

FALL, 2011
MGMT 4830 STRATEGIC
MANAGEMENT SIMULATION
VERSION OF WEDNESDAY, AUGUST 24, 2011



WOODBURY
SCHOOL of BUSINESS

FOR SECTIONS 1, 2, & 601

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FOR SECTION 602

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DR. MCARTHUR'S OFFICE HOURS: by appointment – call or email to ensure I'm in and I'll be glad to try to help you. If I'm not in, call the Dept Admin, Silvia Lobendahn 801.863.7296 to schedule an appointment.

CLASS MATERIALS WEBSITE: <http://161.28.224.227/management/mcarthur/index-4830.htm>

-----DESCRIPTION, OVERVIEW, COURSE OBJECTIVES, AND STRUCTURE-----

The description from the UVU Course Catalog reads: "Capstone simulation application to be taken by students in the outlined courses. Integrates strategic course material with hands-on simulation of decisions that will be required of students when they move into the real world of work."

This course (Mgmt 4830) is the companion "lab" course to Mgmt 4800 (Strategic Management). The "lab" is in the curriculum to improve graduates' ability to integrate functional, competitive, and strategic business operations. That ability consists of two essential parts - knowing and doing. The "knowing" part involves finalizing what you've learned from earlier functional courses, incorporating concepts from strategic management, and integrating them in a competitive firm environment.

Many of the concepts and techniques students absorb are learned and practiced in isolation in earlier functional courses. In the Mgmt 4800-4830 pair you will practice analyzing firm performance, competitive actions, and market dynamics and integrating that in your firm's strategy. The best way to practice and learn how to integrate these diverse elements is using a simulated firm in a competitive environment.

After exploring the simulation through a rehearsal and several weeks of practice, you will practice forming a senior management team and individually and jointly make the analysis and hands-on decisions involved in manufacturing and selling a product in a competitive environment. During the term, each team will have the opportunity to set corporate strategies, and apply strategic concepts and techniques within a competitive, practical decision-making framework.

In this way, you will have the opportunity to see how a firm's operations, marketing, R&D, HR, and financial operations interact, and to observe the impact of key decisions on business performance within the competitive market. **We are interested in students developing the ability to create a coherent business strategy and demonstrate their ability to implement processes that maximize profitability.**¹ As part of that development effort you will

¹ Woodbury School of Business Learning Goals 2.2

individually compete again against five computer teams in a self-paced “footrace” competition. You’ll be graded for that competition against your “old industry peers” but UVU will assess the outcomes of the entire class relative to other universities and colleges using Capstone at the same time.

PREREQUISITES

You need to be taking Mgmt 4800 Strategic Management concurrently since the Lab uses concepts covered in the co-requisite course. All the same prerequisites for Mgmt 4800 apply to this course.

UVU’S HONOR CODE IN THIS COURSE

The honor code (UVU Undergraduate Catalog) will be strictly enforced in the classroom. The honor code standards apply as follows:

- Do not cheat or support those who do cheat (see the Catalog for definitions if your parents haven’t taught you to recognize cheating and its variants).
- Do not plagiarize others’ work – whether it’s competitive decisions or reports. (Work submitted or uploaded that has been written, analyzed, coached, or dictated by another, but is not **explicitly** attributed to them constitutes plagiarism and will be given a zero grade. Since there is no way to “attribute” decisions of others to them (as there might be in a research report) plagiarized decisions constitute cheating *per se*).
- The decisions made during the team and individual competitive rounds are to be entirely your team’s or your own work. During the Individual Competition “coaching” or other advice given or received while in the Classroom Testing Center (or any other approved testing site) constitutes cheating. Offenders will receive a zero for the Individual Competition. Additionally, if any decisions are uploaded to the simulation outside of the CTC (or other approved site), or after the Competition ending date and time, will constitute cheating and the person so uploading will get a zero for the Individual Competition.

COURSE FORMAT

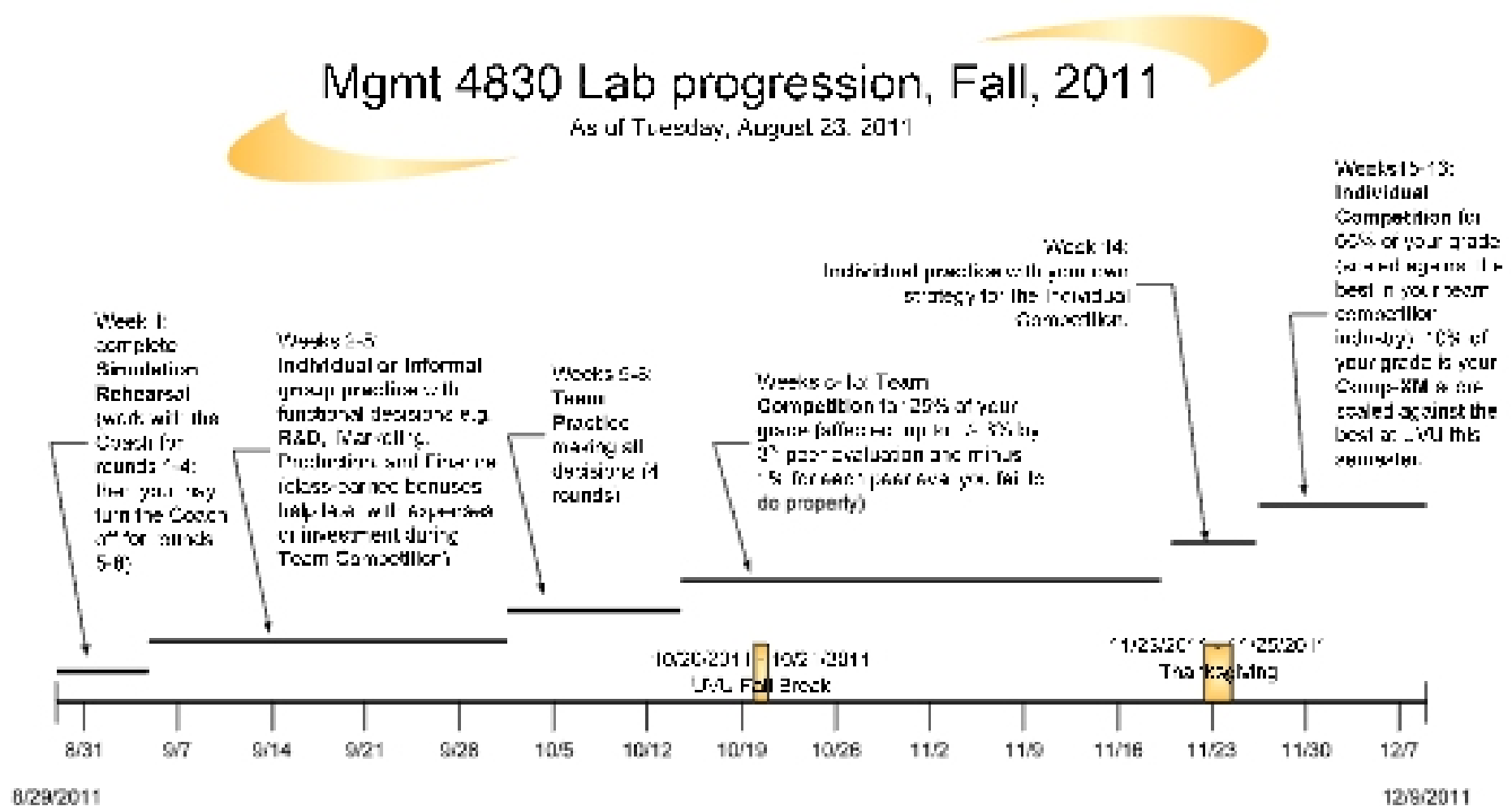
The typical “one-credit class” model expected by some undergrad students doesn’t apply to this class. That’s because you are...

- learning a new software in which a very competitive simulation is conducted,
- finalizing your own incomplete knowledge from functional area courses (in competition with others, some of whom are not so incomplete),
- practicing team structuring and management, and
- putting strategic management tools and concepts into play.

The surprise some feel is because they’re used to one-credit classes that are designed to familiarize students with business. This is a lab designed to allow you to finalize your learnings and demonstrate your competence at business competition. The work needed to familiarize is different (mostly passive/reflective) from that needed to finalize and demonstrate competence.

Because of this, the workload in this one-credit class doesn't plot out like the typical one-credit class but is front-loaded with successful students spending a lot of time in the earliest third of the semester and much less in the latter two-thirds.

The figure (below) illustrates the rapid-fire nature of the class in implementing strategy in a new industry. After a few weeks of individual and group practice, it'll be just as if you and your team had "parachuted" into a new firm. You have to organize your top management team and get your "feet under you" quickly. As in any commercial setting, researching the firm, its competitors, and customers early pays off (in our setting that might mean working thoroughly on the practice decisions, reading the manual, visiting the website and exploring the tutorials, and practicing the simulation!). You'll definitely need to invest yourself and then demand the best from yourself and your team!



Most of the time in class we'll be interactively discussing implementation processes, results of simulation rounds, or exercises you're to prepare before class. Sometimes I will do most of the discussing, other times you may make oral presentations. As we progress in the course, the focus will move from details of the simulation and functional knowledge, to strategic management of the firm in a competitive environment. Class sessions also include consulting with teams and in-class preparation of a business plan.

ATTENDANCE POLICY

You are expected to attend all class sessions. You **must** attend the section for which you are enrolled. You are expected to come to class on time and stay the full class session.

Absence from class is a serious matter and should be avoided if at all possible. Students may miss without penalty or any supporting documentation up to one (1) class. Two absences or more (means you're missing more than 12% of the total class) triggers an automatic 3%