NOTE to prospective students: This syllabus is intended to provide students who are considering taking this course an idea of what they will be learning. A more detailed syllabus will be available on the course site for enrolled students and may be more current than this sample syllabus.

Instructor
John L Morris, Austin Hall 360, Office Phone: 541-737-8945
E-mail: john.morris@bus.oregonstate.edu
Office hours: by appointment

Text and Simulation

- **Textbook:** We use an open source textbook, customized for the course by the instructor, available at the link above or by typing https://goo.gl/jmsEPE into a browser.
- **Simulation:** Required, register and purchase access to the Micromatic Simulation. Requires a code (see Canvas) and a credit or debit card, you may also pay with PayPal. It is not possible to pass this course without purchasing the Micromatic simulation (cost is $45 whether purchased separately or as part of a bundle).
- **WSJ Subscription:** Not required, but recommended. We have a special arrangement that allows you to purchase a 10-week subscription to the Wall Street Journal for $10. Click for Detailed Instructions and follow the instructions to sign-up if you are not already a subscriber.

- **NOTE:** For textbook accuracy, please always check the textbook list at the OSU Bookstore website. Sample syllabi may not have the most up-to-date information

Course description (4 credit hours)
The Integrative Strategic Experience is the capstone course for all business students and is taken near or after completion of courses in all functional areas. Work in this class will leverage expertise gained from other classes in the business core. This course concentrates on strategy formulation and implementation at the top management level where major decisions are made. It helps students appreciate the integration requirements between a firm’s business and corporate level strategies.
Course Structure
Students will be exposed to market, industry and firm-level issues. Advanced problems in
determination, execution and control of the strategic management process in an environment
of complex external change are covered. At the end of the course, students should understand
how to formulate and implement strategies that are reflective of the demands of the firm and
the environment in which it operates.

There are three primary components to the course. The first is theoretical and is supported
with a student generated textbook and classroom lectures. Second is a rigorous computerized
business simulation that puts teams of students in the position of making real-time functional
decisions in support of a globally-competitive business level strategy. The final component is a
case study using the experience and data generated during the simulation.

Mandatory Prerequisites:
- Finance (BA 340 or BA 340H) or Introduction to Financial Management (BA 360);
- Managing Individual and Team Performance (BA 352 or BA 352H);
- Operations Management (BA 357);
- Marketing (BA 390); and
- Senior-standing

Measurable Student Learning Outcomes
Upon completion of this course, students should have the ability to:
1. Describe the impact external environmental factors have on business
   strategy.
2. Develop company-wide strategy.
3. Describe the causes and symptoms of business problems.
4. Use strategic assessment tools to identify company-wide problems.
5. Describe problems associated with long-term strategy formulation and
   implementation.
6. Critically assess past, present and future strategic implications associated
   with solutions to business-related problems.
7. Describe difficulties encountered by people working in organizations and
   groups.
8. Communicate ideas and principles to a business-related audience through
   both oral and written mediums.
Description of Expectations
Because BA 466 is the capstone course for the business core, we make the assumption you are at the peak of understanding for an undergraduate student who has not yet worked in a professional role in the business world. Your goal in this course should be to achieve at least a minimal level of performance for business school seniors (Competent).

- **Mastery** - denotes perfect or near perfect performance, little to no improvement possible; could be used as a model response. You have wowed me!
- **Proficient** - strong performance relative to typical students within a business school capstone course.
- **Competent** - demonstrates a minimal level of performance typical of academic success for students in a business school capstone course.
- **Developing** - shows signs of competence, but not yet performing at a level necessary to demonstrate understanding consistent with a student in a business school capstone course; may demonstrate improvement from earlier efforts.
- **Insufficient** - performance is not satisfactory for capstone level performance.

Class Procedures
Academic Dishonesty

According to OSU student conduct regulations, academic dishonesty is defined as an intentional act of deception in which a student seeks to claim credit for the work or effort of another person or uses unauthorized materials or fabricated information in any academic work. Refer to the [OSU Student Conduct code (576-015-0020) for a comprehensive definition of academic dishonesty](#). All cases of suspected academic dishonesty will be handled in strict accordance with [OSU policy](#) and [College of Business policy](#).

**COB Code of Honor**
A code of honor represents the moral commitments of those abiding to it. While each person lives by his or her personal code, the establishment of collective values creates a universal goal to which we can aspire. It is through the pursuit of these professional attributes that we reduce the possibility of immoral actions ourselves.

In order to uphold our personal character and the organization that we proudly call our own, we take this oath.

**Integrity**
The quality of being honest and having strong moral principles, integrity stands as the backbone of character and is essential for success.
Respect
Respect for others and yourself is a commitment to the fair treatment of and the fair competition with others. Through respect we embolden the character of others and ourselves.

Responsibility
We are held accountable for our words and actions as professionals to embed a steadfast commitment to honor in our decisions.

Disability Accommodation
Accommodations are collaborative efforts between students, faculty and Disability Access Services (DAS). Students with accommodations approved through DAS are responsible for contacting the faculty member in charge of the course prior to or during the first week of the term to discuss accommodations. Students who believe they are eligible for accommodations but who have not yet obtained approval through DAS should contact DAS immediately at 737-4098.

Evaluation of Student Performance
Assignments are not curved unless indicated in the specific rubric. Adjustments at the end of the term may occur (if the instructor deems necessary) to ensure at least a handful of A’s are awarded. Weighted scores taken to the nearest 10th decimal, use the “+” and “−” designations and round up or down as follows:

<table>
<thead>
<tr>
<th>Letter</th>
<th>Score Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>100-93%</td>
</tr>
<tr>
<td>A−</td>
<td>92.9-90%</td>
</tr>
<tr>
<td>B+</td>
<td>89.9-87%</td>
</tr>
<tr>
<td>B</td>
<td>86.9-83%</td>
</tr>
<tr>
<td>B−</td>
<td>82.9-80%</td>
</tr>
<tr>
<td>C+</td>
<td>79.9-77%</td>
</tr>
<tr>
<td>C</td>
<td>76.9-73%</td>
</tr>
<tr>
<td>C−</td>
<td>72.9-70%</td>
</tr>
<tr>
<td>D+</td>
<td>69.9-67%</td>
</tr>
<tr>
<td>D</td>
<td>66.9-63%</td>
</tr>
<tr>
<td>D−</td>
<td>62.9-60%</td>
</tr>
<tr>
<td>F</td>
<td>Below 60%</td>
</tr>
</tbody>
</table>

How I Assess: Assume a traditional 90-80-70-60-50 percent distribution of grades.

F = Insufficient: does not meet minimum expectations of assignment or course
D = Developing: shows signs of competence, but missing important elements or lacks understanding of content; may demonstrate improvement from earlier efforts
C = Competent: demonstrates a minimal level of performance for a COB student in the Capstone experience; average work that meets all elements of the assignment and demonstrates minimal understanding of the topic
B = Proficient: superior work that meets all elements of the assignment, demonstrates complete understanding of the topic and strong performance for a Capstone course
A = Mastery: denotes perfect or near perfect performance, little to no improvement possible; could be used as a model response or performance

This course is offered through Oregon State University Extended Campus. For more information, contact:

Web: ecampus.oregonstate.edu          Email: ecampus@oregonstate.edu          Telephone: 800-667-1465
Late Assignments
Late begins at 1 second after the deadline as stamped by Canvas when appropriate. Late assignments, exams, quizzes, and tests are never accepted, especially after answers are revealed.

Make-up Work
In most cases, make-up is not possible. In no case is make-up allowed after the deadline for an assignment. Make-up generally requires more work beyond that assigned on the regular schedule.

Negative Participation Rule
I reserve the right to lower the final grade of any student whom I feel has had a detrimental, distracting, or negative effect on the classroom learning environment over the course of the term or on any individual assignment.

No Fault Policy
In the business world, performance matters. Excuses, reasons and justifications are never acceptable as alternatives to outcomes. In this course students are strictly held to the published standards and deadlines without regard to fault, reason or justification. The instructor does not negotiate after the fact.

Online Exams in Canvas
Students are responsible for having a reliable computer and internet connection when taking online exams, tests or quizzes. Technical problems should be directed to the OSU Computer Helpdesk by calling (541) 737-3474 or clicking the “Help” link at the top of the page. There will be no exceptions or retakes on incomplete exams due to technical problems.

Regular Announcements
A brief weekly announcement will be posted in Canvas along with a summary of important dates and assignments. Additionally, the course schedule may change during the term. Such changes will be announced well in advance and will be supported through an announcement in Canvas. If an assignment or exam is missed due to a changed date, the excuse of not knowing will not be accepted.

Student Veterans
Veterans and active duty military personnel with special circumstances are welcome and encouraged to communicate these, in advance if possible, to the instructor.
Description of Graded Assignments

Instructions on assignments – including scoring rubrics – are available in Canvas or by following the embedded links.

Your grade consists of a mixture of individual and group-based* assignments. The links for each item connect with the rubric and study aids for that assignment.

1. **Micromatic Solo Practice**: 40 points
2. **Vocab Wall Assignments**: 60 points
3. **Company Exercises***: 0 points (optional)
4. **Company Competition***: 60 points
5. **Case Study Exercises***: 0 points (optional)
6. **Discussion Contribution**: 40 points
7. **Final Exam**: 200 points

**TOTAL** 400 points

1. **Micromatic Solo Practice**: Students will have an opportunity to demonstrate personal mastery of running their own company on the solo version of the Micromatic Simulation.

2. **Vocab Wall Assignments**: To connect the course subject matter to the external business world, students will illustrate two course concepts using research from business publications.

3. **Company Exercises**: A series of optional assignments during the Company Competition will help company teams be successful during the simulation.

4. **Company Competition**: Teams of 3-4 students manage a small manufacturing company in competition with the rest of the class in a computer-based simulation called Micromatic v5. Register at [www.oaktreesim.com/micromatic](http://www.oaktreesim.com/micromatic).

<table>
<thead>
<tr>
<th>Section</th>
<th>Industry</th>
<th>Validation Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>400</td>
<td>Morris-OL</td>
<td>Morris-OL</td>
</tr>
</tbody>
</table>

5. **Case Study Exercises**: Students apply a case study methodology while evaluating the characteristics of their own Micromatic Industry following the Company Competition. The Final Exam will use a set of questions similar to this methodology to evaluate mastery of course concepts. These exercises will be optional.

6. **Discussion Contribution**: Student

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Email: ecampus@oregonstate.edu
Telephone: 800-667-1465
7. Final Exam: A two-part exam will assess student understanding of the course and all its facets. The exam culminates in a case study exercise using data from the Micromatic Simulation (similar to the Case Study group assignment).

Course Calendar
See Canvas for a Detailed Calendar

TECHNICAL ASSISTANCE:
If you experience computer difficulties, need help downloading a browser or plug-in, assistance logging into the course, or if you experience any errors or problems while in your online course, contact the OSU Help Desk for assistance. You can call (541) 737-3474, email osuhelpdesk@oregonstate.edu or visit the OSU Computer Helpdesk online.

- COURSE DEMO
- GETTING STARTED

REFUND POLICY INFORMATION
Please see the Ecampus website for policy information on refunds and late fees.