COURSE OBJECTIVES

This course is a capstone course for senior undergraduate students in business school. A profound objective of this course is to integrate the specialized functional areas of business administration by requiring the students to analyze and make decisions in the environment of a computer-processed management simulation. Throughout the course the students will be asked to integrate the knowledge learned in the functional areas in general management, finance, accounting, economics, marketing, forecasting, quantitative analysis, and human resource management, for business decision-making and operations.

The second objective is to let the students to be familiar with the literature of strategic management and learn how to use certain techniques for strategic analysis, how to formulate and implement a strategy. The students will be required to formulate a strategic plan for their own company and implement it throughout the simulation.

The third objective is to provide opportunities for students to work in a team. Teamwork is a major part of an individual's final evaluation. The students are required to co-operate with their team members in running a "company" and fulfil business duties.

The fourth objective is to interject the use of computer in decision analysis through a management simulation of an industry. Students will be divided into teams. Each team will run a multi-million-dollar firm by entering critical business decisions into an interactive computer simulation. Over a period of eight years (rounds), the students will make decisions in R&D, marketing, production, human resources and finance with careful calculation and coordination. They will learn the value of strategic planning and implementation as the company's competitive performance is determined by the set of decisions entered in each round. The students will find that running the game is like running a real world company. The students will have the opportunities to learn, through practice, the application of quantitative skills, including spreadsheet, break-even, ratio, present-value analyses, sale forecasting, and some other sophisticated techniques to resolve real business problems. The students are required to develop their own management information systems for the simulation and to keep records and reports conscientiously.
The fifth one is to understand that in the new century businesses will run in a new **global, digital (internet)** economic environment. This course provides opportunities for students, the future business leaders, to develop global view (not "the backyard view") and e-commerce concept for business competition. Students are required to analyze the international and digital business environment and formulate strategies to compete in the global markets. Journal articles and cases on global industry and e-business strategy will be discussed in the class.

Finally, students are expected to understand the concept and importance of business **ethics and social responsibilities** and to be able to identify the ethical issues in the management of their companies in the business simulation. **Library** and **Internet** research are among the basic skills required for the accomplishment of the assignments for this course.

**PREREQUISITES:**

Junior students having finished all core courses are eligible to register for this class. It is your responsibility to make sure of your eligibility for taking this course. **Without fulfilling the prerequisites, you will not be able to earn credits for this course.**

**TEXTBOOKS (Required)**


**SUPPLEMENTARY READINGS**

Students are required to read at least one of the following periodicals on a regular basis. Assigned in class as appropriate.

1. The Wall Street Journal
2. Business Week
3. Fortune/Forbes

Additional reading materials will be handed out in the class.
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Capstone</th>
<th>Other Assignments</th>
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<tbody>
<tr>
<td>1</td>
<td>No class (MLK Day)</td>
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| 2    | Introduction to the course  
Introduction to CAPSTONE simulation  
Situation analysis and decision making  
--- Discuss results of situation Analysis  
--- Decision-making procedure  
--- Download and upload, etc. | Read Capstone chapters 1-3  
Team formation  
Web Registration for BPOL 5000NA (CAP7551)  
Take the online lessons and tests  
Prepare for Quiz 1  
Take online Lesson 1 & quiz |          |
| 3    | Practice Round 1 review  
**Quiz 1 on Game (Ch. 1-2)**  
Running your company with a strategy and a financial plan | Practice Round 1 | Read Capstone chapters 4-5, and Appendix  
Read Capstone Strategies (in Capsim.com VI: Resource-slideshows)  
Take online lesson 2 & quiz |
| 4    | Practice Round 2 review  
**Quiz 2 on Game (Ch. 3-4)**  
Introduction to strategic management | Practice Round 2 | **Report 1**: Design of company name, logo, and Charter  
Read Text Chapter 1: pp. 1-35 |
| 5    | **Quiz 3 on Game (all)**  
Round 3 review  
SWOT Analysis  
Analyzing the General and Industry environment of the firm | Practice Round 3 | Prepare for Quiz 3  
**Charter Contest**  
Read Text Chapter 2: 36-44  
Read Text Chapter 2: 44-67 |
| 6    | Discussion of Round 3 results  
How to run your company real?  
Assessing the Internal Environment of the firm | Round 1 | Debrief on how to run your company  
Read Text Chapter 3 (68-99) |
| 7    | Round 1 Review  
TQM and Labor Negotiation  
Business-Level Strategy (Generic strategies) | Round 2 | **Report 2**: strategic plan for your company  
Read Text Chapter 4 (151-176) |
| 8    | **Exam 1 on Text Chapters 1-3**  
Business-Level Strategy (Industrial Life Cycle)  
Team debrief on generic competitive strategy | Round 3 | Prepare for exam  
Read Text Chapter 5 (176-187)  
Team Debrief |
| 9    | SPRING RECESS |          | Enjoy the spring |
| 10 | Financial Ratio analysis  
A Firm's Intellectual Assets  
(Knowledge Management) | Round 4 | Report 3: SWOT and Competitors Analysis  
Read Text Chapter 4 (113-148) |
| 11 | **Exam II on Text Chapters 4 & 5**  
Diversification strategies | Round 5 | Prepare for Exam II  
Read Text Chapter 6 (188-226) |
| 12 | Debrief on strategy implementation  
Global Strategy: How to Compete in the international market | Round 6 | Read Text Chapters 7 (225-260) |
| 13 | No Class (Holy Thursday) | | |
| 14 | Internet Strategy: How does Internet change business, social and learning environment | Round 7 | Read Text Chapter 8 (261-288) |
| 15 | **Final Exam on Chapters 6, 7 and 8** | Round 8 | Prepare for Final Exam |
| 16 | Final Presentations | | Submit the outline of your team’s presentation  
Prepare for final report on Strategic Plan Revisit |
| 17 | Final report submission (Hardcopy) | | Report 4: Strategic Plan Revisit |

The requirements and guideline for strategic plan, competitor analysis and final report and final presentation are provided as follow.