

Required Textbook:	<p>No Required textbook for this course (see resources used in course schedule breakdown).</p> <p>Smartsims Business Simulations (n.d.). Simulation Manuals & Guides. Retrieved from https://www.smartsims.com/simulation-resources/manuals-and-guides/</p> <p>Smartsims Business Simulations (n.d.). Business Simulation Tutorial Videos. Retrieved from https://www.smartsims.com/simulation-resources/tutorial-videos/</p>
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Course Requirements:

	<p>The capstone course is designed to integrate previous learning in a comprehensive format. You will have the chance to apply this knowledge using a simulation game called MikesBikes. Week 1 provides an introduction through SoloMike, a single-player game where you can gain experience with the simulation. You will be placed into groups by the instructor in Week 2 to form your team and begin playing against your peers Weeks 3-6.</p> <p>NOTE: The first two weeks of this course are time intensive as you begin reading about and applying strategic management concepts as well as learning how to play SoloMike and the MikesBikes Advanced simulation game. Let your instructor know if there are any concerns with meeting the course expectations for Weeks 1 or 2. Due to the nature of the capstone course and pace in Weeks 1 and 2, anyone who falls behind in any assignment during this time will be asked to withdraw from the course and retake it at a later date when you are ready to meet the demands of the class.</p>
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Course Assessment:

Grading Criteria:	A = 90 – 100 B = 80 – 89 C = 70 – 79 F = 69 and below
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Assignment List and Point Values:	<table border="1"> <thead> <tr> <th data-bbox="427 1108 1094 1161">Assignments</th> <th data-bbox="1094 1108 1487 1161">Weight - % of Course Total</th> </tr> </thead> <tbody> <tr> <td data-bbox="427 1171 1094 1234">MBA Comprehensive Exam</td> <td data-bbox="1094 1171 1487 1234">5%</td> </tr> <tr> <td data-bbox="427 1241 1094 1304">W1-8 Weekly Discussions (8)</td> <td data-bbox="1094 1241 1487 1304">20%</td> </tr> <tr> <td data-bbox="427 1310 1094 1373">W4 SWOT Analysis (1)</td> <td data-bbox="1094 1310 1487 1373">5%</td> </tr> <tr> <td data-bbox="427 1379 1094 1505"> W1 SoloMike (2) <ul style="list-style-type: none"> • W1 MikesBikes Quiz • W1 SoloMike & Analysis Paper </td> <td data-bbox="1094 1379 1487 1505">10%</td> </tr> <tr> <td data-bbox="427 1512 1094 1638"> Individual MikesBikes Advanced (6) <ul style="list-style-type: none"> • W2-W6 Individual Rollover Analysis • W7 Individual Evaluation of Teamwork </td> <td data-bbox="1094 1512 1487 1638">20%</td> </tr> <tr> <td data-bbox="427 1644 1094 1801"> Team MikesBikes Advanced (3) <ul style="list-style-type: none"> • W2 Team contract • W2 Strategy Plan • W7 Team Presentation </td> <td data-bbox="1094 1644 1487 1801">20%</td> </tr> <tr> <td data-bbox="427 1808 1094 1871">W8 Final Individual Paper on MikesBikes</td> <td data-bbox="1094 1808 1487 1871">20%</td> </tr> <tr> <td data-bbox="427 1877 1094 1919">Total</td> <td data-bbox="1094 1877 1487 1919">100%</td> </tr> </tbody> </table>	Assignments	Weight - % of Course Total	MBA Comprehensive Exam	5%	W1-8 Weekly Discussions (8)	20%	W4 SWOT Analysis (1)	5%	W1 SoloMike (2) <ul style="list-style-type: none"> • W1 MikesBikes Quiz • W1 SoloMike & Analysis Paper 	10%	Individual MikesBikes Advanced (6) <ul style="list-style-type: none"> • W2-W6 Individual Rollover Analysis • W7 Individual Evaluation of Teamwork 	20%	Team MikesBikes Advanced (3) <ul style="list-style-type: none"> • W2 Team contract • W2 Strategy Plan • W7 Team Presentation 	20%	W8 Final Individual Paper on MikesBikes	20%	Total	100%
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COURSE SCHEDULE

WK	Title	Learning Objectives	Readings, Resources	Hrs	Assignments	Hrs
1	Introduction to Strategy, mission statements, company vision and core values	<ul style="list-style-type: none"> Evaluate a firm's mission statement, vision statement and core values. Analyze the impact of Corporate Social Responsibility in the strategic planning process. Discuss the role that mission and vision statements play in the strategic management process. Demonstrate an introductory understanding of strategic business decision making using the course simulation. 	Textbook and Required Articles: Chapter 3 from: <ul style="list-style-type: none"> Bolland E. J.(2017). Comprehensive Strategic Management : A Guide for Students, Insight for Managers. Bingley: Emerald Publishing Limited. From Harvard Business Review: <ul style="list-style-type: none"> What is Strategy? If I read one more Platitude Filled Mission Statement I'll Scream Companies Can't be Great Unless They've Almost Failed 	2.75	Discussion 1: Strategic Planning Initial Post Due: Thursday Peer Responses Due: Sunday	4.0
			Media Resources: Ted Talks: <ul style="list-style-type: none"> Strategy as Choice It Pays to Think With Strategy 	0.5	Assignment: Individual Strategy Questionnaire Due: Thursday Assignment: MikesBikes Quiz Due: Sunday Assignment: SoloMike and Analysis Paper Due: Sunday	0.5 1.5 4.0
			MikesBikes Resources: <ul style="list-style-type: none"> Advanced Players Manual Advanced Quickstart Guide MikesBikes Advanced Tutorial Videos 1-5 	5.0		
2	Competitive advantage	<ul style="list-style-type: none"> Identify the competitive advantage of an organization. Differentiate between Porter's generic strategies. Evaluate possible alternatives for maintaining competitive advantage. Create a strategic plan for an organization in a team setting. 	Textbook and Required Articles: Chapter 1 from: <ul style="list-style-type: none"> Uphill K. (2016). Creating Competitive Advantage : How to Be Strategically Ahead in Changing Markets. London, United Kingdom: Kogan Page From Harvard Business Review: <ul style="list-style-type: none"> The Five Competitive Forces that Shape Strategy 	2.0	Discussion 1: Competitive Advantage Initial Post Due: Thursday Peer Responses Due: Sunday	4.0
			Media Resources: YouTube: <ul style="list-style-type: none"> The Five Competitive Forces that Shape Strategy Porter's Generic Strategies 	0.5		

			MikesBikes Resources: Advanced Players Manual Advanced Quickstart Guide MikesBikes Advanced Tutorial Videos: <ul style="list-style-type: none"> • How to Modify a Product • How to Launch a New Product • What is Offline Mode Instructor Focus Video	3.0	Team Assignment: Team Contract Due: Thursday Team Assignment: Strategic Plan Due: Sunday	2.0 3.5
3	Types of Strategies: Corporate, business, functional strategies	<ul style="list-style-type: none"> • Explain the value of establishing long-term objectives. • Differentiate between corporate, business and functional strategies. • Evaluate data and assess which strategies are most appropriate to pursue. • Compare and contrast strategic objectives in the corporate, business and functional areas. 	Textbook and Required Articles: <ul style="list-style-type: none"> • Chron: Describe the three levels of Strategy for a single-business company • ClearPoint Strategy: Breaking down the three levels of strategy in any business • Academy of Management Journal: Corporate-Level Strategy, Business-Level Strategy, and Firm Performance. 	2.0	Discussion 1: Define the Corporate, Business, and Functional Strategies Initial Post Due: Thursday Peer Responses Due: Sunday	4.0
			Media Resources: YouTube: <ul style="list-style-type: none"> • Three Levels of Strategy • Strategy Example: Introduction to Business Strategy 	0.50	Assignment: Team Consultation Due: Thursday Consultation Reply: Sunday Assignment: Individual Rollover Analysis 1/2 Due: Sunday	2.5 5.0
			Media / Other Resources: Advanced Manufacturing Guide Advanced Product Development Guide	2.0		
4	Strategic Assessments	<ul style="list-style-type: none"> • Create a strategic assessment. • Explain how external forces can affect organizational strategy. • Evaluate perceptual maps to position rival firms and identify market segments. • Perform financial analysis to evaluate the attractiveness of debt versus stock as a source of capital to implement strategies. 	Textbook and Required Articles: Chapter 4 (p. 87-126) and Chapter 6 (p. 174-195) from: <ul style="list-style-type: none"> • Bolland E. J.(2017). Comprehensive Strategic Management : A Guide for Students, Insight for Managers. Bingley: Emerald Publishing Limited. 	4.5	Discussion 1: MikesBikes SWOT Assessment Initial Post Due: Thursday Peer Responses Due: Sunday	4.0
			Media Resources: YouTube: <ul style="list-style-type: none"> • How to Perform a SWOT Analysis 	0.25	Assignment: Create a SWOT Analysis Due: Sunday Assignment: Individual Rollover Analysis 3/4 Due: Sunday	5.0 5.0
			MikesBikes Resources:	0.50		

			<ul style="list-style-type: none"> How to Increase Shareholder Value in MikesBikes 			
5	Strategy Implementation: Management and Operations Issues	<ul style="list-style-type: none"> Evaluate methods by which a firm can effectively link performance and pay to strategies. Explain how to modify an organizational culture to support new strategies. Analyze the relationship between production/operations and strategy implementation. Discuss the challenges inherent in strategy implementation. 	Textbook and Required Articles: From Harvard Business Review: <ul style="list-style-type: none"> The Culture Factor From California Management Review: <ul style="list-style-type: none"> Executing Strategic Change: Understanding the Critical Management Elements that Lead to Success 	2.0	Discussion 1: Management and Operational Issues Initial Post Due: Thursday Peer Responses Due: Sunday	4.0
			Media Resources: YouTube: <ul style="list-style-type: none"> Linking Pay and Performance 	0.5	Assignment: Team Consultation Due: Thursday Consultation Reply: Sunday Assignment: Individual Rollover Analysis 5/6 Due: Sunday	1.5 5.0
			MikesBikes Resources: N/A		Team time to work on presentation	3.0
6	Strategy in a Global Environment	<ul style="list-style-type: none"> Compare and contrast globalization strategies. Analyze the advantages and disadvantages of entering global markets. Identify management challenges unique to multinational organizations. Examine how different cultures in a global environment impacts an organization and its strategic planning process. 	Textbook and Required Articles: Chapter 11 from: <ul style="list-style-type: none"> Bolland E. J.(2017). Comprehensive Strategic Management : A Guide for Students, Insight for Managers. Bingley: Emerald Publishing Limited. From Brand Quarterly: <ul style="list-style-type: none"> Globalization – Apple’s One-Size-Fits-All Approach From CNN Business: <ul style="list-style-type: none"> What is Walmart’s Global Plan? From Toyota-Global: <ul style="list-style-type: none"> Toyota Annual Report 2017 Long Term Strategy 	1.5	Discussion 1: Strategy in a Global Environment Initial Post Due: Thursday Peer Responses Due: Sunday	4.0
			Media Resources: YouTube: <ul style="list-style-type: none"> Formulating Corporate Strategy International Strategy 	1.0	Assignment: Individual Rollover Analysis 7/8/9 Due: Sunday	6.5
			MikesBikes Resources: N/A		Team time to work on presentation	4.0
7			Textbook and Required Articles: Chapter 9 from:	3.0	Discussion 1: Ethics or Profits? Initial Post Due: Thursday	4.0

	Ethics in Strategic Management	<ul style="list-style-type: none"> Analyze the relationship between ethics and organizational strategy. Evaluate ethics versus the performance of an organization. Examine the alignment between ethical management and Corporate Social Responsibility. Evaluate the overall simulation experiences including the strategic business decisions made in the team setting. 	<ul style="list-style-type: none"> Bolland E. J.(2017). Comprehensive Strategic Management : A Guide for Students, Insight for Managers. Bingley: Emerald Publishing Limited. <p>From Harvard Business Review:</p> <ul style="list-style-type: none"> Why Ethical People Make Unethical Choices <p>From Markkula Center for Applied Ethics:</p> <ul style="list-style-type: none"> A Framework for Ethical Decision Making <p>From Business & Society Review:</p> <ul style="list-style-type: none"> Do Good Ethics Ensure Good Profits? 		Peer Responses Due: Sunday	
			<p>Media Resources:</p> <p>Ted Talks:</p> <ul style="list-style-type: none"> The Social Responsibility of Business The Business Benefits of Doing Good <p>YouTube:</p> <ul style="list-style-type: none"> Walmart: the High Cost of Low Price 	0.5	<p>Assignment: Individual Evaluation of Teamwork Due: Sunday</p> <p>Assignment: Comprehensive Exam Completed through Ivy Software Due: NOON Friday</p> <p>Begin working on final paper</p>	1.0 3.0 2.0
			<p>MikesBikes Resources: N/A</p>		<p>Team Assignment: Team Presentation Due: Sunday</p>	5.0
8	Evaluating Strategic Performance	<ul style="list-style-type: none"> Examine contingency planning in strategy evaluation. Explain the role of auditing in strategy evaluation. Identify challenges across the stages of strategic management (planning, implementation, evaluation). Evaluate the strategic plan for an organization. Analyze the benefits of taking corrective action in strategy evaluation. 	<p>Textbook and Required Articles:</p> <p>From Harvard Business Review:</p> <ul style="list-style-type: none"> The Secrets to Successful Strategy Execution How to Evaluate Corporate Strategy 	2.5	<p>Discussion 1: Evaluating Competitor Strategies in MikesBike Advanced Initial Post Due: Thursday</p> <p>Peer Responses Due: Friday</p>	4.0
			<p>Media Resources:</p> <p>Ted Talks:</p> <ul style="list-style-type: none"> Your Strategy Needs a Strategy <p>YouTube:</p> <ul style="list-style-type: none"> Business Strategy: Contingency Planning 	0.5	<p>Assignment 1: Final Individual Paper Due: Friday</p>	8.0
			<p>MikesBikes Resources: N/A</p>			