

# The University of La Verne

Summer 2018

June 11-August 19

Business 496 CRN 1275/1276

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### Business 496 On-line

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Attendance Policy. In keeping with the “Class Attendance” policy contained in the University’s catalog, students who do not log into the course and post by Thursday, June 14<sup>th</sup>, will be administratively dropped from the term. Continued registration implies acceptance of the elements in this syllabus, including the 12+ hour time requirement.

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University of La Verne Online Policies:

**These are bare minimum requirements**

1. Must have access to a computer at home.
2. Must have access to the Internet.
3. Must expect to spend 12 hours a week on each online class. Currently, the average student spends 40 minutes a week, though there is probably outside work in preparation for that.
4. Must read the syllabus carefully. 99% of your questions are answered there.
5. The student must have the book or required materials before the course starts.

- 6. The student should not plan a vacation during the semester. Sparse or non-existent Internet access in Countries like Mexico has cost some students badly needed grades.

Students **should NOT take** an online class if:

- 1. They are not self-starters. A classroom class is a better choice for a student who needs more frequent personal direction.
- 2. They want frequent access to the professor. The choice to take an online is one that should be undertaken only by students who work well alone.
- 3. Their work hours are such that they are not available to work with teammates. For example, a student in spring,2017 stated he worked 9 hours a day and spent weekends with his family. This was not a conducive situation for a group project . This type of student must make choices up front of how to fit in requirements. In this case, the student finally realized that I was not going to work the calendar around him and he posted assignments on time. Other students decide to play the Capsim Game by themselves, though that option should be your last choice.

Now that I have all the “must do” nasty stuff out of the way, welcome! I love this course and want to make it a rewarding experience for you. I don’t want to scare you, but I don’t want to avoid giving you information that might affect your choices. You can always call me at 909-9781-4387 to discuss questions about the workload.

**WebEX: I will offer a WebEX seminar on Sunday June 17th at 3 pm to cover questions on Capsim. Plus, any time there is a request.**

WHAT DO YOU HAVE TO BUY? (Text+Capsim)

**Book Information**

**Strategic Management and Business Policy: Globalization, Innovation, and Sustainability  
Wheelen,Hunger,Hoffman&Banfield, 15<sup>th</sup> edition Either choose both or one of these tools.**

<b>Cost</b>	<b>Description</b>	<b>ISBN</b>	<b>Format</b>
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\$93.99	Strategic Management and Business Policy: Globalization and Sustainability, Innovation and Sustainability 15 <sup>th</sup> edition Wheelen, Hunger, Hoffman and Banfield	978-0-13-4538679	Etext only <a href="http://www.pearson.com">www.pearson.com</a>
\$99	Looseleaf 3-ring punched	978-0134522050	Rent from Chegg

All assignments are within the Weekly Folders, to make it as easy as possible. The cases are in the text.

**\*Note: If you are currently serving in the Military (thank you), you won't be able to get this at the bookstore. I think there is a reimbursement policy for students who must purchase materials outside of the bookstore. I just don't want you to make the same mistake a fall student did and purchase something you can't use.**

**2. Capstone® management simulation, register online –\$73 using a credit card. See [www.capsim.com](http://www.capsim.com) C97714 is your class identification. Go into [www.capsim.com](http://www.capsim.com) and access New Student. [http://www.capsim.com/LESSONS\\_AND\\_QUIZZES/capsim\\_participant\\_registration.cfm](http://www.capsim.com/LESSONS_AND_QUIZZES/capsim_participant_registration.cfm)**

There is a nice tool in Capsim called TeamMATE. With so few students, I have opted not to have you buy it, but will use some of the tools within it in Blackboard.

There are 6 teams in each industry. Your products are industrial sensors and you start with 5 market segments. Think about the number of models of cars GM sells and the specific customer requirements for each.

The teams compete within their industry, but are also compared across other schools. There could be as many as 5,000 teams playing any one round. However, everyone vies to be in the “top ten” nationally each week so they can earn extra credit. I have had teams #1 out of 5,000 teams several times. Just this past spring, I had an online team #1 in the country for two rounds. There are many pros and cons in group work. Please see the Groups Skills area of Blackboard to prepare yourself for the best experience in this class.

Look for The University of La Verne and your number, C97714. Register there. There are several sections using CAPSIM this semester, so make sure you register for the correct team. I can move people around as we solidify teams the first week. There is a tentative team list on Blackboard, to be adjusted as you choose people you may know. I will hold a Webex Meeting Sunday, June 17th at 3pmPST for those interested. I will send an invitation through email.

**3) Access to and familiarity with The Wall Street Journal.** You can get a student discount, use Proquest, or just view it online every day, but this resource will probably have more to do with your future earnings than any other resource. [www.wsj.com/studentoffer](http://www.wsj.com/studentoffer). You need to be careful about referencing it, though. Students who just use the link or [www.wsj](http://www.wsj) instead of “The Wall Street Journal” are not using APA format. Note about The Wall Street Journal: I run into students all the time who thank me for forcing them to use the Wall Street Journal. The difference between the average salary of a college graduate who reads the Wall Street Journal and one who does not is in excess of \$100,000. Employers are fond of asking about articles in interviews. I guarantee the worth of this publication and will refund your money if you feel it was not a wise investment.

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Here is what the Capsim registration looks like:

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Home - myCampus x Grade Center - SP15\_Busin... x Detail Faculty Class List x Janis Dietz - Outlook Web ... x Student Registration Appli... x

https://ww2.capsim.com/StudentRegApp\_v2010/index.cfm

Share Browser WebEx

**Bookmarks**

Search:

- Bookmarks Toolbar
- Bookmarks Menu
  - Recently Bookmarked
  - Recent Tags
- myportal.laverne.edu
  - Get Bookmark Add-ons
- Mozilla Firefox
  - Help and Tutorials
  - Customize Firefox
  - Get Involved
  - About Us
- Dell
  - F
  - http--0-cabells.com.le...
  - 1
- Links
  - Links for United States
  - Microsoft Websites
  - Mobile Favorites
  - MSN Websites
    - MSN.com
    - Para Publishing - Welc...
    - PowerPoint Presentati...
    - Radio Station Guide
    - Webmail for Janis Dietz
  - Windows Live

**CAPSIM** 


Unforgettable Business Learning Home

**Cancel Registration**

Registration Progress Checklist

- 1 - I Agree
- 2 - Select Course
- 3 - Your Account
- 4 - Registration Numbers

## Welcome to Capsim Management Simulations Student Registration

**CAPSIM**  [How To Register](#)

Did you already create a User ID and Password for this registration but did not complete payment?  
If so please return to our home page [www.capsim.com](http://www.capsim.com) and enter your User ID and password. You can then complete your payment.

If you have not created a User ID and Password, please continue with the registration process below.



## Cancel Registration

### Registration Progress Checklist

- ▶  1 - I Agree
- 2 - Select Course
- 3 - Your Account
- 4 - Registration Numbers

## Welcome to Capsim Management Simulation

Did you already create a User ID and Password for this registration? If so please return to our home page [www.capsim.com](http://www.capsim.com) and enter your User ID and Password for payment.

If you have not created a User ID and Password, please continue to the next step.

Every student who participates in a Capsim® Business Simulation must register. If you have already registered please return to our home page [www.capsim.com](http://www.capsim.com) and click on the "My Account" link.

Please read our [Terms of Usage](#):

- I do not agree with the Terms of Usage.
- I agree with the Terms of Usage.

Please have your pre purchased registration number, credit card number and expiration date ready.

4) Additional readings assigned by the instructor. The student is urged to read from the following: *Academy of Management Journal*, *Academy of Management Review*, *The Wall Street Journal*, *Business Week*, *Forbes*, *Barron's*, *Los Angeles Times*, and other materials as may be available. There may be assignments to find, read and discuss articles in the current business press. Check announcements every week. You can get a WSJ student subscription at [www.wsj.com/student](http://www.wsj.com/student).

## COURSE SYLLABUS

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As our online program has expanded, we have noticed a number of roadblocks to full attainment. So I decided to take a page from Procter&Gamble's makeover of their Olay brand. They started with "what needs to happen for this to be true?" They noted that consumers would need to be willing to pay a higher price at retailers like Target, but a lower price than at department stores. Consumers needed to see value in the "masstige" products. So, in that vein, here is what needs to be true for an online class to really work, especially this one:

- 1. Students must be comfortable working in teams and listening to the opinions of team members.***
- 2. Students must be willing to put in the time to carry their part of the work. Assignments for work or personal travel schedules that interfere with this "must be true" mean that another option is preferable.***
- 3. Students must have or be willing to master the financial concepts learned in accounting and finance because they will be a large part of the Capsim game.***

I am not trying to scare you off, but this class in an online environment is more challenging because of the inability to have a classroom atmosphere. A hybrid class would work well, but the need to serve students who live and work all over the world precludes that option. Some students have a hard time getting used to the extra work and individual responsibility this class requires. I can make arrangements for you to visit a classroom course if you are not sure which method fits you.

This senior level seminar is a capstone course, which provides students a forum in which to apply and integrate business theories and practices. It examines a range of multifaceted issues that business people must handle in order to be effective, and explores how various business disciplines interact with each other in today's dynamic global environment. Understanding of management,



marketing, financial and economic principles and concepts is assumed. I know you thought you could throw that finance book away, but don't! We used CompXM for assessment and have found La Verne students score below the national average in finance and accounting.

This is a "big picture" course specifically designed for graduating seniors. It provides an integrative view and centers around the theme that a well-rounded, well-executed strategy enhances a firm's long-term performance. Case materials and a computer-based business simulation game are tools used to challenge the students' critical thinking, and to facilitate the integration of business functions. Also, the seminar is designed to sharpen individual and team skills developed during the student's academic coursework.

### COURSE OBJECTIVES

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- 1) To help clarify and integrate the functional areas of business organizations.
- 2) To give students hands-on experience in crafting business strategy.
- 3) To expand the students' perspectives of business process in the global market environment.
- 4) To assist students in developing their strategic analysis and managerial judgment skills.

### LATE WORK

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After years of trying to stick to a "no late work" policy, I find I hate to give someone a 0 on a paper. So I have come up with a modified late acceptance schedule. As you can see, it is not a good option, but at least some credit is available and I am not being unfair to the rest of the class:

Due date	100%
After 11:59 in due date	50%
After 11:59 due date + 1 day	40%
After 11:59 due date + 2 days	30%
After due date + 2 days + days	0

## COURSE FORMAT AND OUTCOMES

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The student is expected to sharpen conceptual and communication skills through cases, an integrative project, and through text material, quizzes, and discussion submissions through Blackboard.

The learning methodology used in this course consists of reading the playing the Capsim game, mastering the textbook and other assigned readings, individual participation in class discussion, case analyses, and outside research for discussion questions. It is important to the success of this course that all students read the material for each week and that each participates in all on-line discussions.

**The principal activity involves a management simulation project. You will present/defend results through the discussion board. The manual will be downloaded from the CAPSIM® website to simplify distribution.**

Students must become familiar with the Internet Capstone Simulation ([www.capsim.com](http://www.capsim.com)) software package of the simulation project, and utilize personal computers for the project analysis. You will register for CAPSIM C97714 on-line during the first week. You will also complete the individual rehearsal area of CAPSIM by Monday, June 18th as well as your team's first Practice Round. There is a steep learning curve in the beginning, but keep at it and the light bulb will go on. Here is a comment from a student who played by himself:

*“I honestly don't know if there is anything you can do to lessen the early panic. I would just stress that reviewing the Capsim manual completely and taking as many tutorials as possible before the simulation starts would be the best thing to do in order to prepare for it. There will be constant learning throughout the simulation but those two things will help get them started off on the right foot”.*

Note: **The Rehearsal Rounds** are **completed by yourself** and accessed through the Dashboard.  
**Practice Rounds** are done in your teams, also accessed through Dashboard.

The course is conducted in a largely discussion manner. The student is expected to read and analyze the assigned material for each class, and to develop and defend personal positions on the key ideas found in the readings. At the end of the course, you can expect to be able to:

- \*Understand and conduct strategic analysis under a number of conditions.
- \*Craft and execute business strategy.
- \*Analyze the financial health of a company and suggest alternative strategies

The discussion Board for each week is your class participation. Make full use of it by answering the questions posed with thoughtful contributions. You don't have to agree with me or the book! All first submissions are due by **Thursday evening at 11:59 pm**, and the rest of the week will be for class discussions about those posts, ending at 11:59pm Monday. ("I agree" and extensive discussion of your personal experiences do not count as a submission). For instance, Week 2 starts on Tuesday, June 19th. All first comments for week 2 are due by midnight, June 21st, and the discussion for Week 2 will end at 11:59 on June 25th<sup>h</sup>.. Comments of at least 150 words reflect a thorough coverage of the topic. Your total of 5-6 posts can be spread out if there is more than one discussion question, but you must answer each one if there is more than one. Here is how I grade each week:

**Example A:**

Post answer to Question before Thursday night A grade <sup>1</sup>	10
Post 4-5 responses to the posts of others	10

Grade:20

**Example B:**

Post answer to question at 1 am on Friday	0
Post 4-5 responses by Monday	10

Grade:10

**I have struggled with posts that come in close to midnight on Sunday, so I have extended the class by one day in the hopes that a Monday deadline would work better. I will post a Monday recap announcement, but will not finalize grades until Tuesday. Just understand this when you prepare your posts. All posts after 5 pm on Monday are subject to a 2 pt penalty for the obvious reason that no one will reply and I am trying to avoid posting for no reason other than to get credit for posting. Thirty percent of the posts come in after 9 pm on Monday.**

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<sup>1</sup> Assuming a full answer.

The COMPXM exam at the end of the course will be taken individually over two weeks and is an excellent way to test your understanding of the course contents. Although difficult, most students are glad that this element has been added to the course. There are sample questions available in Blackboard (in the Capsim) folder.

### Library Resources

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You must access the library tutorials and become familiar with the databases available for finding industry information, <http://www.youtube.com/ulvwilsonlibrary>. This is because I have recently seen a trend to just going to the Internet and using sources such as “BizNet”—The University pays \$350,000 a year for these databases—this comes from your tuition. You will be a better student and are likely to get a better grade by using what is available. Using Proquest is not an appropriate reference because Proquest is simply the channel used to access the article.

### ACADEMIC HONESTY

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Your attention is called to the section of The University of La Verne Catalog entitled “Academic Honesty”.

This university makes use of “SafeAssign” software to assure originality of work submitted.

Any student found to be violating this section of the catalog will earn a grade of “F” for the course. There is a “no tolerance” standard in this course for academic dishonesty.

I have struggled for years with the timing on quizzes. In class, students have 10 minutes and the quizzes are closed book. I tried depending on students taking the quizzes that way online, but it did not work. Extending the time for the quiz does not motivate people to read the chapter. I hate this approach, but every other one I use backfires on me.

### REQUIREMENTS FOR INDIVIDUAL CASE ASSIGNMENTS

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Each student will choose one case to complete and will post a detailed case analysis in the Case area of Blackboard (2,000 words + or -). They will also lead the class discussion of the case. **Email** me your choice from the below list. You will need to read all cases, regardless of whether you are doing your assignment on it. Those assigned will lead the Discussion Board by posting a discussion question to BB by Monday before the week starts; they will then lead the discussion responses from the class and incorporate them into the final submitted case, due Monday at the end of the week.

Case 6, The American Red Cross

Case 30, Tesla

Case 33 Snap-on Tools

Case 19 Panera Bread

**The four cases are available in your textbook.**

Suggestions for case analysis are in Case Study Analysis (Chapter 13) of the text. Please do not include any downloads of information from financial websites. This is to be your work alone. Any discussion of financial ratios should include a reasoned explanation of what they mean and why they are important. You do not need to recap the case itself because it takes up too much space and the class has read it. Other students will comment on the submissions during the week the case is due. The only area of the report to use outside material is at the end, when you tell me **“what really happened”** by using an update obtained from outside sources. Otherwise, don't use current information in the body of your analysis. For cases with no financial information, you will earn those points immediately.

In Chapter 7, you will see options for corporations in terms of direction: Grow, pause, retrench. I will want you to make choices between these in your recommendations.

I like the TOWS analysis tool for case studies because of its real world applicability. It builds on the SWOT analysis by offering solutions to, for instance, use strengths to take advantage of opportunities and overcome weakness to take advantage of opportunities. TOWS information is found in the Appendix and is treated as a tool in case grading.

Obviously, there will be more than one person per case. The students who choose the particular case will lead class discussion, but submit their own case to me at the end of the week (by Monday midnight).

I want to know “is this a healthy company”? Ratios alone do not tell that picture, but your overall analysis of the problem (if there is one), the alternatives, pros and cons of each one, and your final recommendation will be important. I do not have to agree with you,

but you should be able to defend your suggestions. Typical tools to be used are: environmental analysis, competitive analysis, five-force analysis, global analysis where appropriate, internal resource analysis, financial analysis, choosing the best strategy or combination of strategies, and explaining issues of implementation and control. Grading for the case is typically as follows:

Discussion Board	10
Strategy	10 (includes writing)
Finance	10
Alternatives	10
Recommendation	10
Implementation, conclusion	5
What really happened?	5

You should include an addendum of what really happened in a case, such as “such and such has since been acquired by GE”, but do not use current financial information in your actual analysis. It is very important to use this rubric no matter what the “case” chapter says—students frequently leave out “alternatives” and lose a lot of points.

Though the discussion board will include all members of the team, the paper turned in will be individual work. You are expected to use information from the discussions as arguments in the final case, so submitting the case before Sunday is not advised.. All assignments are due on Monday at midnight of the week they are assigned. For instance, if Andrews (or any combination of students) picks the first case, they will post discussion questions by 11:59 pm on Monday, June 18th, and each team member will submit their own case by 11:59 pm on June 25th.

#### Cases from Which to Choose:

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- 1) Case 6: The American Red Cross: Week 2
- 2)Case 30: Tesla Week 4
- 3)Case 33: Snap-on Tools,Week 7
- 4) Case 19: Panera Bread, Week 8

#### COURSE LOAD, CAPSIM AND FINAL PRESENTATION

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I will expect each student to post several comments for the discussion boards and cases. A typical “on-ground” course meets for 5 hours a week for 10 weeks. You should be spending at least 1.5 - 2 times that in readings, preparation and emails for this course. So expect to spend at least 10-12 hours a week for this course. The good news is that this is the capstone course, so presumably you are done after this! I fully understand a work/family/school schedule that is daunting. Having had discussions with students about this dilemma, the best ones tell me they commit themselves to this class and, thus, excel.

Feel free to ask questions at any time, but reading the syllabus answers 99% of the questions I get. If the material is in the CAPSIM manual or the syllabus, I may refer you to those sources, but I want you to feel comfortable chatting with me and your classmates. There is a discussion board section on My Management Lab for the purpose of general questions. If you have specific questions to you, email me. Since I know the first question will be “how many posts”, my answer is “enough to reply to several other students and to questions about your own posts”.

The **CAPSIM** game is a strategic management game played all over the world in corporations and universities. There are as many as 5,000 teams playing the game during any semester. You will be able to see how the top companies are doing and to try to rank in the Top ten. **If you do rank in the top ten, I have some extra credit points to award.** You will download the manual after you register and play a rehearsal round to get used to the decisions (due June 18th). The company you manage makes electronic sensors, like the kind that make lights go on when it gets dark, turn on a smoke detector in the presence of smoke, etc. It is a \$100,000,000 company and all companies start from the same place. The process will be as follows (also documented in the Student manual and the website):

1. You will download starting conditions from the CAPSIM site for your team. Follow the directions for making decisions and then make finance, marketing, and production and R&D decisions. You will upload them as per the manual. The game will automatically run on Tuesday morning at 3 am East Coast time, **Midnight Pacific Time**. You will be able to make changes right up until midnight. You will then be able to go to reports and print the Capstone Courier for that round.
2. Each team has 5 products, one in each of five market segments: Low End, Traditional, Size, Performance and High End. The differences between them are performance (speed) vs. size, age, price, MTBF (mean time between failure), and amount spent on promotion. Each segment has an expected range for all of the variables, such as expected price, positioning, age and reliability (MTBF). For instance, in the Low End segment, price is 53% of the customer’s decision and should be between \$15 and \$23 at the beginning. Age should be close to 7 years (the younger the product, the more desirable and more expensive the product). Positioning should be 18.3 for size (pretty big) and 1.7 for performance (pretty slow). **DON’T FRET—IT IS ALL EXPLAINED WITH PICTURES IN THE STUDENT MANUAL!**

3. You will make decisions about these variables for each product and then upload them. When the game is processed (Midnight Monday/12 am Tuesday, Pacific Time), you can print out the Capstone Courier for that round and study it. You will find out why you did or did not sell everything you produced (could be too old, too expensive compared to your competitors, or too slow, or perhaps you did not spend enough on promotion). Then you will decide what to do the following week. The manual and the tutorials available at [www.capsim.com](http://www.capsim.com) are excellent resources and will answer your questions well. You also have access to their help desk in Chicago during office hours at 877-477-8787. (2 hours ahead of us)

The game will run at 12:00 am on Tuesday, but I say 11:59 Monday to avoid confusion. In the first week there is a second Practice round on Friday, but the rest of the rounds follow the Monday night schedule.

#### EXPECTATIONS FOR PERFORMANCE OF THE CAPSIM GAME

1. Whether you win the game is not critical. What is critical is whether you put meaningful thought into making the decisions and are able to articulate your objectives as well as the process you are taking to meet them. I will give an analysis each week of each team and you will respond with your own analysis of why you think the results are what they are. I may ask teams to post the analysis.
2. You should each have a strategy planned pretty quickly. At the end of 7 rounds, do you want to be the most profitable, have the most market share, somewhere in the middle? The game makes use of the strategic management principles in the text and many of my discussion questions will tie the two together. I suggest you elect a “president”. Since we are studying strategic management, the necessity of a good leader is evidenced in this game’s performance as well as the textbook.
3. At the end of the semester, each team will post a PowerPoint presentation covering the following points:
  - a. What were your objectives?
  - b. How did you go about accomplishing them?
  - c. What factors in your decision making contributed to your results?
  - d. What would you do differently next time?
  - e. What were the most important things that you learned?
  - f. What are your goals for the next 5 years? Make them SMART---specific,measurable,achievable,realistic and have a time limit.
4. Grading will be as follows:



- a. The clarity and thoroughness with which you identify and articulate the problems facing your company and the issues you need to address. Spend your time in analysis, not graphics.
- b. The caliber of your analysis of your company's situation and demonstrated ability to use the concepts and tools of strategic analysis.
- c. The caliber and realism of your objectives as they relate to the material in the text and the current business climate.
- d. 20 of the 50 pts will include your place in the game. There are 6 pts allocated across variables like ROS, ROI, Sales, Stock Prices, etc. If a team gets a 6, that is 100% (they never do). At the end of the game, the team that scores the highest gets 100% of those points, subject to Peer Evaluations. The next team down gets a corresponding point total. For instance, the teams are Andrews, Baldwin, Chester and Digby. Suppose the points end up like this:
  - i. Andrews 5.7
  - ii. Baldwin 5.6
  - iii. Chester 4.
  - iv. Digby 3.5

If the total points for placing in the game are 20, Andrews would get the 20 pts, Baldwin would get 19 ( $5.5/5.7 \times 20$  pts) and Chester would get 14 ( $4/5.7 \times 20$ ). But, suppose someone in Andrews does not get a good grade from his or her peers. Their grade is lowered accordingly. You must be honest about the performance of your teammates so that everyone gets the credit they deserve!

## GRADES AND ATTENDANCE

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(subject to change without notice)

The following are the grading criteria by which the students will be evaluated, along with the weight assigned to each item.

Class participation (8 x 20)

160

\*Each student is expected to engage in at least 5-6 meaningful online discussions each week. This will include answers to discussion questions posted on Discussion Board, case discussions, and Capsim Discussions. Proper online etiquette is expected. I will grade each person each week on these elements. A really good answer would contain at least 150 words. Rather than email me about this, please use your own judgment as to whether you have met this requirement.

\*Capsim Introductory Lesson and situation analysis (individual) 15

\*Capsim Rehearsal Rounds/Situation Analysis (individual) 15

*TeamMATE Peer Evaluation	20
*Game performance	20
*Individual case analysis	60
*Case discussion	40
*Chapter Quizzes	50
*Mid-term (including Capsim Analysis)	150
*Final Chapter questions embedded in Weeks 6,7,8,9	150
*CAPSIM presentation, including discussion comments	30
*COMPXM	75
 Total	 785*

\*This is tentative. The final total may include small changes made during the semester.

Written assignments are to be computer generated using Word, double spaced, and to follow correct form, spelling, grammar, etc. Poorly structured sentences will result in a lower grade. Final grades will be assigned according to the following:

A	94-100 %
A-	90-93
B+	87-89
B	83-86
B-	80-82
C+	77-79
C	73-76
C-	70-72
D+	67-69
D	63-66
D-	60-62
F	< 60

What?	Where?
Discussions	Blackboard Weekly Folder
Tests	Blackboard Weekly Folder
Cases	Textbook
Syllabus	Blackboard>Syllabus
Capsim examples	Blackboard>Capsim
Capsim student manual	<a href="http://www.capsim.com">www.capsim.com</a>
CompXM Student Manual	<a href="http://www.capsim.com">www.capsim.com</a>

Preview to our journey: Space keeps me from adding more columns, but here is a brief “journey” snapshot:

Week	Chapter	We will study	It will lead to>
1	1 + 13	<b>Strategic Planning process:</b> 1)Mission, vision →2)Externalanalysis→3) Internal analysis→4)Select strategies→5) Implement strategies + Case study Chapter 1: Basic Concepts of Strategic Management Appendix 1A,Strategic Audit Chapter 13: Suggestions for Case Analysis	This is an overview of what the text will cover and leads to the external and internal analyses in Week 2
2	2 + 3	<b>Environmental Scanning External Analysis:</b> Opportunities and Threats + <b>Internal analysis</b> :Strengths and Weaknesses Chapter 2:Corporate Governance Chapter 3:Social Responsibility and Ethics in Strategic Management	Building the competencies needed to create competitive advantage.
3	4 + 5	<b>Chapter 4Environmental Scanning and Industry Analysis</b> <b>Chapter 5:Organizational Analysis and Competitive Advantage</b>	Corporate strategy>Business level strategy, Value Chain
4	6	<b>Chapter 6:Strategy Formulation: Business Strategy</b>	Strategy and technology plus applying it to the global environment
6	7	Chapter 7 <b>Strategy Formulation:</b> Corporate Strategy	Using these strategy decisions to decide on value chain strategy

7	8	Chapter 8: <a href="#">Strategy Formulation</a> :Functional Strategy and Strategic choice	Limits of vertical integration and coordination among business units.
8	9 + 10	<a href="#">Strategy Implementation</a> Chapter 9: Strategic Implementation: Global Strategy Chapter 10: Strategy Implementation: Organization and Structure	
9	11 + 12	<a href="#">Evaluation and Control</a> <a href="#">Chapter 11: Strategy Implementation: Staffing and Directing</a> <a href="#">Chapter 12: Evaluation and Control</a>	Matching corporate strategy with performance and values
10		CompXM due 8/20	

[Schedule, subject to change](#)

**See Below Assignments + Capsim + Tests + Cases**

	<b>Week begins</b>	<b>Assignments for the week in the Text</b>	<b>Capsim</b>	<b>Discussions/ Quizzes</b>	<b>Cases</b>
1	6/11-18	1)Chapter 1 Basic Concepts of strategic management 2)Chapter 13:Suggestions for case analysis	1)Register for Capsim 2)Capsim Intro lesson& Rehearsal rounds 1-3 (individual) <sup>2</sup> due 6/18 11:59 pm 3)Capsim Situation Analysis 4)Practice 1 due 6/18 11:59 pm(group)	Discussions, *Introduction *Strategic Model  *Quiz Chapter 13	

<sup>2</sup> Log onto your team. There is a “dashboard” It contains the Introductory lesson and the Rehearsal rounds.

	<b>6/17</b>	<b>WebEX Session 3 PM (Optional)</b>	<b>Discuss questions and Capsim</b>		
2	6/19-25	1) <b>Chapter 2:</b> Corporate Governance 2) <b>Chapter 3:</b> Social Responsibility and Ethics in Strategic Management	Practice round 1 due 6/18 11:59 p,m Practice Round 2 due 6/2211:59 pm—then the game is reset. Participate in TeamMATE to learn important team elements.	*Discussion Board	Case 6: American Red Cross
3	6/26-7/2	1) <b>Chapter 4:</b> Environmental scanning and industry analysis 2) <b>Chapter 5:</b> Organizational Analysis and Competitive Advantage	<b>Round 1</b> due 11:59 pm 6/25	*Discussion Board *Quiz Chapter 4	
4	7/3-9	<b>Chapter 6:</b> Strategy Formulation: and Business Strategy	<b>Round 2</b> due midnight 7/2	*Discussion Board *Quiz Chapter 6	Case 30: Tesla
5	7/10-16	<b>Midterm posted (due 7/16)</b>	<b>Round 3</b> due 7/9 Ethics Plug-in	Essay Questions on Blackboard	
6	7/17-23	<b>Chapter 7:</b> Strategy Formulation:Corporate Strategy	<b>Round 4</b> due 7/16 (labor) TeamMATE evaluations due 7/16	*Chapter 7 Discussion *Chapter 7 Exam Question	
7	7/24-30	<b>Chapter 8:</b> Strategy Formulation:Functional	<b>Round 5</b> due 7/23	Chapter 8 *Discussion	Case 33: Snap-on tools

		Strategy and Strategic Choice		Board *Quiz Chapter 8	
8	7/31-8/6	<b>1)Chapter 9:</b> Strategic Implementation: Global Strategy <b>2)Chapter 10:</b> Strategic Implementation: Organization and Structure <b>3)Discussion Board</b>	<b>Round 6</b> due 7/30	*Discussions *Exam questions, Chapters 9 and 10.	Case 19 Panera Bread
9	8/7-13	<b>Chapter 11: Strategy Implementation: Staffing and Directing</b> <b>Chapter 12: Evaluation and Control</b>	<b>Round 7</b> due 8/6 TeamMATE Peer Eval #2 Due 8/6 CompXM Available	*Discussions *Quiz Chapter 11 *Exam Questions, Chapters 11 and 12.	
10	8/14-20		1)Final Powerpoint posted to Blackboard by 8/13 2)Respond to and discuss the PPT. 3)CompXM due 8/20		

## Appendix:

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### Example TOWS Matrix

You've probably noticed that TOWS is simply [SWOT](#) spelled backwards. Remember from our last article that these letters are just an acronym for **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. For the TOWS matrix, simply create a chart where your internal pieces (Strengths and Weaknesses) intersect with the external aspects (Opportunities and Threats). The graph below shows an example of how your table should look.

	<b>Opportunities</b>	<b>Threats</b>
	<i>Opportunity 1</i>	<i>Threat 1</i>
	<i>Opportunity 2</i>	<i>Threat 2</i>
<b>Strengths</b>	<b>S-O Strategies</b>	<b>S-T Strategies</b>
<i>Strength 1</i>	<i>S-O Strategy 1</i>	<i>S-T Strategy 1</i>
<i>Strength 2</i>	<i>S-O Strategy 2</i>	<i>S-T Strategy 2</i>
<b>Weaknesses</b>	<b>W-O Strategies</b>	<b>W-T Strategies</b>
<i>Weakness 1</i>	<i>W-O Strategy 1</i>	<i>W-T Strategy 1</i>
<i>Weakness 2</i>	<i>W-O Strategy 2</i>	<i>W-T Strategy 2</i>
<i>Weakness 3</i>	<i>W-O Strategy 3</i>	<i>W-T Strategy 3</i>

Now that your matrix has been created, it's time to put your brain to work and come up with some strategies. Remember, the point is to come up with many ideas for each box. Since you'll have lots of strengths, opportunities, etc. listed, there's plenty of fodder to come up with multiple solutions. Here is a more detailed description of each section.

### What Each TOWS Matrix Abbreviation Means

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**SO (Strengths-Opportunities)** – Use internal strengths to capitalize on external opportunities. For example, if you have a person or committee that is adept at writing grant proposals and there is a lot of grant money available, then a strategy may be to devote more focus to this area.

**WO (Weaknesses-Opportunities)** – Improve internal weaknesses by using external opportunities. Using the grant writing example again, suppose your agency hasn't had success in this area. That's a weakness, but are there opportunities to gain access to these grant monies? You could hire an expert or consultant. You could outsource the whole project. Perhaps you decide to send a staff member to various training and seminars so he or she can become your own in-house expert.

**ST (Strengths-Threats)** – Use internal strengths to avoid external threats. Suppose there is a threat of funding decreasing dramatically in your service area. What are your organization’s strengths that can help? Do you have deeper pockets to simply weather the storm? Maybe you are more efficient than other agencies in your area. For many nonprofits, utilizing a [volunteer management software](#) like VolunteerHub can also serve as a strategic advantage to become more efficient and effective.

**WT (Weaknesses-Threats)** – This is definitely the most defensive position on the matrix. The strategies created here will want to avoid threats and minimize weaknesses. It is most often used when an organization is in a bad position. For example, perhaps an agency isn’t as efficient as stakeholders expect, and there is the threat of losing funding. In this case it might make sense to merge some programs with another organization to leverage resources better and ultimately hang on to funding.

### Using the TOWS Matrix

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As you can see, the TOWS matrix is a fairly simple tool to use. The reason so many business strategists use it isn’t based on its academic merits but rather that it gets conversations started. The real secret to this approach is the fact that it gets everyone on the same page and focusing on the same issues.