# Course Description

Using a business simulation/case approach, and by integrating learning team experiences with classroom theory, this course is a study of management policy as an integrative force to all other functions of businesses; i.e., marketing, manufacturing, finance, and personnel. The course represents an insight into the strategies behind corporate policies. Prerequisites: BUS 301, 304, 306, 310, 323, and 341

**University Learning Outcomes (ULO)**

* **ULO1:** Knowledge of Human Cultures and the Physical and Natural World
* **ULO2:** Intellectual and Practical Skills
* **ULO3:** Personal and Social Responsibility
* **ULO4:** Integrative and Applied Learning
* **ULO5:** Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

**Program Learning Outcomes (PLO)**

For full descriptions of the Program Learning Outcomes, please refer to the catalog.

* **PLO1**: The ability to clearly and effectively prepare written business communications. (ULO 1, 2, 4)
* **PLO2**: Business students will apply knowledge and skills to make appropriate business decisions. (ULO 1, 2, 3, 4)
* **PLO3**: The student will be able to apply ethical and moral decision-making principles to business situations. (ULO 2, 3, 4)
* **PLO4**: The student will demonstrate decision-support tools required for business professionals. (ULO 2, 3, 4)
* **PLO5:** The student will demonstrate the ability to find, evaluate, and apply sources of information relevant to business issues and situations. (ULO 1, 2, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Clarify the functions and requirements when using the Business Strategy Game (BSG) simulation.
* **CLO2:** Evaluate strategies and policies organization’s use to gain competitive advantage.
* **CLO3:** Craft and execute business strategies through an understanding of its function and its impact to all business decision.

**Student Expectations**

Students are expected to:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

Business Strategy Game (BSG) ValuePak (<http://www.bsg-online.com/>) which allows free access to the Business Strategy Game simulation and the following e-text:

Thompson, A. A. (2014). *Strategy: Core concepts and analytical approaches*, (3rd ed.). Burr Ridge, IL: McGraw-Hill Education.

*Note*: The text is found as an ebook on the BSG game site. Students only need to purchase the BSG ValuePak.

**Recommendations**: It is highly recommended that you read the Pre-Requirements document 2 weeks prior to course starting to familiarize yourself with the simulation and log into the system.

# Suggested Point Values

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| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| BSG Scavenger Hunt | 10 | <insert due date> |
| Week 1 Presentation Summary | 15 |  |
| Week 1 Article Review 1 | 20 |  |
| **Week 2** |  |  |
| Practice Decision 1 – Practice Year 11 | 10 |  |
| Practice Decision 2 – Practice Year 12 | 10 |  |
| BSG Quiz 1 | 20 |  |
| Chapter Quizzes – Ch. 1 & 2 | 10 |  |
| End-of-Chapter Exercises – Ch. 1 & 2 | 10 |  |
| Week 2 Executive Summary | 20 |  |
| Week 2 Article Review | 20 |  |
| **Week 3** |  |  |
| Decision 1 – Year 11 | 10 |  |
| Decision 2 – Year 12 | 10 |  |
| Chapter Quizzes – Ch. 3 & 4 | 10 |  |
| End-of-Chapter Exercises – Ch. 3 & 4 | 10 |  |
| Week 3 Presentation Summary | 20 |  |
| Week 3 Article Review | 20 |  |
| **Week 4** |  |  |
| Decision 3 – Year 13 | 5 |  |
| Chapter Quizzes – Ch. 5 & 6 | 10 |  |
| End-of-Chapter Exercises – Ch. 5 & 6 | 10 |  |
| Week 4 Executive Summary | 20 |  |
| Week 4 Article Review | 20 |  |
| **Week 5** |  |  |
| Decision 4 – Year 14 | 10 |  |
| Decision 5 – Year 15 | 5 |  |
| Chapter Quizzes – Ch. 7 & 8 | 10 |  |
| End-of-Chapter Exercises – Ch. 7 & 8 | 10 |  |
| Business Capstone Exam | 05 |  |
| **Week 6** |  |  |
| Decision 6 – Year 16 | 10 |  |
| Decision 7 – Year 17 | 10 |  |
| Chapter Quizzes – Ch. 9 & 10 | 10 |  |
| End-of-Chapter Exercises – Ch. 9 & 10 | 10 |  |
| Program Objectives Reflection Paper | 20 |  |
| Exit Survey | 10 |  |
| **Total Points** | **400** |  |

# Course Schedule

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| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |
| Six |  |  |

# Weekly Learning Modules

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| --- | --- | --- | --- |
| Week One: Introduction to BSG Simulation | |  | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Recognize the features and functions of the Business Strategy Game (BSG) simulation. | | CLO1 | |
| * 1. Analyze how effective strategies impact a company’s performance. | | CLO2, 3 | |
| * 1. Incorporate the concept and importance of a business model, and explain its connection to the company’s strategy. | | CLO2, 3 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 1 & 2 of *Strategy* available through the BSG simulation. | | 1.1, 1.2, 1.3 |  |
| **BSG Note**  **Review** the BSG Note document for some additional important points. | | 1.1 |  |
| **Review** the Ch. 1 & Ch. 2 PDF presentations.  **Post** any questions or insights to the Week 1 discussion forum. | | 1.1, 1.2, 1.3 | Lecture Activity = 2hrs. |
| **AdobeConnect Live Session / Instructor Created Video / Telephone Communication**  **Prepare** to review the homework questions, final project requirements, and topics for this week in a 1-hour, live class session via AdobeConnect to be scheduled by the instructor. If you are unable to attend the conference call, a recorded version is available and posted by the instructor after the meeting.  *Note*: You should complete the weekly readings, lecture videos, and homework prior to this class session so you can ask questions that help prepare you for success in the weekly quiz. | | 1.1 | Web Conference = 1hr. |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **BSG Scavenger Hunt**    The majority of the assignments are to be completed within the Business Strategy Game (BSG) simulation (<http://www.bsg-online.com/>), so it is important that you explore the various features and items within the site. Afterwards you will complete a short response.  **Explore** each of the following sections to become familiar with BSG simulation:     * **Corporate Lobby:** While in the Corporate Lobby, click the links across the top and read the descriptions, such as **Textbook**, **Player Materials**, **Decision Round Schedule**, and **Assignments**. * **Decision/Reports:** Click **Go to Decision/Reports** under the Decisions & Reports section. From there, there are 10 different decision areas under the Decisions/Reports Menu section on the right-hand column, starting with Corporate Citizenship and ending with Finance & Cash Flow. Spend about 10 minutes in each section. You should change decisions within the page to see how your projected performance changes. You should also note that there is a help screen at the top of each. * **Read and Review:** Read through the Player’s Guide within the Player Materials tab, and review the help screens from Decisions/Reports. You could also explore the Corporate Lobby again. * **Prepare for BSG Quiz 1:** From the Corporate Lobby, click the **Assignments** tab then click **BSG Quiz 1**. This quiz is based on the Players Guide. Prepare for the quiz by reading through the Player’s Guideand the BSG Quiz 1. * **Chapter Quizzes:** Click the **Textbook** tab to read Ch. 1 & 2 of *Strategy*. Be prepared to take the chapter quizzes in Week 2. There are chapter quizzes in Weeks 2–6 located in the Corporate Lobby. You get three attempts with each chapter quiz, with the highest score being counted.   **Complete** and submit the BSG Scavenger Hunt through Blackboard. | | 1.1 | Scavenger Hunt = 2hrs. |
| **Week 1 Presentation Summary**  **Create** a brief PowerPoint presentation of 2 to 3 slides highlighting concepts learned from Chapter 1 and 2.  Be sure to incorporate the following:   * How a company’s business model affects strategy * An example of how strategy is directly related to company performance   **Submit** the completed presentation through Blackboard. | | 1.2, 1.3 | Presentation = 1hr. |
| **Week 1 Article Review**  **Read** the Article Review instructions and Article Review Rubric.  **Submit** your article review. | | VARIES | Article Review = 1hr. |
| **Total** |  |  | **7hrs.** |
| **Notes** |  | | |

**Faculty Notes**

**AdobeConnect Live Session:** In weeks 1 and 2, you will hold a web conference to go over assignment questions, prep for quizzes, and guide them through the BSG simulation. It is mandatory that you record each session, regardless of student attendance.

Use the AdobeConnect account provided by Gwynedd Mercy University to hold your web conferences. Through AdobeConnect, you are able to share your desktop with students to show and explain how to work through a problem. Use the account login information provided by the university, and provide a copy of the link to your students. Ask students to login as a guest and enter their names, where appropriate.

\*If you decide to use a different web conference medium other than AdobeConnect, make sure to inform students appropriately and provide the necessary information to ensure proper connection.

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| Week Two: External Analysis | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Craft a strategy that matches a firm’s situation based on industry evaluation and competitive conditions. | | CLO2, 3 | |
| * 1. Evaluate whether a firm’s strategy is working and if a firm’s resource strengths, competencies, competitive capabilities, and resource weaknesses are effective. | | CLO2, 3 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 3 & 4 of *Strategy* available through the BSG simulation. | | 2.1, 2.2 |  |
| **Review** the Ch. 3 & Ch. 4 PDF presentations.  **Post** any questions or insights to the Week 2 discussion forum. | | 2.1, 2.2 | Lecture Activity = 1hrs. |
| **AdobeConnect Live Session / Instructor Created Video / Telephone Communication**  **Prepare** to review the homework questions, final project requirements, and topics for this week in a 1-hour, live class session via AdobeConnect to be scheduled by the instructor. If you are unable to attend the conference call, a recorded version is available and posted by the instructor after the meeting.  *Note*: You should complete the weekly readings, lecture videos, and homework prior to this class session so you can ask questions that help prepare you for success in the weekly quiz. | | 2.1, 2.2 | Web Conference = 1hr. |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Complete** the following assignments through the BSG simulation (<http://www.bsg-online.com/>):   * Practice Decision 1 – Practice Year 11: **Due** <<Instructor: enter date and time>> * Practice Decision 2 – Practice Year 12: **Due** <<Instructor: enter date and time>> * BSG Quiz 1 (Based on *Player’s Guide*): **Due** <<Instructor: enter date and time>> * Chapter Quizzes – Ch. 1 & 2: **Due** <<Instructor: enter date and time>> * End-of-Chapter Exercises – Ch. 1 & 2: **Due** <<Instructor: enter date and time>> | | 1.1, 2.1, 2.2 | Simulation Assignments = 6hrs. |
| **Week 2 Executive Summary**  **Write** a brief explanation of 150- to 200-words total highlighting concepts learned from Chapter 3 and 4.  **Answer** the following using your experience in the game simulation:   * What kind of competitive forces do industry members face? * Is the industry outlook conducive to profitability? Explain. * How well is the present strategy working?   **Submit** the Executive Summary through Blackboard. | | 2.1, 2.2 | Paper = 1hr. |
| **Week 2 Article Review**  **Read** the Article Review instructions and the Article Review Rubric.  **Submit** your article review. | | VARIES | Article Review = 1hr. |
| **Total** |  |  | **10hrs.** |
| **Notes** |  | | |

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| Week Three: Exploring Competitive Strategies | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Implement the various forms of competitive strategy in a business setting. | | CLO2, 3 | |
| * 1. Differentiate between the five generic competitive strategies. | | CLO2, 3 | |
| * 1. Analyze the use of strategies regarding low costs and best-cost provider to achieve a competitive advantage. | | CLO2, 3 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 5 & 6 of *Strategy* available through the BSG simulation. | | 3.1, 3.2, 3.3 |  |
| **Review** the Ch. 5 & Ch. 6 PDF presentations.  **Post** any questions or insights to the Week 3 discussion forum. | | 3.1, 3.2, 3.3 | Lecture Activity = 2hrs. |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Complete** the following assignments through the BSG simulation (<http://www.bsg-online.com/>):   * Decision 1 – Year 11: **Due** <<Instructor: enter date and time>> * Decision 2 – Year 12: **Due** <<Instructor: enter date and time>> * Chapter Quizzes – Ch. 3 & 4: **Due** <<Instructor: enter date and time>> * End-of-Chapter Exercises – Ch. 3 & 4: **Due** <<Instructor: enter date and time>> | | 3.1, 3.2 | Simulation Assignments = 7hrs. |
| **Week 3 Presentation Summary**  **Create** a brief PowerPoint presentation of 2 to 3 slides highlighting concepts learned from Chapter 5 and 6.  **Select** one of the following higher-level strategic choices. Explain why it was chosen and provide an example using a real company:   * Offensive strategy * Defensive strategy * How to use the Internet in positioning the company in the market place * Outsourcing strategy * Vertical integration * Strategic alliances and partnerships * Mergers and acquisitions   **Post** the completed presentation to the discussion forum.  **Review** the presentation of at least two other students and discuss what you learned from it. | | 3.1, 3.2, 3.3 | Presentation = 1hr. |
| **Week 3 Article Review**  **Review** the Article Review instructions and Article Review Rubric.  **Submit** your article review. | | VARIES | Article Review = 1hr. |
| **Total** |  |  | **11hrs.** |
| **Notes** |  | | |

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| Week Four: Global Markets and Diversification | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Evaluate strategic options regarding foreign markets. | | CLO2, 3 | |
| * 1. Analyze the use of global strategies to achieve a competitive advantage. | | CLO2, 3 | |
| * 1. Evaluate the differences between diversified strategies. | | CLO2, 3 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 7 & 8 of *Strategy* available through the BSG simulation. | | 4.1, 4.2, 4.3 |  |
| **Review** the Ch. 7 & Ch. 8 PDF presentations.  **Post** any questions or insights to the Week 4 discussion forum. | | 4.1, 4.2, 4.3 | Lecture Activity = 2hrs. |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Complete** the following assignments through the BSG simulation (<http://www.bsg-online.com/>):   * Decision 3 – Year 13: **Due** <<Instructor: enter date and time>> * Chapter Quizzes – Ch. 5 & 6: **Due** <<Instructor: enter date and time>> * End-of-Chapter Exercises – Ch. 5 & 6: **Due** <<Instructor: enter date and time>> | | 4.1, 4.2, 4.3 | Simulation Assignments = 6hrs. |
| **Week 4 Executive Summary**  **Create** a brief PowerPoint presentation of 2 to 3 slides highlighting concepts learned from Chapter 7 and 8.  **Part 1**  Chapter 7 readings discusses the two types of offensive strategies that are particularly suitable for companies operating internationally or globally. The first strategy is “attack a rival’s profit sanctuaries” and the second is “to dump goods at cut rate prices in the market of important rivals”.  **Explain** the pros and cons of each strategy with detailed rationale.  **Part 2**  **Select** one of the following three companies: L’Oréal, Johnson & Johnson, and Bloomin’ Brands.  After selecting a company, explain the value chain relationship that makes the businesses competitive.  **Submit** the completed summary. | | 4.1, 4.2, 3.3 | Presentation = 1hr. |
| **Week 4 Article Review**  **Review** the Article Review instructions and Article Review Rubric from Week 1.  **Submit** your article review. | | VARIES | Article Review = 1hr. |
| **Total** |  |  | **8hrs.** |
| **Notes** |  | | |

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| Week Five: Ethics and Strategic Execution | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Incorporate the role of ethics and corporate social responsibility into business strategies. | | CLO2, 3 | |
| * 1. Develop an organization that supports the strategic objectives of the company. | | CLO2, 3 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 9 & 10 of *Strategy* available through the BSG simulation. | | 5.1, 5.2 |  |
| **Review** the Ch. 9 & Ch. 10 PDF presentations.  **Post** any questions or insights to the Week 5 discussion forum. | | 5.1, 5.2 | Lecture Activity = 2hrs. |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Complete** the following assignments through the BSG simulation (<http://www.bsg-online.com/>):   * Decision 4 – Year 14: **Due** <<Instructor: enter date and time>> * Decision 5 – Year 15: **Due** <<Instructor: enter date and time>> * Chapter Quizzes – Ch. 7 & 8: **Due** <<Instructor: enter date and time>> * End-of-Chapter Exercises – Ch. 7 & 8: **Due** <<Instructor: enter date and time>> | | 5.1, 5.2, 5.3 | Simulation Assignments = 8hrs. |
| **Business Capstone Exam**  **Complete**the Capstone Business Exam by the end of this week:   * Navigate to <https://micro.peregrineacademics.com/gmercyu/login.php>. * Enter the registration password: *GMU-1001* * Click *Proceed with Registration*. * Select your course:   + BUS4001 Capstone Business Plan – Blended (for BUS4001 offered face to face)   + BUS4001 Capstone Business Plan – Online (for BUS4001 offered online) * Scroll down and click *Review your selection and proceed with Registration* * Verify the correct course has been selected and click on *Proceed with Registration* * Complete the *Registration Information*. * Click *Review Registration* to complete your registration.   **You** will receive an email with a link to complete your exam. Your exam consists of 120 general questions on business topics and you will have 2 hours to complete it.  **Submit**a copy of your certificate of achievement to receive credit for this assignment. | |  |  |
| **Total** |  |  | **10hrs.** |
| **Notes** |  | | |

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| Week Six: Internal Operations, Corporate Culture, and Leadership | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Evaluate the performance of the final industry report and its alignment to the strategic concepts in the course. | | CLO2, 3 | |
| ***Required Learning Resources and Activities:*** *Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 11 & 12 of *Strategy* available through the BSG simulation. | | 6.1 |  |
| **Review** the Ch. 11 & Ch. 12 PDF presentations.  **Post** any questions or insights to the Week 6 discussion forum. | | 6.1 | Lecture Activity = 2hrs. |
| ***Assignment:*** *Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Complete** the following assignments through the BSG simulation (<http://www.bsg-online.com/>):   * Decision 6 – Year 16: **Due** <<Instructor: enter date and time>> * Decision 7 – Year 17: **Due** <<Instructor: enter date and time>> * Chapter Quizzes – Ch. 9 & 10: **Due** <<Instructor: enter date and time>> * End-of-Chapter Exercises – Ch. 9 & 10: **Due** <<Instructor: enter date and time>> | | 6.1 | Simulation Assignments = 8hrs. |
| **Program Objectives Reflection Paper**  Purpose: The goal of this assignment is to provide an opportunity for you to reflect and articulate about your achievement of the program learning outcomes. You will be required to discuss the curricular and co-curricular experiences that you had at Gwynedd Mercy University and how those experiences led to the achievement of the program learning objectives.  The program learning objectives for the marketing major are as follows:   1. The student will be able to prepare effective and clearly written business communications. 2. Students will demonstrate general business knowledge and skills and apply them to make appropriate business decisions. 3. The student will be able to apply ethical and moral decision-making principles to business situations. 4. The student will demonstrate decision-support tools required for business professionals. (Decision-support tools include quantitative analysis and technology skills.) 5. The student will demonstrate the ability to find, evaluate, and apply sources of information relevant to business issues and situations. 6. The student will be able to demonstrate the knowledge necessary to manage human, financial, and operational resources.   For each of the above program objectives, describe how the curricular experiences (courses and coursework) and co-curricular experiences (changes in your work or life outside of the coursework) led to your acquisition of these skills. If you were a transfer student, include in your descriptions courses and coursework taken elsewhere if they helped to achieve an objective. Please reflect on if your experiences at Gwynedd Mercy adequately prepared you to meet these objectives. If, in your reflection, you describe that your experience did not prepare you to achieve an objective satisfactorily, please elaborate on your answer and discuss experiences or courses that you think that you should have had.  This paper should be no more than 7 pages APA format.  You will be graded on this exercise based on the following criteria:   * You communicated in writing clearly and with good grammatical structure. * You thoughtfully described your experiences that led you to achieve the program objectives. * You thoughtfully evaluated the adequacy of your achievement of these objectives. * You thoughtfully provided useful suggestions for the program.   **Submit** your paper through Blackboard. Do not submit a hard copy, and do not submit a copy through email. | | All Course Objectives |  |
| **Exit Survey**  **Complete** the Exit Survey by 11:59 p.m. (Eastern time) on Sunday. This survey is worth 30 points for completion. | |  |  |
| **Total** |  |  | **10hrs.** |
| **Notes** | **Program Objectives Reflection Paper:** This paper must be submitted through Blackboard. Do not accept a hard copy or a copy submitted to you by email.  **Exit Survey:** This survey is for completion points only. A manually graded item has been created in the Blackboard gradebook. Please add full points for students who completed the survey. | | |

# Breakdown of Academic Instructional Equivalencies

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| **Week 1** |  |  |
| Required |  | 7hrs. |
| Supplemental |  |  |
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| **Week 2** |  |  |
| Required |  | 10hrs. |
| Supplemental |  |  |
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| **Week 3** |  |  |
| Required |  | 11hrs. |
| Supplemental |  |  |
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| **Week 4** |  |  |
| Required |  | 8hrs. |
| Supplemental |  |  |
|  |  |  |
| **Week 5** |  |  |
| Required |  | 10hrs. |
| Supplemental |  |  |
|  |  |  |
| **Week 6** |  |  |
| Required |  | 10hrs. |
| Supplemental |  |  |
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|  |  |  |
| **Total Required Hours** |  | 56hrs. |
| **Total Supplemental Hours** |  |  |
| **Total Hours** |  | 56hrs. |