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.
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 (6th 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

### Grading Scale

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</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>
</tbody>
</table>

### Graded Components

<table>
<thead>
<tr>
<th>Graded Activity</th>
<th>Weighted Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Homework</td>
<td>10%</td>
</tr>
<tr>
<td>Exam #1</td>
<td>14%</td>
</tr>
<tr>
<td>Exam #2</td>
<td>14%</td>
</tr>
<tr>
<td>Exam #3</td>
<td>14%</td>
</tr>
<tr>
<td>Comprehensive Final Exam (Exam #4)</td>
<td>18%</td>
</tr>
<tr>
<td>CAPSIM Reflection Paper</td>
<td>10%</td>
</tr>
<tr>
<td>CAPSIM Project Assignments</td>
<td>10%</td>
</tr>
<tr>
<td>CAPSIM Comp-XM Exam</td>
<td>10%</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>
<td>2</td>
<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>

**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. During the first week of class, you will complete a homework assignment geared towards reading your syllabus.

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 five (5) exams given, during the semester, to ensure students understand the materials that have been presented in this course. One of the five exams will be the CAPSIM Comp-XM exam. These exams will serve as a measure of students’ performance in the course.

<table>
<thead>
<tr>
<th>Exam</th>
<th>Coverage</th>
<th>Weight</th>
<th>Date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam #1</td>
<td>Chapters 1, 2, &amp; 3</td>
<td>14%</td>
<td>February 14, 2024</td>
</tr>
<tr>
<td>Exam #2</td>
<td>Chapters 4, 6, &amp; 8</td>
<td>14%</td>
<td>March 20, 2024</td>
</tr>
<tr>
<td>Exam #3</td>
<td>Chapters 12, SHRM A &amp; B</td>
<td>14%</td>
<td>April 17, 2024</td>
</tr>
<tr>
<td>Comprehensive Final Exam</td>
<td>All covered chapters &amp; materials</td>
<td>18%</td>
<td>May 8, 2024</td>
</tr>
<tr>
<td>CAPSIM Comp-XM Exam</td>
<td>Simulation &amp; Simulation Questions</td>
<td>10%</td>
<td>April 21 – 27, 2024</td>
</tr>
</tbody>
</table>

Exams 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 (except the Comp-XM exam) will be comprised of multiple choice, true-false, or fill-in-the-blank questions.

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!

**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 disparity, I have implemented a policy mandating that students must keep both of their hands visible throughout the entirety of an online exam, with only a few brief exceptions. I want to emphasize that I thoroughly review the exam videos, and **any student who fails to adhere to these instructions will receive a zero on the exam without any exceptions**. For detailed guidelines on how to set up your cameras, during an online exam, please refer to pages 18 and 19 of this syllabus, which includes illustrative examples. If you have any questions or concerns regarding the online exam instructions, please do not hesitate to contact me for further clarification. Not reading and understanding the online exam instructions will not be a valid excuse!

**Failure to understand AND follow these online exam instructions will 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 Reflection Paper**

In mid-April, as you progress through the CAPSIM simulation, anticipate the culmination of your experience in the form of an 8-10 page reflection paper. This reflective exercise invites you to encapsulate your eight-round CAPSIM journey, spotlighting pivotal decisions, challenges, and outcomes. Prepare to analyze and connect these strategic choices to the theoretical bedrock of our course. Consider the collaborative dynamics within your team, reflect on team growth, and extract valuable lessons learned from the simulation. This reflective endeavor aims to bridge the gap between classroom concepts and real-world application, providing a platform for insightful contemplation on strategic management principles. More details about the reflection paper will be shared as we approach the conclusion of the CAPSIM simulation.
**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 **C148351**. 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>CAPSIM Project Assignments</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 Rounds – Two (2) Rounds*</td>
</tr>
<tr>
<td>Performance In Competition Rounds – Eight (8) Rounds</td>
</tr>
<tr>
<td>TeamMATE Evaluations (individual)</td>
</tr>
</tbody>
</table>

**As a combined whole, these assignments are worth 10% 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 earning for all CAPSIM assignments. As a reminder, these CAPSIM assignments are worth a combined 10% 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. TeamMATE is located within the CAPSIM software. 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. **Students will complete an evaluation after each practice and competition round.**

**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.

**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 seven (7) 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 be referred to the Dean of Student Office for disciplinary action…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:

![Star Summary](image)

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>★★★★★</th>
<th>★★★★</th>
<th>★★★</th>
<th>★★</th>
<th>★</th>
<th>No Stars</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>89%</td>
<td>79%</td>
<td>69%</td>
<td>59%</td>
<td>0%</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.
Email Etiquette

When sending me an email, please always keep all communication respectful and professional. Emails should also include a proper salutation (Professor, Professor Busby, or Dr. Busby) and a proper closing (Best, Best Regards, Respectfully, etc.). Disrespectful or unprofessional emails will not receive a response from me.

While I aim to reply to your emails as soon as possible, I also try to maintain a proper work/life balance. As such, any emails received after 5:00PM will receive a response from me the next day. Any emails received after 5:00PM on Fridays will receive a response from me on Monday. I do not read emails on holidays and weekends. Given this, if you are one that prefers to work on their homework assignments on the weekends, keep in mind, if you run into issues, I will not be available to assist you.

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

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.

**Students With Disabilities**

To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Room 325 in the Human Services Building, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to [http://www.sfasu.edu/disabilityservices/](http://www.sfasu.edu/disabilityservices/).

**Withheld Grade Policy (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. For additional information, go to [http://www.sfasu.edu/policies/course-grades-5.5.pdf](http://www.sfasu.edu/policies/course-grades-5.5.pdf).
Professional Conduct (Adapted from University Policy 10.4)

Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at http://www.sfasu.edu/policies/student-conduct-code.pdf.). Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed. Students will be treated as professional, mature adults and are expected to behave in this manner.

Missed/Late Assignments

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’ mental health and the role it plays in academic and overall student success. 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:**
SFA Counseling Service  
www.sfasu.edu/counselingservices  
Health and Wellness Hub (corner of E. College & Raguet)  
Phone: 936.468.2401

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

**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
Issues With “Connect”?  

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.

### Additional University Resources

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.

**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.

**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.

**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](http://sfasu.edu/studentaffairs/1319.asp).

**Technical Support**

**Brightspace by D2L Support:**
Website: [https://www.sfactl.com/student-support](https://www.sfactl.com/student-support)
Email: d2l@sfasu.edu
Phone: 936.468.1919

**Technical Support Center/Help Desk:**
Website: [https://help.sfasu.edu](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/](http://sfasu.edu/vrc/).
<table>
<thead>
<tr>
<th>Learning Module</th>
<th>Class Dates</th>
<th>Chapters and/or Activities</th>
<th>Tasks</th>
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| Week #1         | 01/18 – 01/29 | Course Introduction & Chapter 1 | • Work through “Course Introduction” learning module  
  - Read the syllabus  
  - Read Dr. Busby’s Bio (optional)  
  - Read “Important CAPSIM Information”  
  - Get registered for CAPSIM  
  - Read Chapter 1  
  - Syllabus Homework (D2L) **Due: 01/24 by 11:59PM**  
  - **CAPSIM: Orientation Assignments Due: 01/26 by 11:00PM**  
    - Complete introductory lesson  
    - Complete rehearsal & rehearsal quiz  
    - Complete situation analysis  
  - Chapter 1 Homework **Due: 01/29 by 11:59PM**  
  - **CAPSIM: Practice Round #1 Due: 01/29 by 11:00PM**  
  - TeamMATE: Evaluation #1 **Due: 01/29 by 11:00PM** |
| Week #2         | 01/30 – 02/05 | Chapter 2                   | • Read Chapter 2  
  - **CAPSIM: Practice Round #2 Due: 01/31 by 11:00PM**  
  - TeamMATE: Evaluation #2 **Due: 01/31 by 11:00PM**  
  - Chapter 2 Homework **Due: 02/05 by 11:59PM** |
| Week #3         | 02/06 – 02/12 | Chapter 3                   | • Read Chapter 3  
  - **CAPSIM: Competition Round #1 Due 02/06 by 11:00PM**  
  - TeamMATE: Evaluation #3 **Due: 02/06 by 11:00PM**  
  - Chapter 3 Homework **Due: 02/12 by 11:59PM** |
| Week #4         | 02/13 – 02/18 | Exam #1                     | • **CAPSIM: Competition Round #2 Due: 02/13 by 11:00PM**  
  - TeamMATE: Evaluation #4 **Due: 02/13 by 11:00PM**  
  - Exam #1: Wed., Feb. 14, 24 (Open @ 7AM / Close @ 8PM)  
  - Exam covers chapter 1, 2, & 3 |
| Week #5         | 02/19 – 02/25 | Chapter 4                   | • Read Chapter 4  
  - **CAPSIM: Competition Round #3 Due: 02/20 by 11:00PM**  
  - TeamMATE: Evaluation #5 **Due: 02/20 by 11:00PM**  
  - Chapter 4 Homework **Due: 02/25 by 11:59PM** |
| Week #6         | 02/26 – 03/03 | Chapter 6                   | • Read Chapter 6  
  - **CAPSIM: Competition Round #4 Due: 02/27 by 11:00PM**  
  - TeamMATE: Evaluation #6 **Due: 02/27 by 11:00PM**  
  - Chapter 6 Homework **Due: 03/03 by 11:59PM** |
| Week #7 & Week #8 | 03/04 – 03/17 | Chapter 8                   | • Read Chapter 8  
  - **CAPSIM: Competition Round #5 Due: 03/05 by 11:00PM**  
  - TeamMATE: Evaluation #7 **Due: 03/05 by 11:00PM**  
  - Chapter 8 Homework **Due: 03/17 by 11:59PM**  
  - Spring Break Holiday |
| Week #9         | 03/18 – 03/24 | Exam #2                     | • **STUDY DAY: Monday, March 18, 2024 (NO CLASS)**  
  - **CAPSIM: Competition Round #6 Due: 03/19 by 11:00PM**  
  - TeamMATE: Evaluation #8 **Due: 03/19 by 11:00PM**  
  - Exam #2: Wed., Mar. 20, 24 (Open @ 7AM / Close @ 8PM)  
  - Exam covers chapter 4, 6, & 8 |
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<th>Tasks</th>
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| Week #10        | 03/25 – 03/31 | Chapter 12                | • Read Chapter 12  
• CAPSIM: Competition Round #7 Due: 03/26 by 11:00PM  
• TeamMATE: Evaluation #9 Due: 03/26 by 11:00PM  
• Chapter 12 Homework Due 03/31 by 11:59PM |
| Week #11        | 04/01 – 04/07 | SHRM Content (A)          | • Read through Week #11 Learning Module lesson  
• CAPSIM: Competition Round #8 Due: 04/02 by 11:00PM  
• TeamMATE: Evaluation #10 Due: 04/02 by 11:00PM |
| Week #12        | 04/08 – 04/14 | SHRM Content (B)          | • Read through Week #12 Learning Module lesson  
• CAPSIM: Reflection Paper Due: 04/14 by 11:00PM |
| Week #13        | 04/15 – 04/20 | Exam #3                   | • STUDY DAY: Monday, April 15, 2024 (NO CLASS)  
• Exam #3: Wed., Apr. 17, 24 (Open @ 7AM / Close @ 8PM) |
| Week #14        | 04/21 – 04/27 | COMP-XM Exam              | • COMP-XM Exam: Open: April 21 at 7:00AM  
• COMP-XM Exam: Close: April 27 at 11:00PM  
• NO CLASS THIS WEEK! |
| Week #15        | 04/28 – 05/04 | Dead Week                 | • Study for comprehensive final exam  
• NO CLASS THIS WEEK! |
| Week #16        | 05/05 – 05/11 | Comprehensive Final Exam (Exam #4) | • Exam #4: Wednesday, May 8, 2024  
• Opens: 7:00AM / Closes: 8:00PM  
• Online  
• Exam covers all covered chapters and SHRM content A & B |

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.
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.

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

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