GEB 4890 is a Senior level capstone requiring student (and teams) to analyze business problems. Students incorporate knowledge acquired in their other College of Business courses in business situations. Senior standing or advisor permit is required. Prerequisites: MAN 3025 (minimum grade C); MAR 3023 (minimum grade C); FIN 3403 (minimum grade C).

A. REQUIRED COURSE MATERIALS

On-line:
- **Business Strategy Game**: [http://www.bsg-online.com](http://www.bsg-online.com). Registration via credit card on the BSG website, or a prepaid access code available for purchase at the university bookstore.
- **CANVAS**: Course materials.

B. COURSE KNOWLEDGE
The class will overview foundations of strategy and then dive deeper into three areas:

1. **External and Internal Analysis**
   A set of tools and techniques that assist the analysis of the organization and its environment. Industry analysis consists of issues that impact the profitability of any specific industry. Students will understand the value chain and analyze the internal resources and capabilities of the firm.

2. **Strategy Formulation**
   Business strategy refers to how businesses choose to compete and position themselves. Students will learn a set of business-level analysis tools and strategies such as generic strategic positioning and strategic groups. Corporate strategy refers to the selection of business areas and markets to compete in order to achieve specific goals. Topics covered include firm-level diversification, horizontal and vertical integration, and core competencies. **Global Strategy** covers how firms assess external markets and then decide to configure and enter new markets outside the home country.

3. **Strategy Implementation, Control, and Execution**
   Implementation involves functional strategies, systems and processes needed by the organization to set goals and achieve objectives. Strategic control involves developing and applying metrics which are typically both financial and non-financial measures to monitor performance outcomes, by which firm strategy can be assessed and adjusted. In addition, how firms are structured to carry out objectives, issues of corporate governance, and how behaviors can affect ethics and social responsibility is covered.
C. LEARNING OUTCOMES & ASSESSMENT

Management Department Mission Statement

The department of Management develops student managerial knowledge and leadership skills both individually and collaboratively. (1) Recognize, evaluate, and cultivate business opportunities; (2) identify, understand, and implement solutions to organizational issues; and (3) build leadership capabilities to effectively manage organizations in the global environment.

<table>
<thead>
<tr>
<th>Learning Goal &amp; Learning Objective. BBA Graduates will:</th>
<th>Learning Objective MAN graduates will:</th>
<th>Course Learning Objectives (Measureable):</th>
<th>Assessment Used:</th>
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<tbody>
<tr>
<td>Understand the business environment</td>
<td>• Analyze ethical issues as they apply to management.</td>
<td>1. Identify &amp; describe the complexities of operating in the global business environment.</td>
<td>A, B, D, E, F</td>
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<tr>
<td>• Demonstrate knowledge of ethical issues.</td>
<td>• Propose solutions to business problems in a global environment.</td>
<td>2. Apply knowledge of diverse demographics in a global economy to make effective business decisions.</td>
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<td>• Demonstrate knowledge of global factors influencing business.</td>
<td>• Explain the importance of environmental responsibilities.</td>
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<tr>
<td>• Explain the importance of environmental responsibility.</td>
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<tr>
<td>Be effective problem solvers</td>
<td>• Propose solutions to organizational issues.</td>
<td>1. Formulate &amp; solve business problems using analytic &amp; statistical tools.</td>
<td>A, B, C, D, E, F</td>
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<tr>
<td>• Solve business problems using analytical tools.</td>
<td>2. Apply knowledge of strategic decision making in various “real world” contexts in simulation, cases and tests.</td>
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<td>Be effective communicators</td>
<td>• Demonstrate effective oral communication skills.</td>
<td>1. Prepare oral &amp; written reports that are clear &amp; concise.</td>
<td>B, D, F</td>
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<tr>
<td>• Deliver effective oral presentations.</td>
<td>• Prepare effective written materials.</td>
<td>2. Work effectively with others in classroom and project teams.</td>
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<tr>
<td>• Prepare effective written reports.</td>
<td>• Work effectively in diverse teams.</td>
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<td>Have interdisciplinary business knowledge</td>
<td>• Explain key Management theories and practices.</td>
<td>1. Apply the concepts, framework &amp; techniques of strategic management to evaluate the performance of organizations.</td>
<td>A, B, C, D, E, F</td>
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<tr>
<td>• Understand main concepts &amp; definitions in accounting, economics, finance, information systems, management, marketing, and operations management.</td>
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<td>2. Demonstrate mastery of contents, principles &amp; knowledge of the functional areas of business.</td>
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<td>• Integrate knowledge across disciplines.</td>
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A) Business Strategy Game  
B) Business Strategy Game Reports and Presentation  
C) BSG quizzes  
D) Individual Homework  
E) Exams  
F) Class Participation and in-class assignments
D. COURSE REQUIREMENTS

Do all readings (books, articles, cases, and chapters) and assignments before class. In addition, you are expected to participate in class discussions and in all group work.

Grading:

- Written Assignments/Cases: 20%
- Participation: 10%
- Exams & Quizzes: 35%
- Simulation (BSG) Related: 35%

Quizzes – There may be short unannounced quizzes anytime in class. The questions will be mostly related to the assigned reading and class discussions since the last quiz.

Examinations – You will be expected to demonstrate competency regarding the concepts and cases that we cover. The exams may include multiple-choice, fill in the blank, short responses, and essay questions.

Participation – The class is an on-going discussion about business strategy. This portion of the grade is based on attendance and the quantity and quality of your input. Participation involves discussing readings, cases, asking questions to clarify points, etc. - talking. Lack of participation can lower participation score. The final participation grade begins with and cannot exceed attendance score (see below).

Attendance score: Attendance score begins at 100. An attendance sheet will be distributed in each class session to record attendance. Please make sure you sign the attendance sheet to get credit for attendance. There will be ten (10) points deducted from the attendance grade for each day the attendance sheet is not signed beyond the first two (2) occurrences. No points will be deducted from the attendance score for the first two occurrences in which the attendance sheet is not signed. If the attendance sheet is not signed for more than five (5) days, it will not be possible to pass this class. There will be twenty (20) points deducted from the attendance score if the attendance sheet is not signed on presentation days. There are no “excused absences”. If you are more than 10 minutes late, you will not get attendance credit for the day.

Assignments – Written homework connects the material from the lecture to cases. Please use the case write-up instructions posted in Canvas. Also, it is very often, very, helpful to use diagrams and charts to help explain key points. All assignments must be posted in Canvas prior to the start of class on the day assigned (see course calendar). Since due dates are known well in advance, late assignments will not be accepted under any circumstances.

Business simulation – Grades associated with the BSG depend on your individual performance, participation, and contribution online and in the report. All work must be completed before due dates. Late work, assignments and quizzes will not be accepted.

Grading Scale:

- 93-100 A 80.0-82.9 B- 63.0-66.9 D
- 90-92.9 A- 77.0-79.9 C+ 60.0-62.9 D-
- 87.00-89.9 B+ 70.00-76.9 C 00.0-59.9 F
- 83.0-86.9 B 67.0-69.9 D+

Students wishing to review their exams or other graded items or would like to request a grade revision will be able to do so within seven (7) calendar days of general notification of grades for that particular exam or graded item. Requests should be made in writing via email to me. If a review for revision is requested, the entire assignment, or exam, will be regraded, which means the overall grade might not change, might decrease, or might improve.
E. ATTENDANCE POLICY
Attend all classes. **Students who miss more than five classes will not complete the course.**

**Arrive to class on time. Turn off phones, laptops, and all other devices.** Looking at your cell phone or laptop in class — will be marked **absent** at my sole discretion (because you are absent). If you take notes on a laptop, you must sit in the front row. Take off your HATS.

F. ASSIGNMENT COMPLETION DEADLINES
All work must be posted on Canvas before the start of class. See Course Schedule.

Every student must individually register for the **Business Strategy Game** at [http://www.bsg-online.com](http://www.bsg-online.com). Students who do not complete the process by the deadline will receive a lower grade.

Missed submissions (quizzes, decisions, etc.) for Business Strategy Game Simulation cannot be made up.

G. University Statements

**Academic Behavior Standards and Academic Dishonesty**
All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found in the FGCU Student Guidebook under the **Student Code of Conduct** and **Policies and Procedures** sections. All students are expected to study this document which outlines their responsibilities and consequences for violations of the policy. The FGCU Student Guidebook is available online at [http://studentservices.fgcu.edu/judicialaffairs/new.html](http://studentservices.fgcu.edu/judicialaffairs/new.html)

**University Nondiscrimination Statement**
Florida Gulf Coast University is committed to ensuring equity and fairness for all University employees, students, visitors, vendors, contractors and other third parties. As such, the University prohibits discrimination on the bases of race, color, national origin, ethnicity, religion, age, disability, sex (including sexual harassment/assault), gender identity/expression, marital status, sexual orientation, veteran status or genetic predisposition with regard to admissions, employment, programs or other activities operated by the University. This prohibition extends to enforcement of Title IX of the Education Amendments of 1972.

Questions or complaints should be directed to the Office of Institutional Equity and Compliance (OIEC). The OIEC’s phone number is (239)745-4366; the OIEC email address is OIEC@fgcu.edu.

**Disability Accommodations Services**
Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university’s guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please see me or contact the Office of Adaptive Services. The Office of Adaptive Services is located in the Wellness Building. The phone number is 239-590-7956 or Video Phone (VP) 239-243-9453. In addition to classroom and campus accommodations, individuals with disabilities are encouraged to create their personal emergency evacuation plan and FGCU is committed to providing information on emergency notification procedures. You can find information on the emergency exits and Areas of Rescue Assistance for each building, as well as other emergency preparedness materials on the Environmental Health and Safety and University Police Department websites. If you will need assistance in the event of an emergency due to a disability, please contact Adaptive Services for available services and information.
Student Observance of Religious Holidays
All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.

Resources for Faculty General Education
Information on General Education program requirements is available online at http://www.fgcu.edu/General_Education/index.html

Service-Learning
Information on integrating service-learning into the course and course syllabus is available online at http://www.fgcu.edu/Connect/

Distance-Learning
Information on distance learning courses is available online at http://itech.fgcu.edu/distance/

Online Tutorials
Information on online tutorials to assist students is available online at http://www.fgcu.edu/support/Approved

Canvas Learning Management System and Demonstration Site
Information on Canvas is available online at http://canvas.fgcu.edu/ and https://fgcu.instructure.com/courses/7692

Library Resources
Main page: http://library.fgcu.edu/
Tutorials & Handouts: http://library.fgcu.edu/RSD/Instruction/tutorials.htm
Research Guides: http://fgcu.libguides.com/
Faculty Support: http://library.fgcu.edu/faculty_index.html

H. CONTACT
Contact me by email at any time to raise issues or request to meet. I will meet outside office hours on request. Do not delay if you feel you need help or clarification – please seek assistance early!
### COURSE CALENDAR (Tentative):  

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topic</th>
<th>Assignments</th>
<th>BSG</th>
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<tbody>
<tr>
<td>Week 1: 1/10</td>
<td>Intro to Strategy – Ch. 1 and 2</td>
<td>1/10 HBC: Porter What is Strategy</td>
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<td>Week 2: 1/17</td>
<td>External Analysis – Ch. 3</td>
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<td>1/19 BSG Quiz 1 Opens</td>
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<td>Week 3: 1/24</td>
<td>Internal Analysis – Ch. 4</td>
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<td>1/24 Launching Your Firm</td>
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<td>1/26 BSG Quiz 1 Due</td>
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<td>1/26 BSG Quiz 2 Opens</td>
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<td>Week 4: 1/31</td>
<td>Ethics – Ch. 9 Case: 24 Devil’s Dilemma</td>
<td>1/31 Exam Review</td>
<td>2/2 BSG Quiz 2 Due</td>
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<tr>
<td>Week 5: 2/7</td>
<td><strong>Exam 1: 2/7</strong></td>
<td>Business Strategy – Ch. 5</td>
<td>2/7 Practice Round 1</td>
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<td>Week 6: 2/14</td>
<td>Business Strategy – Ch. 5</td>
<td><strong>Case: 5 Under Armour</strong></td>
<td>2/14 Creating a Solid Strategy</td>
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<td>2/14 Individual Case</td>
<td>2/14 Practice Round 2</td>
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<td>Week 7: 2/21</td>
<td>Business Strategy – Ch. 5 (cont.)</td>
<td><strong>Case: 10 Chipotle</strong></td>
<td>2/21 Round 1</td>
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<td>Week 8: 2/28</td>
<td>Business Models-Ghemawat reading</td>
<td><strong>Case: 17 Tesla</strong></td>
<td>2/28 Round 2</td>
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<td>2/28 Individual Case</td>
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<td>2/28 Team C</td>
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<td>Spring Break</td>
<td>3/7</td>
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<td>Week 10: 3/14</td>
<td>Corporate Strategy – Ch. 8</td>
<td><strong>Case: 22 Walt Disney</strong></td>
<td>3/14 Round 3</td>
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<td>3/14 Individual Case</td>
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<td>3/14 Team D</td>
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<td>Week 11: 3/21</td>
<td>International Strategy – Ch. 7</td>
<td><strong>Case: 18 Tata Motors</strong></td>
<td>3/21 Round 4</td>
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<td>3/21 Team E</td>
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<td>Week 12: 3/28</td>
<td>Comp Dynamics – Ch. 6</td>
<td><strong>Case: 28 Amazon</strong></td>
<td>3/28 Round 5</td>
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<td>3/28 Team F</td>
<td>3/30 Round 6</td>
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<td>Week 13: 4/4</td>
<td>Execution – Ch. 10</td>
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<td>4/4 Round 7</td>
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<td>Week 14: 4/11</td>
<td>Internal Ops – Ch. 11 Leadership – Ch. 12</td>
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<td>4/6 Round 8</td>
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<td>4/13 Round 10</td>
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<td>4/18 BSG Team Reports</td>
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<td>4/18 BSG AOL Ind Reports</td>
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<td>Week 16: 4/25</td>
<td>BSG Presentations</td>
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<td>4/28 Peer Evaluation Due</td>
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<tr>
<td>Finals Week: Week of 5/1</td>
<td><strong>Exam 2: 5/2</strong></td>
<td>3:00 pm – 5:15 pm</td>
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