td>A</td>
</tr>
<tr>
<td>80% - 89.99%</td>
<td>B</td>
</tr>
<tr>
<td>70% - 79.99%</td>
<td>C</td>
</tr>
<tr>
<td>60% - 69.99%</td>
<td>D</td>
</tr>
<tr>
<td>0% - 59.99%</td>
<td>F</td>
</tr>
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</table>

Graded Components

<table>
<thead>
<tr>
<th>Graded Activity</th>
<th>Weighted Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Debrief</td>
<td>10%</td>
</tr>
<tr>
<td>Chapter Quiz</td>
<td>10%</td>
</tr>
<tr>
<td>Chapter Homework</td>
<td>10%</td>
</tr>
<tr>
<td>Exam #1</td>
<td>22.5%</td>
</tr>
<tr>
<td>Exam #2</td>
<td>22.5%</td>
</tr>
<tr>
<td>Comp-XM Exam</td>
<td>10%</td>
</tr>
<tr>
<td>CAPSIM Project Assignments</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Total Percentage</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Grade Policy

I am a firm believer that students should work diligently throughout the semester to earn the grade that they desire from this course. That is, students should attend all classes to gain the maximum benefit from lectures that tie textbook materials to the real world.

*Generally, there are very little to no extra credit points offered in this class. Hence, students should not depend on extra credit points to obtain their desired grades.* Also, students should closely monitor Brightspace (D2L) to ensure all their grades are accurate. No changes will be made to any grade after the grade has been posted to Brightspace (D2L) for seven (7) calendar days. This also included instances when Connect may fail to transfer grades to D2L. Please promptly bring any inaccurate grades to my attention via email (antoine.busby@sfasu.edu). Waiting until the last week of class to discuss inaccurate grades will not result in the inaccurate grade being corrected.

Once final semester grades are calculated, students’ grades are final. There are not any “extra assignments” that I will create at the end of the semester for the purpose of improving students’ course grades. Hence, students should consistently give their all throughout the entire semester to achieve the grade that they hope for. Also, final course grades ARE NOT rounded!

Grade Bartering

As previously mentioned, once semester grades are calculated no changes will be made unless there was an error in the way your grade was calculated. Every semester, I am inundated with emails from students that are unhappy with their earned final class grade and are seeking ways of improving their grade. Students often state that they are only X% or X points away from the next higher grade, and they would like to know (1) if I can just bump up their grade because they worked really hard all semester or (2) if there are any extra assignments the student can complete for an extra grade. *I must reiterate that final grades are FINAL.* At the end of the semester, professors are very busy grading, entering grades, and preparing for the next semester. Responding to emails, from students seeking a higher final grade, is very time consuming. As a result, *I do not respond to such emails!*
To facilitate learning, students have significant weekly responsibilities and assignments that are required to actively participate in class for the entire 15-week semester. These activities average, at a minimum, 10.5 hours of work each week.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Hours/Week</th>
<th>Weeks</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attending class</td>
<td>2.5</td>
<td>15</td>
<td>37.5</td>
</tr>
<tr>
<td>Reading</td>
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<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Connect assignments</td>
<td>2</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>CAPSIM Assignments</td>
<td>2</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Studying</td>
<td>2</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>157.5</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In CAPSIM’s Capstone simulation, the round debriefing process aims to foster critical thinking, teamwork, and a deeper understanding of business principles. It provides students with a practical setting to apply their theoretical knowledge and learn from both their achievements and errors. As an integral part of the learning experience, round debriefs enable students to analyze firm strategies, decision outcomes, and the cause-and-effect dynamics within the simulated business environment.

Starting from competition round #3, each week, one team is required to record a debrief (using Zoom) based on the Capstone Courier from the previous round. The recording shall be uploaded to the appropriate Dropbox. Once Dr. Busby received the recording, he will make the recording available to the entire class for their viewing. Teams have been assigned a presentation day (please check the course schedule within this syllabus). The debrief presentation should last approximately 20 minutes and make use of either PowerPoints or the Elmo projector in the classroom.

While I will be presenting the round debrief for both practice rounds and the first two competition rounds, I encourage students not to simply imitate my approach. Instead, pay close attention to the elements and strategies employed during the round debriefings. Students should focus on the key insights and major themes found within the Capstone Courier. In other words, what story can you tell from the results presented on the Capstone Courier and what connections can be made to the real-world? The ultimate goal of the round debriefing is to provide a valuable opportunity for students to learn not only from their own successes and mistakes but also from those of their competitors. It is my hope that this process facilitates a comprehensive learning experience in business management and strategic decision-making.

The team debriefings are worth 10% of your overall course grade.

There will be a total of 9 quizzes given this semester. Each quiz will consist of either multiple choice, true-false, or fill-in-the-blank questions. Each quiz will be worth 100 points each. All quizzes will be administered via Brightspace (D2L) and will be located in the module corresponding to the content of the quiz. Quizzes will not be timed. Note: To familiarize students with the expectations for completing online exams, the syllabus quiz will be proctored. While proctored, the syllabus quiz is still open notes.

All quizzes are open book, open notes, but **ARE NOT** open friends, family, acquaintances, colleagues, or any other human being besides yourself!
Chapter Homework

Students will be assigned a chapter homework assignment for each chapter that we cover in this course. The purpose of assigning these chapter homework assignments is to give students the opportunity to take a deeper dive into the concepts that are presented in a given week.

Students will engage with each chapter homework assignment via their online McGraw-Hill Connect accounts. For your convenience, I have placed a link to each chapter homework assignment in their appropriate weekly learning module on Brightspace (D2L).

Each chapter homework assignment is worth 100 points each. Students will not be timed while working on their homework assignments.

**All chapter homework assignments are open book, open notes, but **ARE NOT** open friends, family, acquaintances, colleagues, or any other human being besides yourself!**

Exams

There will be a total of three (3) exams given, during the semester, to ensure students understand the materials that have been presented in this course. These exams will serve as a measure of students’ performance in the course.

Exam #1 and exam #2 (each worth 22.5% of your overall course grade) will consist of material covered in class lectures/discussion as well as information from the textbook, handouts, power point slides, cases, videos, articles, and any other course-related material. Each exam will be comprised of multiple choice, true-false, or fill-in-the-blank questions.

The third exam will be the COMP-XM exam (worth 10% of your overall course grade). For more information about the COMP-XM exam, please see the “CAPSIM Simulation Information” section below.

Exam #1 and #2 will be administered in class or, in the event we are remote, will make use of an online software to include the use of Proctorio. The COMP-XM exam will be administered online.

**Unless a student is participating in a university sponsored activity or has a documented excuse for missing an exam, exams cannot nor will not be made-up. Students will receive a grade of zero (0) for any missed exam. Forgetting about an exam is not a valid excuse!**

During exams, students must take off any hats, and hooded sweaters and jackets that conceal the instructor’s view of students’ eyes. Additionally, all cell phones, or other electronic devices must be turned off and stored in the students’ backpacks during the exam.

If a Scantron is required for an exam, Dr. Busby will provide a specially created Scantron for free!

Students will be expected to adhere to the online exam instructions (these can be found on D2L in the “Exams Learning Module” and at the very end of this syllabus). **Essentially, students are required to have their hands in full view of their camera at all times (with very few brief exceptions) while completing online exams. If a student fails to keep their hands visible, at all times, the student will automatically fail the exam…ZERO questions asked!**
Barring any unforeseen events, all exam dates and times are already scheduled and will not be changed. Ultimately, it is the student’s responsibility to ensure they are available to take all exams. This means, make sure your work schedules (and other personal obligations) align with all exam dates and times. It is not the responsibility of the professor to change the dates and times of exams to fit students’ schedules.

All exams are closed book, closed notes, and closed friends, family, acquaintances, colleagues, or any other human being besides yourself!

**Online Exam Expectations**

Completing exams in an online format presents a significantly different experience compared to completing exams in a traditional classroom setting. Nevertheless, the expectation of upholding the highest standards of academic integrity remains unchanged. Regrettably, there has been a notable rise in academic dishonesty among students who take online exams. As an educator, it is crucial for me to establish an equitable environment for all students, regardless of whether they attend classes in person or online. It is inherently unfair for certain students to diligently prepare for exams that they will take under my supervision, while others may choose not to study and rely on cheating instead.

To address this inequality, I've introduced a policy that requires students to keep both of their hands visible throughout the entirety of an online exam, with only a few exceptions allowed. It's important for me to stress that I thoroughly review the exam videos. Any student who does not adhere to these guidelines will not be permitted to take upcoming exams in an online format. Instead, future exams will need to be taken in person at the College of Business on the Nacogdoches campus on the scheduled exam day (at a time specified by Dr. Busby and regardless of where the student resides). Please note that failing to attend the exam (i.e., missing the exam) will result in a zero grade for that exam.

For detailed instructions on how to properly set up your cameras during an online exam, please refer to pages 20 and 21 of this syllabus, where you'll find visual examples for your reference. If you have any inquiries or concerns about the instructions for online exams, please don't hesitate to get in touch with me for further clarification.

It's important to understand that not reading and comprehending the online exam instructions won't be considered a valid excuse.

Failure to understand AND follow these online exam instructions may result in a grade of zero (0) being earned on an exam…regardless of the actual grade received. There will be ZERO exceptions to this policy!

**CAPSIM Simulation Information**

**Simulation**

Students **must** purchase access to CAPSIM’s ‘Capstone Simulation.’ The semester membership is $53.99, and only available via [www.capsim.com](http://www.capsim.com). You need to register for the CAPSIM simulation as soon as possible. The CAPSIM Capstone Simulation ID# (i.e., the Industry ID number) for this section of MGMT4363 this semester is **C145010**. Again, you will need to register for the CAPSIM Capstone Simulation as soon as possible, as we will begin working with the simulation soon.

**CAPSIM Help Desk**

As part of the $53.99 that you pay for CAPSIM, you have access to CAPSIM experts that can help you “figure out” some trouble spots with your simulated companies. These experts **will not** just give you the answers to your questions, but they will help guide your thinking so that you can figure out the best
decision to help your company be successful. The CAPSIM Help Desk can be reached at 1.877.477.8787 or support@capsim.com. Hours of operation varies, so you will need to call for current operating hours.

**CAPSIM Assignments**

Students will work in teams for the CAPSIM computer simulation project. Students will be required to purchase access to CAPSIM and register with the company.

Students will complete orientation exercises. This can be done either individually or as a team. The orientation exercises are found within CAPSIM and consists of completing the introductory lesson, rehearsals, rehearsal quiz, and a situation analysis. **These orientation exercises should be taken seriously as this is when students will learn how to use CAPSIM. Failure to work hard on these orientation exercises will put students at a significant disadvantage and may jeopardize students’ ability to pass this course.** Following this, the teams will complete two practice rounds of competition. During this time, they will learn how to analyze the industry, make management decisions, and see how these decisions played out in comparison with other teams in the industry. This is your time to try out different decisions to see which ones work best with your overall strategy! Besides, practice rounds are graded based on completion...not performance!

In the next phase, teams will complete eight (8) rounds of decisions. During this phase, students must complete an industry analysis, develop a strategic plan, and develop a product positioning plan. This phase of the project will be graded based on performance. To learn more about this, please see the “CAPSIM Performance Grading” section below.

<table>
<thead>
<tr>
<th><strong>CAPSIM Assignments</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete Introductory Lesson*</td>
</tr>
<tr>
<td>Complete Rehearsals &amp; Rehearsal Quiz*</td>
</tr>
<tr>
<td>Complete Situation Analysis*</td>
</tr>
<tr>
<td>Complete Practice Round #1 (team)*</td>
</tr>
<tr>
<td>Complete Practice Round #2 (team)*</td>
</tr>
<tr>
<td>TeamMATE Evaluation #1 (individual)</td>
</tr>
<tr>
<td>TeamMATE Evaluation #2 (individual)</td>
</tr>
<tr>
<td>Performance In Competition Rounds – Eight (8) Rounds</td>
</tr>
<tr>
<td>Final CAPSIM Shareholder Presentation (team)</td>
</tr>
</tbody>
</table>

**As a combined whole, these assignments are worth 15% of your overall course grade**

*These assignments are graded based on completion. This means, if you complete them, you will receive full credit (you must put forth effort)

Failure to complete any of the above CAPSIM assignments will result in a zero percent (0%) being earned for all CAPSIM assignments. As a reminder, these CAPSIM assignments are worth a combined 15% of your overall course grade.

**TeamMATE**

Team members will complete performance evaluations of fellow team members while working on the CAPSIM Project Assignments using TeamMATE, a team member assessment tool that we will discuss this semester. Currently the use of TeamMATE is free of charge through CAPSIM. With data inputted into the TeamMATE software, team members have the ability to lower an individual team member’s score, if the professor agrees. Along with rating their fellow team members, students must also rate themselves.

**Note: If a student does not complete a TeamMATE evaluation, they will earn a grade of zero (0); regardless of the score their team members assigned them.**
Final Project Presentation
Students will be required to present a final report to shareholders (Dr. Busby) pertaining to how their company performed during the simulation. Students will present their final report to shareholders during their scheduled final exam period. If you are in my online course, a video of your presentation must be uploaded by the due date and time as indicated by the course schedule in this syllabus. Whether presenting in person or via video, business attire is required. Dr. Busby will discuss the guidelines for the CAPSIM shareholder presentation at a later date.

Note: All students are required to be present for their presentation. Any student that does not show up for their presentation will earn a grade of zero (0); regardless of any work previously completed on the final project.

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. In other words, students will be asked questions pertaining to topics that are not covered in this course. If students require help with non-Management topics, students will need to seek the assistance of the discipline specific professor (e.g., A student has an Accounting question, they will need to speak with an Accounting professor for specific guidance).

Students will have eight (8) days to complete the COMP-XM exam online. The COMP-XM exam is fully owned and written by CAPSIM. Dr. Busby has zero control over the questions. It will likely require students 6-10 hours to complete the COMP-XM exam. The completed Comp-XM exam is worth 10% of your overall course grade.

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 91%, since the COMP-XM exam was not completed, this student will earn a grade of zero (0).

To reiterate, 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. Additionally, students shall not provide their CAPSIM username/password to anyone for the purpose of having someone else complete any portion of CAPSIM or the COMP-XM exam for them. Any other type of cheating (to include what was just previously discussed), will result in a failure of the assignment and/or the entire course…ZERO EXCEPTIONS!
CAPSIM Performance Grading
Students will be graded on their performance in the CAPSIM simulation. Competition rounds #1 - #8 will be graded based on how well teams performed during each round. To determine performance grades, I rely on the star summary report as seen below:

Based on the star summary report, students will gain one star for each of the following:

- Contribution margins above 30%
- Not needing an emergency loan
- Satisfy 95% of demand and have less than 90 days of inventory on hand
- Stock price increases each round
- Profits are above zero dollars

Performance grades are assigned as indicated below (based on a 5-star grading system):

<table>
<thead>
<tr>
<th>No Stars</th>
<th>0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 stars</td>
<td>100%</td>
</tr>
<tr>
<td>4 stars</td>
<td>89%</td>
</tr>
<tr>
<td>3 stars</td>
<td>79%</td>
</tr>
<tr>
<td>2 stars</td>
<td>69%</td>
</tr>
<tr>
<td>1 star</td>
<td>59%</td>
</tr>
</tbody>
</table>

CAPSIM Participation
For teams to successfully operate their simulated firms, all students must actively participate with weekly decisions. Any student that does not participate with making weekly decisions is not only putting their team at a huge disadvantage, but also putting themselves at a huge disadvantage. Students should use each round as a learning tool to better position themselves for success on the COMP-XM exam, where students will have to individually run a simulated firm.

To determine if students are actively participating each week, I run a decision audit at the close of each round. Decision audits capture every decision that each student makes within the simulation. If I do not see a student’s name on the decision audit, I will assume they did not participate in decision-making that week. As a result, those students will earn a grade of zero (0) for that week’s performance.
No matter if everyone meets in person (or online) and uses one person’s computer, everyone must log into their own CAPSIM account and interact with the CAPSIM software and input decisions each week. Out of fairness for everyone, there will be no exceptions to this rule as I have no other way of knowing if students are participating in decision-making each week.

Give Your All At All Times

It is imperative that students give their best effort for the entire semester. Students should not aim for a certain grade and then “check-out” of the course once they have earned their desired grade. In other words, if a student only desires to earn a “D” in this course, once they achieve the 60% needed to earn a “D”, they should not stop interacting with the course and CAPSIM. If a student does “check-out” from the course for two weeks or more, I will assume they have voluntarily disengaged with the course, and the student will automatically fail this course…regardless of any effort previously given in the course.

Desire2Learn (Brightspace) and Online Access

The course materials for MGMT 4363 will be posted to D2L. Although the course is taught in a classroom, this website will be used to support the course’s learning objectives, communicate with students, and disseminate information and grades. My primary means of communicating with students will be through D2L in the form of announcements, emails, and posting of documents. The quickest way for students to contact me is via using your “Jacks” email to email me at Antoine.Busby@sfasu.edu. The ‘professor-to-class’ primary means of course material dissemination will be through Brightspace.

I strongly urge students to get into the daily habit of checking your D2L accounts for any updates or important course announcements. D2L will also be used to administer any quizzes, mini cases, and homework that will be given this semester. Exams will not be administered on D2L unless the university moves to a fully online format. If students experience difficulty accessing the course, please contact the Help Desk/Tech Support at (936) 468-1919 between the hours of 8:00AM to 5:00PM or via email at d2l@sfasu.edu.

SFA Academic Integrity Policy (University Policy 4.1)

The Code of Student Conduct and Academic Integrity outlines the prohibited conduct by any student enrolled in a course at SFA. It is the responsibility of all members of all faculty, staff, and students to adhere to and uphold this policy.

Articles IV, VI, and VII of the new Code of Student Conduct and Academic Integrity outline the violations and procedures concerning academic conduct, including cheating, plagiarism, collusion, and misrepresentation. Cheating includes, but is not limited to: (1) Copying from the test paper (or other assignment) of another student, (2) Possession and/or use during a test of materials that are not authorized by the person giving the test, (3) Using, obtaining, or attempting to obtain by any means the whole or any part of a non-administered test, test key, homework solution, or computer program, or using a test that has been administered in prior classes or semesters without permission of the Faculty member, (4) Substituting for another person, or permitting another person to substitute for one’s self, to take a test, (5) Falsifying research data, laboratory reports, and/or other
records or academic work offered for credit, (6) Using any sort of unauthorized resources or technology in completion of educational activities.

Plagiarism is the appropriation of material that is attributable in whole or in part to another source or the use of one’s own previous work in another context without citing that it was used previously, without any indication of the original source, including words, ideas, illustrations, structure, computer code, and other expression or media, and presenting that material as one’s own academic work being offered for credit or in conjunction with a program course or degree requirements.

Collusion is the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any provision of the rules on academic dishonesty, including disclosing and/or distributing the contents of an exam.

Misrepresentation is providing false grades or résumés; providing false or misleading information in an effort to receive a postponement or an extension on a test, quiz, or other assignment for the purpose of obtaining an academic or financial benefit for oneself or another individual or to injure another student academically or financially.

In any business profession, ethics is of upmost 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 a consequence up to and including earning an F in the course.

AI Software Usage Policy

In the context of this business course, we will be exploring various topics utilizing AI software (i.e., ChatGPT). Throughout the course, maintaining academic integrity is a key priority. It's important to note that unless specifically mentioned in assignment instructions, the use of any AI software for assignments is not permitted. To put it simply, students are kindly reminded to refrain from incorporating AI software into assignments, as this goes against the principles of academic integrity. The only exception to this guideline is if Dr. Busby explicitly allows the use of AI software for a particular assignment.

Moreover, it's important to emphasize that utilizing any form of Artificial Intelligence (AI) software during exams will be considered a breach of academic honesty, and this will lead to appropriate disciplinary actions. As responsible learners, it's our shared duty to embrace values of honesty and fairness in all our academic endeavors and this duty will be adhered to in this course.
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/.

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. For additional information, go to http://www.sfasu.edu/policies/course-grades-5.5.pdf.

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. Students will be treated as professional, mature adults and are expected to behave in this manner.

Students will be responsible for having all work turned in to Dr. Busby on-time. Any projects, quizzes, exams or other graded assignments that are turned in after the due date and time will be considered late. Any late assignment WILL NOT be accepted, and students will receive a grade of zero (0) for that late graded activity. If a student has a university approved absence that corresponds with a due date, the student must meet with the instructor to make appropriate arrangements BEFORE the assignment is due.
Attendance Policy

As this is an online asynchronous course, student attendance will not be monitored. This course is designed in a way that allows students to work at their own pace (within reason). As such, students should be very cognizant of the amount of time required for them to complete all assignments on time. At this stage in your college career, impeccable time management is one of the best attributes you can offer a future employer. Hence, it is very important that students are very familiar with all due dates and times of their assignments and should plan their workload accordingly.

Mental Health & Wellness

SFA values students’ overall well-being, mental health and the role it plays in academic and overall student success. Students may experience stressors that can impact both their academic experience and their personal well-being. These may include academic pressure and challenges associated with relationships, emotional well-being, alcohol and other drugs, identities, finances, etc.

If you are experiencing concerns, seeking help, SFA provides a variety of resources to support students’ mental health and wellness. Many of these resources are free, and all of them are confidential.

On-campus Resources:
The Dean of Students Office (Rusk Building, 3rd floor lobby)
www.sfasu.edu/deanofstudents
936.468.7249
dos@sfasu.edu

SFA Human Services Counseling Clinic Human Services, Room 202
www.sfasu.edu/humanservices/139.asp
936.468.1041

The Health and Wellness Hub “The Hub”
Location: corner of E. College and Raguet St.

To support the health and well-being of every Lumberjack, the Health and Wellness Hub offers comprehensive services that treat the whole person – mind, body and spirit. Services include:

- Health Services
- Counseling Services
- Student Outreach and Support
- Food Pantry
- Wellness Coaching
- Alcohol and Other Drug Education

www.sfasu.edu/thehub
936.468.4008
thehub@sfasu.edu

Crisis Resources:
- Burke 24-hour crisis line: 1.800.392.8343
- National Suicide Crisis Prevention: 9-8-8
- Suicide Prevention Lifeline: 1.800.273.TALK (8255)
- Crisis Text Line: Text HELLO to 741-741
If you are unable to access your homework/self-assessments or the homework/self-assessments freezes on you while you are taking it: Phone or email McGraw-Hill technical support. Be sure to inform them that you registered on “Connect” via Blackboard, not via the McGraw-Hill Web site.

- **Call:** Tech support at (800) 331-5094 during below times (Central Daylight Time):
  - Sunday: 11:00 AM – 11:00 PM
  - Monday thru Thursday: 24 hours
  - Friday: 11:00 PM – 8:00 PM
  - Saturday: 9:00 AM – 7:00 PM

- **Email:** Send McGraw-Hill tech support email at [click here for online support](#)
  - Complete “Your Information” on the form.
  - Select “Connect” under “Product Name.”
  - Input specific information regarding your issue(s) such as:
    - Tell them the specifics of your problem and the date and time of your issue.
    - Ask if there was a systemic Connect systems outage, and the date/times thereof.
    - Record the incident reference number they provide you.
    - Ask them to notify your professor of their findings at my email address: [Antoine.Busby@sfasu.edu](mailto:Antoine.Busby@sfasu.edu).
  - Click “Next” and then click “Submit”
“Connect Etiquette”

- Computer systems are notoriously subject to unforeseen and uncontrollable situations that may cause them to crash. Failure to complete online assignments on time due to the following unfortunate events will not be a basis for deadline extensions or “do overs” of “Connect” based assignments.

- Do not use Wi-Fi connections for online assignments—use only hardwired computers such as those in computer labs, the library, and elsewhere on campus. Wireless connections—particularly those serving apartment complexes, dormitories, and other high-volume areas—are prone to disconnecting unexpectedly.

- Whether or not you use a hard-wired computer, **there are serious hazards involved in waiting until near the due date to complete online assignments**. Risky high-volume times to complete assignments that might experience connection issues will not be a basis for a “do-over.” Accordingly:
  
  ✓ Without overwhelming evidence to the contrary, the assumption is that system problems with Blackboard and/or Connect that prohibit online access and/or creates outages on the assignment’s due date is a result of system overload created by an inordinate number of students attempting to access these assignments near the end of the deadline date. **Your attempt to complete online assignments during this period is at your own risk.**

  ✓ Bad weather such as electrical storms and the like that may result in computer disruptions.

  ✓ Depending on the day and time of a computer systems crash and waiting until the “last minute” to complete your online assignment, may result in a high probability that there will likely not be timely support from Blackboard or McGraw-Hill staff to assist you with your technical issues.

  ✓ At the risk of causing assignments to terminate prematurely, do not attempt accessing other Connect-based content while connected to the assignment.

  ✓ Do not set your computer to “time-out” during a level of inactivity that may “time-out” the assignment.

  ✓ **Please note that waiting until the last minute to complete your assignments limits any assistance that Dr. Busby may be able to help you with.**

- During Each Assignment:

  ✓ Do not refresh the page, close the window, or click the browser's "Back" and "Forward" buttons/arrows; use only the navigation links/buttons displayed in the assignment.

  ✓ Do not double-click the Start button while waiting for assignments to load. This may cause multiple instances of the assignment to open.

  ✓ Avoid using the scroll wheel on the mouse; doing so after clicking an answer choice may inadvertently change your answer selection.
Throughout the course of the semester, you may find yourself in need of some type of support. I have had students express their shame in needing support. However, I want you to know that there is ZERO shame in needing support…we have all been there! 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, please point your web browser to the following website: [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).

**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](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](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.

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, please point your web browser to the following website: 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:
Website: https://www.sfactl.com/student-support
Email: d2l@sfasu.edu
Phone: 936.468.1919

Technical Support Center/Help Desk:
Website: https://help.sfasu.edu
Email: helpdesk@sfasu.edu
Phone: 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/.
## Course Schedule

<table>
<thead>
<tr>
<th>Learning Module</th>
<th>Class Dates</th>
<th>Chapters and/or Activities</th>
<th>Tasks</th>
</tr>
</thead>
</table>
| Course Intro    | 08/28 – 09/04 | Course Introduction | • Work through “Course Introduction” learning module  
○ Watch the course introduction (day 1) video  
○ Read the syllabus  
○ Read Dr. Busby’s Bio (optional)  
○ Read “Important CAPSIM Information”  
○ Get registered for CAPSIM  
• Syllabus Quiz (D2L) Due: 09/04 by 11:59PM |
| Chapter 1       | 09/05 – 09/11 | Chapter 1 | • Read chapter 1  
• Chapter 1 homework Due: 09/11 by 11:59PM  
• Chapter 1 quiz Due: 09/11 by 11:59PM  
• CAPSIM: Orientation Assignments Due: 09/11 by 11:00PM  
○ Complete introductory lesson (individual)  
○ Complete rehearsal & rehearsal quiz (individual)  
○ Complete situation analysis (individual or team)  
• CAPSIM: Practice Round #1 Due: 09/11 by 11:00PM |
| Chapter 2       | 09/12 – 09/18 | Chapter 2 | • Read chapter 2  
• Chapter 2 homework Due: 09/18 by 11:59PM  
• Chapter 2 quiz Due: 09/18 by 11:59PM  
• CAPSIM: Practice Round #2 Due 09/18 by 11:00PM |
| Chapter 3       | 09/19 – 09/25 | Chapter 3 | • Read chapter 3  
• Chapter 3 homework Due: 09/25 by 11:59PM  
• Chapter 3 quiz Due: 09/25 by 11:59PM  
• CAPSIM: Competition Round #1 Due: 09/25 by 11:00PM |
| Chapter 4       | 09/26 – 10/02 | Chapter 4 | • Read chapter 4  
• Chapter 4 homework Due: 10/02 by 11:59PM  
• Chapter 4 quiz Due: 10/02 by 11:59PM  
• CAPSIM: Competition Round #2 Due: 10/02 by 11:00PM |
| Exam #1          | 10/03 – 10/09 | Exam #1 | • STUDY DAY on Tues., October 3, 2023 (NO CLASS)  
• Exam #1 on Thurs., October 5, 2023 (IN CLASS)  
• Exam #1 covers chapters 1, 2, 3, and 4  
• CAPSIM: Competition Round #3 Due: 10/09 by 11:00PM |
| Chapter 6       | 10/10 – 10/16 | Chapter 6 | • Read chapter 6  
• Chapter 6 homework Due: 10/16 by 11:59PM  
• Chapter 6 quiz Due: 10/16 by 11:59PM  
• Debrief #1: Andrews (Rd 3) Upload on 10/12 by 11:59PM  
• CAPSIM: Competition Round #4 Due: 10/16 by 11:00PM  
• TeamMATE: Evaluation #1 Due: 10/16 by 11:00PM |
<table>
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<tr>
<th>Learning Module</th>
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<th>Chapters and/or Activities</th>
<th>Tasks</th>
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</table>
| Chapter 8       | 10/17 – 10/23 | Chapter 8                   | • Read chapter 8  
• Chapter 8 homework Due: 10/23 by 11:59PM  
• Chapter 8 quiz Due: 10/23 by 11:59PM  
• Debrief #2: Baldwin (Rd 4) Upload on 10/19 by 11:59PM  
• CAPSIM: Competition Round #5 Due: 10/23 by 11:00PM |
| Chapter 10      | 10/24 – 10/30 | Chapter 10                   | • Read chapter 10  
• Chapter 10 homework Due: 10/30 by 11:59PM  
• Chapter 10 quiz Due: 10/30 by 11:59PM  
• Debrief #3: Chester (Rd 5) Upload on 10/26 by 11:59PM  
• CAPSIM: Competition Round #6 Due: 10/30 by 11:00PM |
| Chapter 12      | 10/31 – 11/06 | Chapter 12                   | • Read chapter 12  
• Chapter 12 homework Due: 11/06 by 11:59PM  
• Chapter 12 quiz Due: 11/06 by 11:59PM  
• Debrief #4: Digby (Rd 6) Upload on 11/2 by 11:59PM  
• CAPSIM: Competition Round #7 Due: 11/06 by 11:00PM |
| Exam #2         | 11/07 – 11/13 | Exam #2                      | • STUDY DAY on Tues., November 7, 2023 (NO CLASS)  
• Exam #2 on Thurs., November 9, 2023 (IN CLASS)  
• Exam #2 covers chapters 6, 8, 10, and 12  
• CAPSIM: Competition Round #8 Due: 11/13 by 11:00PM  
• TeamMATE: Evaluation #2 Due: 11/13 by 11:00PM |
| CAPSIM Work     | 11/14 – 11/20 | CAPSIM                      | • Debrief #5: Erie (Rd 7) Upload on 11/14 by 11:59PM  
• Debrief #6: Ferris (Rd 8) Upload on 11/16 by 11:59PM |
| Holiday         | 11/21 – 11/27 | Break                       | • Thanksgiving Holidays (November 18 – November 26)  
• COMP-XM Exam: Open: 11/27 @ 7:00AM |
| Final Project Work | 11/28 – 12/04 | COMP_XM Exam / Final Project | • COMP-XM Exam: Due: 12/04 @ 11:55PM  
• Continue working on developing your final CAPSIM shareholder presentation |
| Final Project Work | 12/05 – 12/10 | Final Project                | • Continue working on developing your final CAPSIM shareholder presentation  
• Completed presentation PowerPoints Due: 12/10 by 11:59PM  
• PowerPoints uploaded to appropriate Dropbox in D2L |
| Final Presentation | 12/14        | Team Presentations          | • Final CAPSIM Shareholder Presentations  
• Uploaded by 12:00PM  
• Use appropriate Dropbox on d2L  
• Late submissions will not be graded |

- This syllabus is provided to you as a guide for the class content and expectations for the semester. This syllabus IS NOT a contract and is subject to change as needed. Students shall acknowledge the online version of this syllabus will ALWAYS be the most current and up-to-date.
Failure to follow these instructions will lead to a grade of zero (0) on the exam!

**MUSTS**

1. You must have a working webcam and microphone on the computer you use to take the exam. This can either be a built-in setup (like a laptop) or an external USB webcam with mic.

2. You will take exams through D2L using Proctorio+. You should already have Proctorio+ setup from the quizzes you’ve taken thus far. The exam is located in the “Exam #1” learning module.

3. **Your webcam must be placed such that your hands and workspace are on camera during the entire exam.** Recorded exam videos will be reviewed and failure to follow these instructions will result in your exam being scored as a zero (0).

4. If you are using an external webcam with built-in mic, your camera will need to be angled down so that your hands and workspace is visible at all times. Please see the photo on the left for an example.

5. If you are using a laptop with a built-in webcam, you must sit your laptop to the side so that your hands and workspace is visible at all times. You do not have to partially close your laptop to accomplish this. Please see the photo on the right for an example.

6. You must be in a very well-lit room. Natural light is great but make sure you aren’t sitting where the camera points at the window. This will blow out the picture. I must be able to see the workspace and your hands.

7. When prompted, you must have and show your SFA student ID, driver's license, or passport. **DO NOT use your credit or debit card as your ID.** This is just good practice as that is an easy way to get your identity stolen.

8. You must show your face to the camera for the ID check. However, during the exam, your hands, calculator and work surface must be on camera. Your face does not have to be once you complete the ID check.

9. Your hands must be on camera at all times except when clicking on an answer or moving to the next page of the exam.
MAY NOT

1. You may not have any other windows or applications open during the exam (e.g. no Excel, no PowerPoint, no Chegg, no Course Hero, no Discord, etc.) only your chosen web browser opened to the course’s D2L page.

2. You may not use any devices other than a computer (no iPads, tablets, phones, etc.).

3. You may not use your phone during the exam. Recommend setting it on Airplane Mode so it won’t ring or ding during the exam or put it in another room.

4. You may not have more than one monitor. The login check should identify this but just disconnect before you start.

5. You may not access any course content or notes during the exam (electronic or hard copy).

6. You may not wear a watch of any kind (analog or digital).

7. You may not wear headphones/ear buds, a hat, a hoodie, or sunglasses.

8. You may not leave the camera view at any time (e.g. no bathroom breaks).

9. You may not discuss the exam with any other student after you have taken it and while it is still open.

10. You may not take screenshots, pictures or copy in any way any questions. Ever! If you think there is an issue with any question, write down the number of the question and send me an email AFTER you log out of the exam. I have access to each student’s unique exam question set so you do not need to take a picture to show me which question it is.

Failure to follow these instructions will lead to a grade of zero (0) on the exam!

SO ... DO YOU HAVE ANY QUESTIONS FOR ME?