Note:

Course content may be changed, term to term, without notice. The information below is provided as a guide for course selection and is not binding in any form, and should not be used to purchase course materials.
COURSE SYLLABUS
BUSI 690
POLICY AND STRATEGY IN GLOBAL COMPETITION

COURSE DESCRIPTION
This capstone course integrates the concepts, techniques, and knowledge of all areas of business administration. This course may not be substituted for or transferred in from another institution. This course is the capstone course and must be taken in the final term of enrollment.

RATIONALE
There is a need for a “capstone experience” in the MBA program that requires multi-disciplinary knowledge and skills including: overall strategy, marketing, operations management, human resource development, finance, accounting, economics, asset management as well as behavioral and ethical elements.

I. PREREQUISITE
For information regarding prerequisites for this course, please refer to the Academic Course Catalog.

II. REQUIRED RESOURCE PURCHASE
Click on the following link to view the required resource(s) for the term in which you are registered: http://bookstore.mbsdirect.net/liberty.htm

III. ADDITIONAL MATERIALS FOR LEARNING
A. Computer with basic audio/video output equipment
B. Internet access (broadband recommended)
C. Microsoft Office
D. TV and VCR/DVD player

IV. MEASURABLE LEARNING OUTCOMES
Upon successful completion of this course, the student will be able to:
A. Integrate Christian character qualities in the forming, storming, norming, and performing phases of the strategic planning process.
B. Synthesize the knowledge gained from life experience and previous MBA curriculum.
C. Evaluate a company’s external industry environment, the sources of power in an industry, the major underlying causes of industry change, and the factors needed by companies to be strategically successful.
D. Evaluate strategic options, including what-if analysis.
E. Create results-oriented action plans.
F. Execute company strategies.
G. Formulate strategic plans.

V. COURSE REQUIREMENTS AND ASSIGNMENTS

A. Textbook readings and lecture presentations

B. Course Requirements Checklist
After reading the Syllabus and Student Expectations, the student will complete the related checklist found in Module/Week 1.

C. Discussion Board Forum
There will be 1 Discussion Board Forum in this course. Discussion boards are collaborative learning experiences. Therefore, the student is required to provide a thread in response to the provided topic for this forum. The thread must be 500–750 words, demonstrate course-related knowledge, and include at least 2 peer-reviews sources and 1 biblical integration. In addition to the thread, the student is required to reply to at least 2 other classmates’ threads. Each reply must be 450–600 words and include at least 2 peer-reviewed sources and 1 biblical integration.

D. Rothaermel Exercises (3)
Using the Rothaermel text, the student must complete a series of experiential exercises. The student must apply text material to a real organizational situation using current APA format, the modes of discussion questions, ethical/social issues, small groups, and strategy term project exercises. These exercises must be submitted through the SafeAssign link provided in the assigned modules/weeks.

E. Learn Smart Exercises (2)
There are two Learn Smart exercises in Module/Weeks 1 and 2. LearnSmart is an adaptive learning program that will help you succeed in improving your exam scores and knowledge of strategic management through a series of exercises.

F. Connect Ratio Exercise (1)
The Connect Ratio Exercise will be completed in Module/Week 4. McGraw-Hill/Connect has developed a series of ratio exercises that will help you recall and better understand key activity, profitability, leverage, market and asset efficiency ratios.

G. Business Model Generation Exercises (2)
The student must complete a series of experiential exercises of at least 600–800 words each. The student must apply text material to a real organizational situation using current APA format, the modes of discussion questions, ethical/social issues, small groups, and strategy term project exercises.

H. Group Case Studies (3)
The instructor will divide the students into groups, and the groups will complete a series of 3 case studies on 3 separate, specific companies. Each case study is an in-depth case analysis requiring each team to utilize the entire strategic management process. For each case study each team should submit two items; one PDF/Word document with your narrative and appendices. The other document is one excel spreadsheet with all these worksheets: historical financial statements (Income Statement, Balance Sheet and Statement of Cash Flows) for three most current years (including deltas between years), pro forma financial statements for a minimum of three years in the future with deltas and your NPV calculations.

NOTE: The narrative must be at least 15 pages of text. In the last section of the narrative each team should fully discuss the proposed strategy, rationale for choosing the strategy and discuss how the proposed strategy initiative will increase cash flows.

I. Peer Evaluations (3)

After each group exercise, each student will be asked to evaluate the contributions of each of his/her group members. The resulting score will be used to provide a final peer grade for all group assignments. All group grades will be awarded provisionally. The final group grades for each individual will be determined by factoring the project grades by the final Peer Evaluation average. For example, if a group project receives a grade of 100 and the student’s Peer Evaluation average is 80, the final grade for that student's assignment would be 100 x .80, or 80. (Note: The Peer Evaluation average is calculated by averaging all of the peer scores for an individual student.)

The final peer averages cannot be determined until after all peer evaluations are completed. Failure to submit a peer evaluation will result in a reduction of the student’s peer grade.

J. Integration of Faith and Learning Paper

The student will write an essay that is a minimum of 800 words minimum in current APA format, explaining how he/she will integrate his/her faith, coupled with policy and strategy theory, all within a business world context.

K. Final Exam

The exam will cover the Reading & Study material for Module/Week 3. The exam will be completed in Connect.
VI. COURSE GRADING AND POLICIES

A. Points

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Requirements Checklist</td>
<td>10</td>
</tr>
<tr>
<td>Discussion Board Forum</td>
<td>25</td>
</tr>
<tr>
<td>Rothaermel Exercises (3 at 50 pts ea)</td>
<td>150</td>
</tr>
<tr>
<td>Connect Ratio Exercise (1)</td>
<td>25</td>
</tr>
<tr>
<td>Business Model Generation Exercises (2 at 75 pts ea)</td>
<td>150</td>
</tr>
<tr>
<td>Group Case Studies (3 at 150 pts ea)</td>
<td>450</td>
</tr>
<tr>
<td>Peer Evaluations</td>
<td>*</td>
</tr>
<tr>
<td>Integration of Faith and Learning Paper</td>
<td>75</td>
</tr>
<tr>
<td>Final Exam</td>
<td>125</td>
</tr>
</tbody>
</table>

Total 1,010

B. Scale

C+ = 820–839   C = 780–819   C- = 760–779   F = 0–759

C. Late Assignment Policy:

If the student is unable to complete an assignment on time, then he or she must contact the instructor immediately by email.

Assignments that are submitted after the due date without prior approval from the instructor will receive the following deductions:

1. Late assignments submitted within one week of the due date will receive a 10% deduction.
2. Assignments submitted more than one week late will receive a 20% deduction.
3. Assignments submitted two weeks late or after the final date of the course will not be accepted.
4. Late Discussion Board threads or replies will not be accepted.

Special circumstances (e.g. death in the family, personal health issues) will be reviewed by the instructor on a case-by-case basis.

D. Quizzes/Tests/Exams

For timed quizzes/tests/exams, the student is required to complete the quiz/test/exam within the assigned time. For the student who exceeds this time limit, a penalty of 1 point will be deducted for each minute, or part thereof, he/she exceeds the assigned time limit.

E. Disability Assistance

Students with a documented disability may contact Liberty University Online’s Office of Disability Academic Support (ODAS) at LU OODAS@liberty.edu to make arrangements for academic accommodations. Further information can be found at www.liberty.edu/disabilitysupport.
## Course Schedule

**BUSI 690**


<table>
<thead>
<tr>
<th>Module/Week</th>
<th>Reading &amp; Study</th>
<th>Assignments</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rothaermel: chs. 1–5&lt;br&gt;1 presentation</td>
<td>Course Requirements Checklist&lt;br&gt;Graduate Level Business Program Assessment&lt;br&gt;Class Introductions&lt;br&gt;DB Forum&lt;br&gt;Rothaermel Exercise 1</td>
<td>10 0 0 25 50</td>
</tr>
<tr>
<td>2</td>
<td>Rothaermel: chs. 6–10&lt;br&gt;1 presentation</td>
<td>Rothaermel Exercise 2</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>Rothaermel: chs. 11–12&lt;br&gt;Review Rothaermel: chs. 1–12&lt;br&gt;1 presentation</td>
<td>Rothaermel Exercise 3&lt;br&gt;Final Exam</td>
<td>50 150</td>
</tr>
<tr>
<td>4</td>
<td>Osterwalder &amp; Pigneur: chs. 1–3&lt;br&gt;1 presentation</td>
<td>Business Model Generation Exercise 1&lt;br&gt;Group Case Study 1</td>
<td>75 150</td>
</tr>
<tr>
<td>5</td>
<td>Osterwalder &amp; Pigneur: chs. 4–5&lt;br&gt;Review Rothaermel: chs. 1–12&lt;br&gt;1 presentation</td>
<td>Business Model Generation Exercise 2&lt;br&gt;Peer Evaluation 1</td>
<td>75 *</td>
</tr>
<tr>
<td>6</td>
<td>Review Rothaermel: chs. 1–12&lt;br&gt;1 presentation</td>
<td>Group Case Study 2</td>
<td>150</td>
</tr>
<tr>
<td>7</td>
<td>Review Rothaermel: chs. 1–12&lt;br&gt;1 presentation</td>
<td>Group Case Study 3&lt;br&gt;Peer Evaluation 2</td>
<td>150 *</td>
</tr>
<tr>
<td>8</td>
<td>Bible Readings&lt;br&gt;1 presentation</td>
<td>Peer Evaluation 3&lt;br&gt;Integration of Faith and Learning Paper</td>
<td>* 75</td>
</tr>
</tbody>
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DB = Discussion Board
*Peer Evaluation scores will be calculated with each group project to determine the final grades for group work (see the Course Syllabus).

**NOTE:** Each course module/week begins on Monday morning at 12:00 a.m. (ET) and ends on Sunday night at 11:59 p.m. (ET). The final module/week ends at 11:59 p.m. (ET) on **Friday**.