

Southeastern Oklahoma State University

John Massey School of Business



Southeastern Oklahoma
State University



MNGT 4633

Business Policy

Section W.1

Spring, 2019

Online

Internet

This is an intense, 7-week online class with a full 16 semester's worth of work in a compressed format. Students are required to work on this course every day.

Syllabus

Instructor:

Dr. Martin S. Bressler
Professor and John Massey Chair
Fulbright Scholar to Germany
mbressler@se.edu

Office hours:

Office hours:
Monday 9:00-9:30, 11:00-12:30
Tuesday 09:30-1:00 (online)
Wednesday 9:00-9:30, 11:00-12:30
Thursday 09:30-1:00 (online)

Office:

Russell 210

PHONE:

580-745-2038 Email is the BEST contact method

Fax: 580-745-7485

Note: this course has **REQUIRED** class meetings

COURSE TITLE: Management 4633 – Business Policy

COURSE PROCEDURES:

This is a hybrid course online and **REQUIRED** class meetings at the beginning and end of the semester. In addition, some students will be required to come to campus to complete the MFAT senior exit exam (Assessment Day-October 4) or make prior arrangements at one of the other campus sites.

CATALOG DESCRIPTION: A capstone course designed to integrate the functional areas of business for corporate and business level strategic decision making. This course is normally taken during the student's last semester of study.

PREREQUISITES: Marketing 3233; Finance 3113; Management 3113 AND permission of the instructor. **Note: your academic advisor must send an email to me stating that you have completed all prerequisites to this course, are in your final semester before graduation, and are eligible to enroll in Business Policy. You MUST complete the Blackboard orientation so that you are *completely* familiar with how Blackboard works, or you will fall behind the class----not a good thing!**

REQUIRED MATERIALS: Textbook: 16th edition Strategic Management: A Competitive Approach. Concepts and Cases by David and David, ISBN # 0134422570 / 9780134422572
CAPSIM® Simulation and COMPM exam (you will purchase online directly from the publisher. Price is approximately \$70).

OPTIONAL MATERIALS: The following articles/books/websites are recommended but not required:

Kim, W. C. & Mauborgne, R. (2004). Blue ocean strategy. *Harvard Business Review*, October, 76-84. [Available through Business Source Premier on the library website]

Kaplan, R. S. & Norton, D. P. (1992). The balanced scorecard – measures that drive performance. *Harvard Business Review*. January-February, 71-79. [Available through Business Source Premier on the library website]

Collis, D. J. & Rukstad, M. G. (2008). Can you say what your strategy is? *Harvard Business Review*, April, 82-90. [Available through Business Source Premier on the library website].

Hoffman, R. & Casnocha, B. (2012). *The Startup of You*. New York: Crown Business. ISBN 978-0-307-88890-7. Hoffman is a co-founder of LinkedIn and the book is about how to launch or re-launch your career.

<https://owl.english.purdue.edu/owl/> and <http://www.apastyle.org> are two sites that can help you with APA style. Word also has help in the citation section of Word 2010. Additionally, there are APA style guides available in the library.

A good explanation of Bloom's Taxonomy can be found at <http://businessballs.com/bloomstaxonomyoflearningdomains.htm> . In fact, there is a great deal of useful information at businessballs.com on a variety of subjects including team building.

TECHNICAL REQUIREMENTS: Available through the Southeastern Blackboard Online Learning <http://www.se.edu/dept/cidt/>

NETIQUETTE (INTERNET ETIQUETTE): Available through the Southeastern Online Learning website

LIBRARY AND INFORMATION RESOURCES: Available through the Southeastern Online Learning website <http://www.se.edu/library/>

OTHER RESOURCES AND LOCATION: Textbook website:
<http://www.mypearsonstore.com/bookstore/strategic-management-a-competitive-advantage-approach-0134153979>

COURSE OBJECTIVES:

1. Students will be able to evaluate business strategies and planning processes used by actual businesses and organizations.
JMSB Learning Goal #5-Business Knowledge
2. Students will be given the opportunity to develop their critical thinking skills and apply their knowledge through case analysis.
JMSB Learning Goal #2-Problem Solving
3. Students will create and design an effective business strategy through participation in a business strategy simulation game.
JMSB Learning Goal #5-Business Knowledge
4. Students will appraise and assess information collected and presented by the team, interpret data, and defend their point of view while working with other students on business cases and the strategy simulation.
JMSB Learning Goal # 4-Leadership, Teamwork, and Collaboration
5. Students will demonstrate oral and written communication skills at an appropriate level through creating, composing, and formulating business reports. **JMSB Learning Goal #1-Oral & Written Communication**

ALIGNMENT OF OBJECTIVES WITH LOCAL, STATE, AND OR NATIONAL STANDARDS:

The Business Policy course is taught in compliance with the Mission Statement of the John Massey School of business and to help fulfill AACSB accreditation requirements. Specifically, the course prepares students to meet the challenges in a competitive and ever-changing economy by providing an excellent and continuously improving learning environment that emphasizes both academic and applied knowledge. The course employs AACSB assurance of learning exercises.

COURSE POLICIES:

Attendance: The Registrar's office defines attendance as:

Stopped Attending

Never Attended

Excessive Absences = Students who have submitted some work but are infrequent in their participation or late on assignments—leading to a failing grade

“Attendance” is just as important for an online course as it is for a face-to-face. Regularly check your email and keep up with your work. Failure to do so will affect both your learning and your grade. ***Again, this course has REQUIRED in-class meetings at the beginning and end of the semester.***

Late Assignments:

No individual extra assignments will be given at any time during the semester to “bring up your grade!” Work diligently from the beginning and complete every assignment as if it is worth extra points that will raise your grade!

Except for extenuating circumstances handled by the instructor on an individual basis, any assignment received after the due date and time will receive a zero. For the record...extenuating circumstances are RARE. Excuses such as “The system was down” and “I couldn't get to a computer” are NOT considered extenuating circumstances. Have a backup plan with at least one alternate location to complete the assignment or take the exam. Don't wait until the last minute to complete assignments or take exams and you won't encounter these types of problems.

Makeup Exams:

Makeup exams are given only for: death in the immediate family (generates an obituary with the date of the funeral); sickness (generates a note from a medical professional); university business (generates an excuse from a faculty/staff member – for example, a coach). No makeup exam will be given outside of these circumstances. It is the student's responsibility to arrange for any makeup if allowed. Makeup exams may take a different form and cover different material than the original exam.

Expectations of Instructor and Students:

Student Expectations of Instructor – Students should expect a timely response to email questions and prompt grading and posting of assignments. Unless an announcement was posted indicating my lack of availability, you should receive a response to your email within 24 hours on school days and the following Monday for e-mails received over the weekend. If you haven't received a response within the appropriate time, please email again just in case I overlooked it. Grading of and posting of scores for all assignments will be completed before the next assignment is due.

Instructor Expectations of Students – All students are required to produce their own work unless the activity has been designed as a group project. Evidence of cheating will result in at least a zero for that activity. Students are expected to complete all assignments by the due date, attend all face-to-face meetings, participate in class discussions, and when difficulties arise, contact the instructor. ***One of the most important things in this class to earn a good grade is to thoroughly read and follow directions!***

Emails: all emails will have a subject line and use proper grammar and spelling. Emails without a subject line will not be opened. Emails with poor grammar or “text” spelling, punctuation, symbols, etc. will not be answered. See “Word Crimes”. Email communication must be through your SE account and emails from Yahoo, Hotmail, Gmail, etc. will not be answered.

Orientation - Follow this step-by-step guide posted to BB. Learn how to access library databases, how to develop information power by using advanced search features, how to submit and post your work to BB, and an overview of resources to help you successfully complete this class. <http://homepages.se.edu/blackboard/student-support/>

Also, beginning fall, 2018, students will need to complete an orientation/badge function. Below please find information provided by BB for our students: To assist students, two videos are provided below. These are for students and have been added to the orientation. Faculty may want to share them with students who have questions about how to begin orientation or how to get or submit the badge.

- Beginning Orientation: <https://youtu.be/2nli91jFSt8>
- Submitting the Badge: https://youtu.be/ngOtr_Kihwl

COURSE REQUIREMENTS: **Timeframe for Participation**

Student participation is critical to the success of this class. A major portion of this class involves working in teams. If you do not participate, your grade will be affected by negative peer reviews. ***It is NOT recommended to work ahead of schedule as there may be changes in assignments or deadlines.***

Approximate Time Required for Individual Activities:

This course will be conducted using a variety of instructional methods and learning activities, including but not limited to, “text material, discussion board, Capsim simulation, CapXM Exam, and case analysis. Approximately 8-10 hours per week will be required for successful completion of course requirements. Read, read, and re-read directions and information carefully before emailing or

calling for help. You will find most of your questions answered in the course syllabus or on Bb.

Expectations for Communications:

Email Address – You are required to use your SE student email address when using Blackboard. In addition, you are required to DAILY check your SE student email account. All email correspondence will be sent to your SE student email address.

Other Course Requirements: There are two course requirements for which no points are awarded but, if not completed (on time), will result in a reduction of your final grade.

1. **Introduction.** You are to introduce yourself to the class through the discussion board. The following information is required: a video of you, your hometown, major, career goals, hobbies, and any other information about you that you think your classmates would like to know. Failure to post a complete introduction by the due date (midnight on August 23) will result in a **50-point** reduction in your final grade.
2. **Major Field Test.** You are required to take and pass the ETS Major Field Test (MFT). The test measures your basic (introductory level) knowledge of marketing, management, accounting, information technology, and finance. You are required to find an approved alternative test site.
In order to pass this course you must take the MFT exam and score 130 or better. Approximately 10,000 students nationwide from many universities take the MFT. The 130 score is approximately the 50th percentile. Thus, you are asked to be equal to or above the top 50% in business knowledge in the United States.
The first time you take the MFT, Southeastern will pay for the exam. If you do not score ≥ 130 , you will need to take it again, at *your* expense (~\$30) until you do score ≥ 130 .
Failure to take the MFT with a score of ≥ 130 will result in a **1000 point** reduction in your final grade – in other words, you will not pass the course.
Sample MFT questions are available as no-credit quizzes in the assignment section of Bb.

ASSESSMENT (GRADING SYSTEM)

2 written cases @ 200 points	=	400
Simulation		
Balanced Scorecard	200 points	
Final debrief	100 points	
	=	300

Comp XM		
Balanced Scorecard	50 points	
Board Query Questions	100 points	
	=	150
Peer Evaluation		150
Total Points	=	<u>1000</u>

Ways to lose points:

- Failure to post introduction with required information by due date (-50 points).
- Failure to register for and purchase the Capsim simulation and CompXM exam by the due date (-10 points for every day you are late).
- Failure to complete simulation peer reviews by due date (-25 points for each one missed). See Simulation section of syllabus for more information.
- Failure to do your part/share of your team assignment based on peer evaluations (up to -100 points)
- Failure to take the Major Field Test and/or earn a score of 130 or better (-1000 points).

The grading scale for this course is:

900 – 1000	= A
800 -- 899.99	= B
700 -- 799.99	= C
600 – 699.99	= D
<600	= F

Rounding borderline grades to the next letter grade is NOT AUTOMATIC and will be at the discretion of the instructor (A RARE OCCURRENCE).

NOTE: -- A portion of your simulation and case grades will be determined by peer review.

SIMULATION

You will participate in a simulation (as a member of a team) where you will demonstrate:

- your ability to work with others in a team
- your knowledge of how to apply basic business principles in a business environment.
- your ability to adjust to changing environments and competition
- your ability to communicate reasoning for decisions to appropriate stakeholders (e.g., shareholders, public, employees, etc.).
- your ability to use Web 2.0 tools

In the simulation, you and your team will manage a company that manufactures and sells electronic sensors to businesses. Your team will be required to integrate your knowledge of management, marketing, accounting,

finance, human resource management, and total quality management (TQM) in order to be successful.

To sign up for the simulation, go to <http://www.capsim.com>. Indicate you want to register and search for Southeastern Oklahoma State University and then current courses under my name. Register for the simulation and the CompXM exam (approximate cost is \$70). After you have registered, assign yourself to a team (Actually, I will decide your team – you will just assign yourself on the web site. The team list will be posted by the beginning of the second week of class in Course Information on Bb. There will be one “industry” with up to six teams. Note both your *team* and your *industry* and make sure you get both correct). Your industry number is **F104114**. CAPSIM can be found at www.capsim.com

Once you have registered, you can download the Capsim Student Guide and the CompXM Student Guide. Please read these guides (Capsim now and CompXM toward the end of the course) before you ask me questions. The guide explains the simulation in detail and provides information your team will need in order to be successful.

Problems with the Simulation

The simulation sits on Capsim’s server in Chicago. Therefore, I have absolutely no way to correct any IT problems. Capsim representatives are available by phone or email and are very responsive to any IT problems.
REPRESENTATIVES WILL NOT GIVE ADIVCE ON HOW TO PLAY THE GAME – IT PROBLEMS ONLY.

In addition to Capsim representatives, I will not give individual advice on how to play the game. I will debrief after a round and give general advice to everyone, but you are on your own – the purpose is for you to demonstrate your ability.

Practice vs. Demonstration Rounds

After you sign up for Capsim, you may complete *demonstration* rounds that introduce you to the simulation and shows how it works. This is an individual effort. On Monday, August 28th at 6:00 AM, *practice* round one opens. Practice and competition rounds are team exercises. The practice rounds give you time to get used to working with your team and the simulation. There are 4 practice rounds (each round represents 1 year) and 8 competition rounds.

Scoring the Simulation

You cannot bankrupt in the simulation. If your firm becomes insolvent, you receive an emergency loan from a loan shark known as “Big Al.” Big Al’s interest rate is extremely high and must be repaid before any other liabilities.

IF your firm receives an emergency loan, your team will be required to post on your website – for the benefit of shareholders and employee stakeholders – what happened to cause the emergency loan and what you plan to do to correct the problem. This is an **additional** assignment, due by the end of the next competition round and is due each time your firm receives an emergency loan. This applies to *practice* and *competition* rounds.

Competition Rounds: I will grade the competition rounds based on your firm's balanced scorecard. Under "Optional Materials" in the syllabus, I posted a Harvard Business Review article that explains the balanced scorecard. It is also discussed in your text (p. 24), and there is tutorial on the Capsim website. The team (in each industry) with the highest balanced scorecard will receive 100% of the competition points. Because some teams are better at games and because some luck is involved, the bottom team in each industry will likely receive 70% of the competition points. Other teams will receive between 60% and 100% based on the team's ranking. *Note: the first place team might not receive 100 points.*

Final Debrief: The final de-brief (Team written case) is where you demonstrate what you have learned (this is not necessarily the team with the last highest balanced scorecard). Here is the situation: I own your firm and your team is hired management. You have just managed my firm for 8 years. You are now reporting to me – as owner – why I should keep you on as the management team for the next 5 years. Tell me (briefly) what happened, what you've learned, and how you plan to enhance my investment over the next 5 years. There is a template on the Capsim website you can use to help you develop this report.

Web Site

Your first simulation homework assignment is to create a web site using <http://www.wix.com> . This is a free site and is very easy to use. The site should be titled with your industry name and firm name. The web site needs to be up and running by midnight September 4. Email the URL to me by that time. All homework assignments and the final debrief will be posted to the web site – that is, anyone on the Internet will be able to see the quality of work you do. Training materials for developing the web site can be found at <http://www.meapa.com> .

NOTE: YOU MAY NOT PUT ANY REFERENCE TO SOUTHEASTERN OKLAHOMA STATE UNIVERSITY OR CAPSIM ON YOUR WEBSITE. THIS IS A VIOLATION OF COPYRIGHT. YOU ALSO NEED TO BE COGNIZANT OF COPYRIGHT ISSUES OF ANYTHING ELSE YOU POST.

Peer Review

You will review the participation/effort of your team members. The first peer review is due at the end of competition round 2 and the second peer review is due at the end of competition round 8. Failure to complete a peer review by the

due date will result in a 25 point reduction in your simulation score for each peer review missed. NOTE: I cannot “reopen” the peer reviews. Once they close, they are gone forever.

CompXM

Your final exam is the CompXM exam which opens at 6:00 AM on MARCH 2 and closes at 11:00 PM on MARCH 5. The CompXM is 5 rounds of the simulation you complete individually. The exam will take 4-7 hours and you can come and go – you do not need to do it all at once. After each round, you will be given a set of questions known as “Board Query” questions. These are multiple choice and must be answered before you advance to the next round.

The CompXM is taken by about 10,000 students nationwide. I will grade your attempt on how you compare with these students – i.e., your percentile ranking. Fifty points will be assigned based on your percentile ranking for the balanced scorecard and 100 points will be based on your percentile ranking for the board query questions.

A sample no credit board query quiz is posted in the assignment section of Bb. I suggest you take this quiz to get an idea of the types of questions you will see, but there is little point in taking it until after you have completed the simulation.

SIMULATION CASE ANALYSIS

You will participate in a team project to analyze a strategic management case. Your team will be responsible for analyzing a case and preparing a report on your analysis and presenting the results in class. A case analysis outline is posted on Blackboard under course documents. The case write-up is worth 100 points and the peer evaluation is worth 100 points.

Two Written Cases, each worth 200 points

In Blackboard you will find a document titled “How to write a Case Analysis”. Use this as your guide. It does not matter how many cases you have written for other classes or how well you did on them. The objectives of this case do not include “finding the answer” so do not waste time searching on the Internet for what the company did. Your cases will be graded on **construct** (how well the case is written, including spelling, grammar, sentence structure, etc.) and **content** (this is the process you use to solve the case, including the use of business models, concepts, use of financial and other data, and appropriate business terminology).

UNIVERSITY AND SCHOOL POLICIES:

Privacy: Available through the Southeastern Online Learning website or <http://www.se.edu/academics/general-information/students-rights/>

Academic Integrity: Available through the Southeastern Online Learning website at <https://online.se.edu/student-resources.aspx>

Special Accommodations:

1. ***Counseling Center: Any student experiencing mental or emotional issues who desires free, confidential, clinical counseling is encouraged to contact the SE Counseling Center at (580) 745-2988 to schedule an appointment during normal working hours Monday-Friday, 8:00AM to 5:00PM. For after-hours mental health emergencies, please call SE Campus Police at (580) 745-2911 or the Mental Health Crisis Hotline at 1-(800) 522-1090.***
2. ***Disability Accommodations: Any student needing special accommodations due to a disability should contact the Office of Compliance and Safety, Administration Building, Suite 311 or call (580) 745-3090 (TDD# 745-2704). It is the responsibility of each student who anticipates or experiences barriers to their academic experience to make an official request for disability related accommodations in a timely manner.***
3. ***Equity and Non-Discrimination Statement: Southeastern Oklahoma State University, in compliance with all applicable federal and state laws and regulations, does not discriminate on the basis of race, color, religion, national origin, sex, age, disability, sexual orientation, gender identity, or status as a veteran in any of its policies, practices, procedures, or programs. This includes, but is not limited to: admissions, employment, financial aid, and educational services. Inquiries regarding non-discrimination and equity policies may be directed to: Michael Davis, Director of Compliance and Safety & Title IX Coordinator, (580) 745-3090, or mdavis@se.edu.***

Other University and/or School Policies: "NONE".

SPRING SEMESTER COURSE SCHEDULE: (tentative)

Week 1 01/14- 01/20	<p>Read chapter 1 of text this week Become familiar with Capsim and course requirements Introduction with picture due by Sunday at 11:59 pm</p> <p>Deadline for simulation purchase is Sunday at 11:00 PM; (-10) points every day you are late. Statement of issues/problems in your teams case due me by 11pm</p> <p>Welcome & Introduction in Discussion Board area Watch "Word Crimes" on YouTube and post comments in Discussion Board area https://www.youtube.com/watch?v=8Gv0H-vPoDc</p>
Week 2 01/21- 01/27	<p>Read chapters 2 & 3 of text this week</p> <p>Practice rounds 1 and 2 this week 11:00 PM</p>
Week 3 01/28- 02/03	<p>Read chapter 4 & 5 of text this week CASE 1 due-Marriott International</p> <p>Practice rounds 3 & 4 this week 11:00 PM</p>
Week 4 02/04- 02/10	<p>Read chapters 6 & 7 of text this week</p> <p>Simulation rounds 1 & 2 this week 11:00 PM</p>
Week 5 02/11- 02-17	<p>Read chapters 8 & 9 of text this week CASE 2 DUE-Ford Motor Company</p> <p>Simulation rounds 3 & 4 this week 11:00 PM</p>
Week 6 02-18- 02-24	<p>Read chapter 10 of text this week</p> <p>Simulation rounds 5 & 6 11:00 PM</p>
Week 7 02/25- 03/02	<p>Simulation Round 7 & 8 this week 11:00 PM CASE DEBRIEF DUE</p>
	<p>CompXM exam opens MARCH 2 @ 6:00 AM---closes MARCH 5 @ 11:00 PM</p>
	<p>First simulation decision is due Wednesday night at 1100 PM</p>
	<p>Second simulation decision is due Saturday night at 1100 PM</p>
	<p>Written CASES are due under Safe Assign on Sunday nights at 1100 PM</p>
	<p>MFT Exam MUST be completed with passing score no later than March 1</p>

Written Assignments

Score level

Criteria

- | | |
|---|--|
| 4 | Paper is well-researched, well-organized and well-written, free of grammatical and spelling errors. Student has demonstrated excellent use of business research and has cited the recognized authors in the topic area. Overall, the paper is superior in both content and construct |
| 3 | Student has written a very good paper using sound business research techniques. Paper is very good both in content and construct, including good grammar and spelling. Some minor errors, but overall very good work. |
| 2 | Student paper shows acceptable level of research and writing skills though may have many writing errors and/or lacks good research sources. |
| 1 | Unacceptable work. Student paper has major flaws in both content and construct. Major deficiencies in topic research. |

Weekly Discussion Boards

Score

Criteria

- | | |
|---|---|
| 4 | Student responds to discussion board with thoughtful, insightful response using appropriate business terminology. Student provides detailed response and adds to discussion with new ideas or information. |
| 3 | Student participates in all discussion board topics and generally provides meaningful feedback. Student responses are detailed and utilize appropriate business terminology. |
| 2 | Student discussions are generally superficial and/or lack detail in their response. Student might not employ business terminology or sound use of business theory or concepts. |
| 1 | Poor work. Student might not participate in all discussions or provides only superficial response to topic discussions. Responses do not demonstrate understanding of business concepts and/or might not utilize appropriate terminology. |

ACKNOWLEDGEMENT

Please note that information, assignments, and schedule are subject to change at the discretion of the instructor. Be advised that it is the responsibility of the student to read all emails and notices from the professor and to check Blackboard regularly for updates.

Please read the following statement and sign and date where indicated. This must be handed in by January 18, 2018 (post into special Discussion Board). The first exam will not be available to those students who have not submitted this acknowledgement.

I (type or print your name) _____ have read the syllabus for Management 4633 Business Policy. I fully understand the requirements for the class.

Signature

SPRING 2019 Semester Schedule

Semester begins	January 14
Last day to add	January 18
Holiday-Dr. Martin Luther King Day	January 21
(university closed)	
Final day to drop a class	February 19
Last day of semester	March 3
Last Day to apply for graduation	April 1
