Carroll University Syllabus
Business Policy (Capstone Course) Bus496B

Professor: Mike Levas
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Phone: 524-7161 (Office)
E-mail address: mlevas@carrollu.edu - preferred method of contact.
Office Hours: TR-12-1 and T 4-5.

Course Location: Main 301
Course Time: Thursdays 6 – 9:35
Dates: 1/26- 4/7 (Final/ETS on 5/5)
Pre-requisites: All core business courses completed (or per catalog)

Course Description: A capstone study of the process of decision-making and the
development and implementation of business policies and strategies through the use of
assignments and a management simulation. As such, this will be somewhat of a "blended"
class. Much work will be conducted on line with the simulation and outside of the
classroom.

Objectives: 1. To teach students how to develop a corporate structure, development of a
mission statement, objectives development, strategy formulation, implementation and
evaluation. Students will learn to address the internal and external influences on
organizations, including, but not limited to, the integration of functional areas, resource
allocation and the need to consider competition, international opportunities, government
actions, etc.

   2. To show the participating students the difficulties of making the right
decisions at the right time as they implement their long and short-term business plans.

   3. To create a real world business environment in which the student can
operationalize his/her knowledge, interest and expertise to test his/her understanding of
strategic management.

Methodology: The class will incorporate multiple teaching methods including lecture,
class/news discussion, group interaction, videos, power point and a business management
simulation.

Text: 1. Thompson, Strategy, Core Concepts (purchased with simulation below)
          Simulation Irwin, More on this later (purchased on-line)

Learning Objectives:
1. Recognize and identify issues that warrant an organizational response
2. Formulate and Execute business policies in a complex environment
3. Assess the impact of actions on organizational performance
4. Understand the importance of interdepartmental integration
5. Develop thinking skills through rational decision making.

The instructor and the University reserve the right to modify, amend, or change the syllabus
(course requirements, grading policy, etc.) as the curriculum or program require(s).
Student Expectations of Faculty
1. Treat all students fairly and with respect and empathy
2. Energetic
3. Always be prepared for class
4. Respond within 24 hours to email, with the exception of weekends.

Class Requirements:
Participation/Professionalism
1) Regular attendance and good class participation are required to do well in this course.
2) Each class will begin with a discussion of relevant business news. Students are assigned two written, graded, assignments. There is a schedule attached for one write-up. Students can choose when to hand in the second. Other (not on the schedule) students are encouraged to scan the business sector for article that is relevant to a course topic and be prepared to discuss why it is relevant to the course. This would be part of your participation grade.
3) Two or more unexcused absences will adversely affect your grade. Beginning with the second unexcused absence 10 points will be forfeited for each missed class after the first absence. 2) Reading all assignments prior to the day of the class is conducive to class discussion and the learning process.

** Sending me an email does not in itself qualify as an excused absence.
** There is also ‘negative participation” Excessive talking that becomes distractive will result in a deduction of class participation points. Cell phones are to be turned off during class. In class ringing (or any other sound emitted by an electronic devise) will result in a deduction of points. Use of cell phones or other communication devices will have a negative participation impact.

4) There is approximately one quiz (online) per chapter. No quiz on ch.9.

5) All written assignments are due on the specified date. No credit will be given for late assignments. (No exceptions)
** Sending me an email with an excuse for a late assignment will not result in an acceptance of the homework.
** If you anticipate being out of town for work, hand in the homework early or send it in via regular email. Or have a friend bring it to class.
6) Assigned work will often be the basis for class discussion and will occasionally be collected; therefore, it is advised that assigned exercises be completed before class time.
7) Each team will produce a high quality Report (details to follow) and presentation at the final stockholder’s meeting at which any student can ask questions as they are minority stockholders. (I am the majority stockholder)

On-line Simulation Requirements:

The instructor and the University reserve the right to modify, amend, or change the syllabus (course requirements, grading policy, etc.) as the curriculum or program require(s).
You will participate in an on-line simulation called “Business Strategy Game”, in which you will compete against each other in groups. I will assign groups based on your major/emphasis, and will try to honor any requests. I will post the groups on the course eLearning site by Friday after the first meeting. Each student has to sign up for the simulation at the publisher’s web site. Directions to follow along with assigned group.

1. The rules of the Business Strategy game are explained in the BSG online web-site and will be gone over in class. There will be two quizzes regarding the “Players Guide” that you will complete on-line. The first test will be due by the second week of class. The purpose here is to motivate you to familiarize yourself with the game.

2. It is important to note that each team must set up corporate rules and policies so that it has the ability to fire any team member that is not contributing to the efforts of the team. These rules must be signed by all team members and turned in to the professor by week two. Students that are fired are on their own to find another group or have their own single person group. The rules are due on 2/2.

3. A Mid-term meeting with professor reviewing your company’s status will be required. Details to follow and will be posted in the documents area.

4. Your team will be required to produce a report for years 10-20 of the simulation game. Information on the format/content will be handed out at a later date.

5. After the practice rounds, All decisions are due by the midnight Monday prior to Class.

Class participation
Students are required to follow relevant business news and prepare those for discussion in the class room. We will start every class session with a brief review of relevant business news. This will be initiated by the students with assigned presentations and is open to other students that have examples related to the topics.

Required write-ups
This should be a thoughtful assignment and not just show and tell. You should scan the business headlines daily and come prepared to class, ready to contribute with a business example. Always ask yourself (and format the paper with ) 1. How does this headline affect the business? 2. Its competitors? 3. If you are a competitor-- Why should we care? 4. What should we (competitors) do to cope with this news (meaning, what could be a strategic response)? 5. What stakeholder groups may be effected? Be prepared to hand in a written analysis based on above. ( a few paragraphs will do. ) You are required to do 2 detailed write-ups of these. Class participation is separate from the write-ups, which are 25 pts. Each. 1-2 pages typed, handed in. There will be an assignment schedule for one write-up. The student gets to decide when to present their second write-up.

Cases

The instructor and the University reserve the right to modify, amend, or change the syllabus (course requirements, grading policy, etc.) as the curriculum or program require(s).
A total of four cases will be assigned. These are also group projects. Same group that works together on simulation. You have the option of working on the cases individually.

Course requirements

- Two on-line tests/quizzes on simulation @ 5% -----------------------100 (10%)
- Quizzes (online) on each chapter. ---------------------------------------300 (30%)
- Final Report- (written document)------------------------------75 (7.5%)*
- Team/Co. performance -------------------------------------------150 (15%)
- Midterm report to levas-------------------------------------------50 (5%)
- Final presentation-----------------------------------------------75 (7.5%)

(10%)*

- Class Participation-----------------------------------------------100 (10%)
- Case assignments (4 @ 25 pts ea)-------------------------------100 (10%)
- Two headline write-ups (2 @ 25)--------------------------------50(10%)

---------- Total ----1000 pts

Peer Evaluation

*Weighted Average- x grade

The peer evaluation will cover both the simulation and cases.

For example: team achieves a B grade on simulation and cases: a member receives a ‘0’. The grade for the member is a 0 ----as 0 x anything is a ‘0’.

Note: The evaluations are on line. If you do not complete an evaluation of team members, you will receive an incomplete grade.

Grade for Simulation

The simulation grade (Co./team performance) will be based on a combination of financial performance and rationale for decisions. If a company finishes in the ‘middle’ or at the lower end of the company rankings, the team can still earn an A if their rationale for their decisions is logical. Ability to be consistent in decision making given the company’s mission/goals is important. The ability to recognize mistakes and make adjustments is a sign of good management. I have given out failing grades to groups that did not put much effort into the course/simulation and thought they could ‘mail it in’. In general, the top 2-3 companies will receive an A, as long as the final presentation is of the same quality. The 3-5 companies will receive an AB. This can be adjusted up or down depending on presentation and or rationale for decisions. Companies 6-9 will receive grades of B or below. (see caveat above). A key indicator will be ending stock price. To receive a passing grade on the simulation, your stock price needs to be above $10 per share. Anything less will most likely result in a D grade. See grading rubrics.

F. Assessment

The following course curve applies:

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<tr>
<th>To achieve a grade of</th>
<th>A</th>
<th>95% of all possible points need to be</th>
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<tr>
<td>&quot;</td>
<td>A/ B</td>
<td>89%</td>
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<tr>
<td>&quot;</td>
<td>B</td>
<td>85%</td>
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<td>B/ C</td>
<td>79%</td>
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<td>70%</td>
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<tr>
<td>&quot;</td>
<td>D</td>
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Tentative Calendar:

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<th>Week of</th>
<th>Activity/Assignment</th>
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| 1/26    | Course Introduction/Expectations  
          Information on simulation/Go over simulation  
          Team Formation-meet team members  
          Every team member needs to sign up on line for the simulation by tomorrow night.  
          Chapter one -What is strategy? Why is it important?  
          Chapter one Quiz due on 1/30  
          Practice Decision 1 due on 1/31. |
| 2/2     | Text: Chapter 2 Vision, Mission, Objectives, Strategy  
          Chapter two quiz due on 2/6  
          Q and A on simulation & results  
          Practice Decision 2 due on 2/5 |
| 2/9     | Text: Chapter 3 Analyzing the external environment  
          Quiz 1 on simulation due on 2/12  
          Text chapter 3 quiz due 2/12  
          A bit more Q & A -- simulation will reset on 2/10 |
| 2/16    | Text: Chapter 5 and 6 Generic strategies  
          Decision 1/Year 11 due 2/13  
          Homework; Case one Costco-questions TBA  
          Quizzes 5 and 6 due on 2/19 |
| 2/23    | Text: Ch. 8 Diversification Strategies  
          Decision 2/Year 12 due 2/20  
          Chapter 8 quiz due on 2/26 |
| 3/2     | Text: Ch. 4 Evaluating Resources to Compete successfully:  
          Quiz 4 due on 3/5  
          Decision 3, year 13 due on 2/26 |
| 3/9     | Text Ch. 7 Global Strategies  
          Quiz 7 due on 3/12  
          Decision 4, year 14 due on3/6  
          Case 2 Disney-Questions TBA |
| 3/16    | spring break  
          Decision 5 due on 3/13 |

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3/23 Mid term meeting with Levas & ‘check up’.
In lieu of class, schedule time with professor Levas
Schedule forthcoming. Schedule meeting prior to 3/27.
Decision 6, year 16 due 3/27

3/30 Text: ch. 12 Culture and leadership
Decision 7/Year 17 due 4/3
Quiz ch.12 due 11/11
Case 3 due- Panera-questions TBA

4/6 Text: Ch.10 Building an Organization
Decision 8/Year 18 due 4/10
Quiz ch. 10 due 4/9
Homework TBA

4/13 Text: ch 9 (skim)
Decision 9/year 19 due 4/17
Case 4 due—TOMS, questions TBA

4/20 Text ch.11 Good Strategy Execution
Decision 10/year 20 due 4/23
QUIZ due on 4/22

4/27 Group presentations: Business attire required.
Company report due. Rubric to follow.

5/4 final exam ETS— location TBA

Please note:
This is the senior capstone course. A high level of effort
will be needed to achieve an A or even a B. Most of your work
will be done outside of the course. My primary controls are the
quizzes, mid term presentation, homework assignments, and peer
evaluations A serious lack of effort in any of these areas will
severely impact your grade.

**Due dates on homework assignments and tests are not merely
suggestions or “take off points for negotiations”. Late homework
will not be accepted, no exceptions. All assignments and any take
home tests are to be handed in as a hard copy. No email documents
accepted. Cheating on examinations, plagiarism, improper acknowledgment of proper
sources in written material, and inaccurate claims of work done are serious offenses in an
academic setting. These forms of unethical behavior will be subject to severe disciplinary
action. All violations of academic honesty will be reported to the University.

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Statement Of Due Notification:
This statement indicates the precise sanctions that will be imposed if a student is found guilty of violating the academic integrity policy. If a student is found in violation of the Carroll University Academic integrity policy, I reserve the right to assign a failing grade to the student.

Accommodation for Disabilities:
Students with documented disabilities who may need accommodations, or any student considering obtaining documentation should make an appointment with Ms. Martha Bledsoe, Director of Services for Students with Disabilities, no later than the first week of class. She can be reached by calling 262-524-7335 or contacting her via email at mbledsoe@carrollu.edu.

Statement of Academic Integrity:
The Carroll University Academic Integrity Policy is located in your student handbook (https://my.carrollu.edu/ICS/Departments/Student_Affairs). I encourage you to familiarize yourself with it. If a student violates this policy in any way, I reserve the right to impose a sanction of failure on the assignment/assessment or failure in the course. If you have questions about appropriate citations, please ask.

Right to Modify
The Instructor and the University reserve the right to modify, amend or change the syllabus (course requirements, grading policy, etc) as the curriculum and/or program require(s).