



MAN-4720: 003

10251

Global Strategy and Policy Spring 2020

BU 302 (and via Lecture Capture)

Wednesdays & Fridays 11:00 AM to 12:20 PM

Professor Information

Deborah Searcy

Office: Fleming West 124

e-mail: dsearcy@fau.edu

Office Hours

Wednesdays and Fridays: 8:30 to 9:30 am in Fleming West 124

Thursdays: Phone conferences 10 am to 2 pm (email me to schedule)

Required Materials

All required materials are available through CapSim.com:

- CapStone Business Simulation,
- Comprehensive Business Review Concepts and Cases, and
- Comp-XM exam.

Please join Industry XXX.

Course Description

This is the capstone course for all majors. In this class, students explore the competitive environment on a global basis, examine all external factors that affect the firm domestically and globally and provide solutions that include globalization as a strategic option. The course is intended to provide a unifying, integrating, and coordinating opportunity to tie together concepts, principles, and skills learned separately in other, more specialized courses in Business Administration.

Course Prerequisites and Credit Hours

Completion of core requirements and senior standing (90 credits, minimum). This course may NOT be taken concurrently with prerequisites. If you have not met these prerequisites, you must withdraw from the class.

Prerequisites: Senior standing and grade of "C" or better in MAN 3025, MAR 3023, FIN 3403, QMB 3600, and MAN 3506. No co-requisites.

This class is worth three (3) credit hours.

Course Learning Goals

- Develop strategic thinking - learn the concepts, models and tools of strategic analysis, and more importantly apply them to actual competitive situations
- Improve written communication skills
- Demonstrate understanding of how to use the major tools of strategic management to analyze and diagnose business situations
- Integrate concepts of entrepreneurship into their understanding of competitive situations

Grading Scale

In keeping with University policy, the grading scale is: A = 93-100; A- = 90-92.9; B+ = 87-89.9; B = 83-86.9 B- = 80-82.9; C+ = 77-79.9; C = 73-76.9; C- = 70-72.9; D+ = 67-69.9; D = 63-66.9; D- = 60-62.9; F = 0 – 59.9.

Course Evaluation Method

Individual:

Contribution	100 points/ 10%
Current event reports (2 at 50 points each)	100 points/ 10%
Exam Lectures 1-8	150 points/ 15%
Quizzes (4 at 5% each, drop lowest)	150 points/ 15%
Individual performance on rounds 1-4	50 points/ 5%
Final simulation-based exam	100 points/ 10%

Team:

Team Performance in the Simulation	100 points/ 10%
Team business plan report	200 points/ 20%
Team worksheets on simulation (5 at 10 points each)	50 points/ 5%

TOTAL POINTS POSSIBLE 1000* points/ 100%

*Point total may change due to the curving of assignments, but the relative percentage value will remain

Individual Portion of the Grade (60% of total):

Class Professionalism and Contribution (simulation exercises, attendance and/or discussion boards, 10% of grade): This is not only a lecture-based course (despite the misleading title of Lecture Capture Video Series). Students can contribute to the collective learning in many ways. Class contribution includes (but is not limited to) attendance in the class, participation in on-line discussions [thorough and thoughtful completion of one discussion question per lecture], completion of group work, completion of simulation-based exercises (e.g. introductory lessons, peer evaluations), and occasional bursts of creativity which are not rewarded directly by other parameters in the syllabus.

To earn 100% in contribution, all students must complete all simulation exercises AND either have perfect attendance in class OR thorough and thoughtful contributions to all discussion boards (or some combination of the two). In addition, there will occasionally be contribution prompts that ask students to reflect on their preparations for working after graduation, participation in civic life, and entrepreneurial endeavors. These prompts are meant to encourage both critical and entrepreneurial thinking.

As part of your contribution grade, you are required to participate in your group work on a weekly basis. You must document your groups decision making through Canvas. Each week that a decision is due, plus the time leading up to the final report, each team must create a new discussion board within their group platform, and each member of the group must post to Canvas each week that a decision is due.

Students who don't participate will not receive passing grades for the class contribution grade. Furthermore, as this is the capstone business class, this grade reflects your overall professionalism, including respect for classmates, respect for other's time, preparedness, attention, and ethicality.

Current events (10% of grade): Twice this term you will be asked to complete a current event analysis. Choose two different articles on which to provide analysis and reflection. You **must** select articles that were featured in the print edition of *The Wall Street Journal* or *The Economist* (e.g. blogs on that website are not acceptable). Papers that are good quality have at least four pages of thoughtful analysis. Papers should be 12-point Times New Roman font, 1-inch margins, double-spaced. Current Event #1 is on Strategy Analysis and Current Event #2 is on Porter's Five Forces. FYI, assessment of your answers on this assignment is a requirement of the State of Florida. The purpose of this assignment is to ensure that each student has acquired sufficient critical thinking, technical, and written communication skills by the end of their college career.

Quizzes (15% of grade): Four times during the semester, you will be tested on your knowledge and understanding of the content covered in class lectures and discussions. These quizzes will each be worth 50 points. I will drop your lowest quiz grade. Each quiz will be timed, and there is a 14 hour testing window as listed below.

Exam (15% of grade): There will be a cumulative exam covering half the lectures. In addition to the main content, you may also be tested on things discussed in class, such as examples and current events. The test will include multiple choice and true/false questions, and will also have a short essay portion. You will have 60 minutes to complete the exam.

Simulation “Footrace” (5% of grade): Simulations offer students the chance to come as close as possible to managing a real company to develop an understanding of many of the challenges encountered when managing a business. You will complete 4 individual rounds in a self-paced mode. Your score will be based on the sum of your Balanced Score Card scores of the four rounds, curved.

Simulation-based Examination (10% of grade): Individual students will make four sets of decisions for the Andrews Corporation within the Comp-XM simulation. Your competition will be three companies run by the computer. This creates a level playing field for all—all students go up against a standard set of competitors. Performance is evaluated using a Balanced Scorecard that gauges results across four areas: financial, internal business process, customer, and learning and growth. In addition, you will complete a series of five sets of quizzes called Board Queries that ask questions related to the simulation environment. For example, you might be asked to conduct a break-even analysis on an increase in production automation or calculate the effect additional borrowing will have on your financial ratios. For both parts of the final exam, you will work as an individual, which means all success will be attributed to your efforts.

Quizzes and exams will be virtually proctored. The FAU College of Business has hired an outside company, Honor Lock, to proctor your online exam. This system offers two important benefits: 1) It allows you to continue taking exams anywhere online, and 2) it helps to protect the academic integrity of the course by verifying your identity and ensuring that the final exam is completed honestly by all students. Hardware requirements for taking the online proctored final exam include: 1) a well-functioning computer, 2) a stable Internet connection, 3) a webcam and audio connection (for the exam only), 4) FAU Owl Card (or other government-issued photo ID). HonorLock is only compatible with Firefox and Chrome browsers. **If your exam is flagged by Honor Lock for violating exam policy, you will receive a 0 on the exam.**

Team Portion of the Grade (40% of total):

CapStone Business Simulation: Capstone is an Internet-based simulation that is designed to give teams of students the opportunity to craft strategies, to make business decisions and to be held accountable for the performance of the firm. After completing 4 individual rounds, you will be placed in a team. You and your team members will assume the role of the top management team of one of the companies in the industry. Over the eight-year timeframe of the simulation, your team will encounter a range of strategic issues that will force you to integrate your knowledge of accounting, finance, marketing, operations, and strategic management.

Simulation Performance (15% of course grade): The grade will be based on the Balanced Score Card score your team achieves, curved. In total you will compete for eight rounds in the simulation.

Team worksheets on simulation (5% of course grade): As preparation for your Strategic Business Plan, each team will be asked to submit a series of worksheets. These worksheets will guide you through the process of writing a mission statement, choosing a strategy, and so on. Each team needs to only submit one document. Your grade on these worksheets is strictly on completion—you will not receive individual grades or feedback on them.

Strategic Business Plan (20% of course grade): Each team will complete a team Strategic Business Plan. A *strategic business plan* is a step-by-step guide a *business* puts in writing to achieve its *business* goals and objectives. The elements of the *plan* are: an executive summary, the company mission statement, firm goals, industry analysis, competitor analysis, R&D and operations timeline, marketing assessment, financial results, key milestones, and the management team. Your report should include data and trend lines for the entire 8 year history of your firm. Documents must be submitted on Canvas and also via a hard copy.

Peer Evaluations (included in contribution grade): Students will have the opportunity to complete peer evaluations three times during the semester to identify both high and low contributors and to give low performers an opportunity to correct their behavior. The first peer evaluations is intended to be developmental, helping each team member identify areas where he/she need improvement. **The second peer evaluation is evaluative in that it can affect each team member's grade on the corresponding team work.** Any student whose peer evaluation average is below a 73% average (i.e. below the passing grade of the course itself) will have his/her grades on the team assignments reduced to 80% of the team score. For example, if the team receives a 92 on the business plan, any team member whose peer evaluation average is below this threshold will receive a 73.6% (92 x .80). Peer evaluations will be completed on-line at Capsim.com, and are due by the dates listed on the schedule below.

To avoid misunderstandings, teams should set expectations in the first team meeting, assign roles and duties, and hold each other accountable for performance on a weekly basis. Most team issues can be handled within the team. Teams do have the right to terminate low performers, but this drastic step may only be taken after informal and formal corrective actions have failed within the team, and after the team has met with the professor. Terminated employees **WILL NOT** pass the course.

A note on communicating with me: This is a very large class and as a consequence I get a lot of student emails. There are three types of questions that students generally have: 1) simulation/ technology related (e.g. my simulation answers aren't loading or how do I complete the HR quiz); 2) course policies related (e.g. due dates); and 3) content/ comprehension related (e.g. I don't understand what you meant by "multinational strategy" in your lecture? -- this is the least common type of question I get). You are welcome to contact me, but only after you have tried to resolve the issue by yourself, particularly for the first two types of questions. So, if you have a simulation question, first contact Capsim, the simulation provider. If you have a course policy question, please **first post it to the "Class Questions" discussion forum on Canvas**, where other students can answer your question. If you still have questions after pursuing these avenues, please email me. In your email, you must explain what you did to resolve the issue on your own, and why that didn't answer your question. Furthermore, **I will respond to you by the next business day.** That means if you email me at 6 pm on a Friday, do not expect an answer until sometime on Monday. If you email me at 1 pm on a Tuesday, you may not get a response until 9 am the following morning. So, do not email me at 9:00 pm when something is due that night at 10 and expect an answer.

Selected University and College Policies

Missing or Late Assignments/ Exams: There are no missing or late assignments or exams unless in the case of a documented emergency. Students with University-excused absences must make arrangements to complete the exam prior to the due date.

Code of Academic Integrity Policy Statement

Students at Florida Atlantic University are expected to maintain the highest ethical standards. Academic dishonesty is considered a serious breach of these ethical standards, because it interferes with the university mission to provide a high quality education in which no student enjoys an unfair advantage over any other. Academic dishonesty is also destructive of the university community, which is grounded in a system of mutual trust and places high value on personal integrity and individual responsibility. Harsh penalties are associated with academic dishonesty.

For more information, please see FAU Regulation 4.001 at: [FAU Regulation 4.001](#).

Accessibility Policy Statement

In compliance with the Americans with Disabilities Act Amendments Act (ADAAA), students who require special accommodations to properly execute coursework due to a disability, must register with Student Accessibility Services (SAS)—in Boca Raton, SU 133 (561-297-3880), TDD (561) 297-0358; in Davie, LA 131 (954-236-1222); or in Jupiter, SR 110 (561-799-8585) —and follow all SAS procedures.

Their web site is: <https://fau.edu/sas>.

Counseling and Psychological Services (CAPS) Center

Life as a university student can be challenging physically, mentally and emotionally. Students who find stress negatively affecting their ability to achieve academic or personal goals may wish to consider utilizing FAU's Counseling and Psychological Services (CAPS) Center. CAPS provides FAU students a range of services – individual counseling, support meetings, and psychiatric services, to name a few – offered to help improve and maintain emotional well-being. For more information, go to: <http://www.fau.edu/counseling/>

Religious Accommodation Policy Statement

In accordance with rules of the Florida Board of Education and Florida law, students have the right to reasonable accommodations from the University in order to observe religious practices, observances, and beliefs with regard to admissions, registration, class attendance and

the scheduling of examinations and work assignments. For further information, please see FAU Regulation 2.007 at: [FAU Regulation 2.007](#).

University Approved Absence Policy Statement

Students are expected to attend all of their scheduled University classes and to satisfy all academic objectives as outlined by the instructor. The effect of absences upon grades is determined by the instructor, and the University reserves the right to deal at any time with individual cases of non-attendance.

Students are responsible for arranging to make up work missed because of legitimate class absence, such as illness, family emergencies, military obligation, court-imposed legal obligations or participation in University-approved activities. Examples of University-approved reasons for absences include participating on an athletic or scholastic team, musical and theatrical performances and debate activities. It is the student's responsibility to give the instructor notice prior to any anticipated absences and within a reasonable amount of time after an unanticipated absence, ordinarily by the next scheduled class meeting. Instructors must allow each student who is absent for a University-approved reason the opportunity to make up work missed without any reduction in the student's final course grade as a direct result of such action.

Incomplete Grade Policy Statement

A student who is passing a course, but has not completed all work due to exceptional circumstances, may, with consent of the instructor, temporarily receive a grade of incomplete ("I"). The assignment of the "I" grade is at the discretion of the instructor, but is allowed only if the student is passing the course.

The specific time required to make up an incomplete grade is at the discretion of the instructor. However, the College of Business policy on the resolution of incomplete grades requires that all work required to satisfy an incomplete ("I") grade must be completed within a period of time not exceeding one calendar year from the assignment of the incomplete grade. After one calendar year, the incomplete grade automatically becomes a failing ("F") grade.

Disruptive Behavior Policy Statement

Disruptive behavior is defined in the FAU Student Code of Conduct as "*... activities which interfere with the educational mission within classroom.*" Students who behave in the classroom such that the educational experiences of other students and/or the instructor's course objectives are disrupted are subject to disciplinary action. Such behavior impedes students' ability to learn or an instructor's ability to teach. Disruptive behavior may include, but is not limited to: non-approved use of electronic devices (including cellular telephones); cursing or shouting at others in such a way as to be disruptive; or, other violations of an instructor's expectations for classroom conduct.

Faculty Rights and Responsibilities

Florida Atlantic University respects the right of instructors to teach and students to learn. Maintenance of these rights requires classroom conditions which do not impede their exercise. To ensure these rights, faculty members have the prerogative:

- To establish and implement academic standards
- To establish and enforce reasonable behavior standards in each class
- To refer disciplinary action to those students whose behavior may be judged to be disruptive under the Student Code of Conduct.

CLASS SCHEDULE—LCVS

Date		Assignment (Due 10:00 PM unless noted)	
Week 1	Jan. 15	Welcome to MAN 4720! Review syllabus and course requirements	
	Jan. 17	Simulation Lecture 1: Introduction and simulation strategies	
Week 2	Jan. 22	Simulation Lecture 2: R&D	Individual: Quiz #1 open 8 am-10 pm [Canvas]
	Jan. 24	Simulation Lecture 3: Forecasting, Plant Utilization	Individual: Read pages 22-30
Week 3	Jan. 29	Simulation Lecture 4: Financial metrics & Emergency loans	Individual: Read pages 31-57 Individual: Current event #1 due [Canvas] Contribution: Complete intro lesson, rehearsal tutorial, and situation analysis [Capsim]; discussion boards on sim lectures 1-3 close [Canvas]; complete team meeting preference survey [link on Canvas]
	Jan. 31	Simulation Lecture 5: Marketing	Individual: Read pages 12-21
Week 4	Feb. 5	Simulation Lecture 6: HR, Total Quality Management, and Balanced Score Card	Individual: 4 rounds of “footrace” competition due 10 pm [Capsim] Contribution: discussion boards on simulation lectures 4 & 5 [Canvas]
	Feb. 7	Simulation Lecture 7: Teams	
Week 5	Feb. 12	Strategy Lecture 1: Strategic Management & Competitive advantage	Individual: Read pages 58-62; 72-74 Contribution: discussion boards on simulation lecture 6 & 7; team contribution discussion board Round 1 decisions closes [Canvas] Team: Competition round 1 due [Capsim]; submit team worksheet #1 [Canvas]
	Feb. 14	Strategy Lecture 2: Leading Strategically/Entrepreneurship	
Week 6	Feb. 19	Strategy Lecture 3: Mission, Vision, and Goals	Individual: Read pages 58-60 Contribution: discussion boards on strategy lectures 1 & 2 close; team contribution discussion board Round 2 decisions closes [Canvas] Team: Competition round 2 decisions due [Capsim]; submit team worksheet #2 [Canvas]
	Feb. 21	Strategy Lecture 4: External Analysis—The General Environment	Individual: Read pages 75-81
Week 7	Feb. 26	Strategy Lecture 5: External Analysis—The Industry Environment	Contribution: discussion boards on strategy lectures 3 & 4 close; team contribution discussion board Round 3 decisions closes [Canvas]; Team: Competition round 3 decisions due [Capsim]; submit team worksheet #3 [Canvas]
	Feb. 28	Strategy Lecture 6: External Analysis—The Internal Environment	
		Spring Break	

Week 8	Mar. 11	Strategy Lecture 7: Business-level strategy	Individual: Read pages 82-86; 87-95 Contribution: discussion boards on strategy lectures 5 & 6 close; team contribution discussion board Round 4 decisions closes [Canvas]; peer evaluation #1 due [Capsim]; Team: Competition round 4 due; submit team worksheet #4 [Canvas] Individual: Current Event #2 due [Canvas]
	Mar. 13	Strategy Lecture 8: Business Models	
Week 9	Mar. 18	Exam review	Contribution: discussion board on Strategy lectures 7 & 8 closes; team contribution discussion board Round 5 decisions closes [Canvas] Team: Competition round 5 decisions due [Capsim]; submit team worksheet #5 [Canvas]
	Mar. 20-21	Exam	Individual: Exam (on strategy lectures 1-8) open 8 am Mar. 20 to 10 pm Oct 18 [Canvas]
Week 10	Mar. 25	Strategy Lecture 9: Corporate-level strategy	Contribution: team contribution discussion board Round 6 decisions closes [Canvas] Team: Competition round 6 decisions due [Capsim]
	Mar. 27	Strategy Lecture 10: Competitive Dynamics	
Week 11	April 1	Strategy Lecture 11: Value Chain	Individual: Read pages 54-66 Team: Competition round 7 decisions due [Capsim] Individual: Quiz #2 (Strategy lectures 9-10) open 8 am-10 pm [Canvas] Contribution: discussion boards for strategy lectures 9-10 close; team contribution discussion board Round 7 decisions closes [Canvas]
	April 3	Strategy Lecture 12: Build—Diversification	
Week 12	April 8	Strategy Lecture 13: Borrow—Alliances	Team: Competition round 8 decisions due [Capsim] Individual: Quiz #3 (Strategy Lectures 11-12) open 8 am-10 pm [Canvas] Contribution: discussion boards for strategy lectures 11-12; team contribution discussion board Round 8 decisions closes [Canvas]
	April 10	Strategy Lecture 14: Buy—Mergers & Acquisitions	
Week 13	April 15	Business writing refresher	
	April 17	Strategy Lecture 15: International	
Week 14	April 22	Business ethics	Individual: Quiz #4 (Strategy lectures 13-15) open 8 am-10 pm [Canvas] Contribution: discussion boards for strategy lectures 13-15
	April 24	How to be a Star at Work and review of final simulation exam	Team: Business plans due <u>the beginning of class [HARD COPY]!</u> Contribution: peer evaluation #2 due 10 pm [Capsim]; all remaining discussion boards and misc. contributions due [Canvas]
Final		The final CompXM exam is open from 8 am April 30 to 11:59 pm on May 2. You must take the simulation exam using the virtual proctoring software.	

- Note: As we progress through the course, it may prove necessary to make adjustments to the schedule. You will be notified in advance of any changes.