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Please allow for 24 hours to respond to both email and phone messages. You can text via cell. Please identify yourself with each text message. **Your TA is also a lecturer- please identify yourself with each correspondence, as well as allow for adequate time for response.**

Course description:

Students apply theory and concepts from marketing, finance, organizational behavior, accounting, and strategy in order to manage a simulated corporation. Focus is on action learning across a breadth of business disciplines and problems. Students will manage multiple functional business areas and consider an integrated enterprise approach.

Course detail:

IMS Projects, MGT 240 is an action learning course offering. The course has a focus on theory and the relationship to practice, and application / implication. The course fosters team - based learning to leverage concepts learned in core MBA programming, (as well as electives). Students engage in a rich learning environment led by a faculty advisor and partner practitioner from relevant industries, as well as participate in a competitive and immersive business simulation experience.

Course primary goals:

- Apply academic knowledge acquired in core classes in an integrated way
- Identify and address challenges that simulate real – world business challenges
- Promote the development of teamwork, leadership, and accountability

Course learning goals:

- Work in a team-based environment, partnering to make integrated decisions
- Apply moral and ethical standards to management decisions
- Use appropriate models for analysis and planning

Readings:

Will be posted to canvas

Teams:

Purpose:

To provide a framework that will increase the ability of students to participate in planning, problem solving and decision making within the learning environment, (and the real world). Increased participation in teams promotes:

- *A better understanding of path to decisions*
- *More support for and participation in implementation plans for assignments / deliverables,*
- *Increased contribution to problem solving and decision making,*
- *More ownership of decisions, processes, and changes, and*
- *More ability and willingness to participate in the learning process overall*

Teams will be coordinated during a selection process facilitated by an IMS committee. The committee is comprised of faculty and administration. The purpose is to group students based on diverse experience and compatibility. These foundational elements will support a strong team approach to the course. Students will be notified of teams during week 1.

Preparation for Class and Lecture

Purpose:

All material is meant to assist with the learning process as well as promote critical thinking and discussion within your respective groups. Your exploration and completion of assignments will inform your thought process for class, as well as allow you to participate in the learning environment in a meaningful way.

Class discussion is meant to be an extension of assigned readings and your simulation experience. The attached schedule indicates selected readings for the indicated respective week. Students are expected to read and discuss all readings prior to class meetings.

There are three key deliverables outlined in the syllabus. The assignments are directly related to all readings and the simulation. It is expected that all student teams work together to complete assignments. Assignments require research, (secondary, potentially primary), as well as team discussion. There may be elements of the simulation that require additional research to ensure understanding and critical thinking for decisions.

The class will be assigned to teams prior to class. Teams will be determined based on IMS committee, comprised of faculty and administration. The committee will determine teams based on resume's and student academic profiles. The goal is to group teams that have a balance of experience and background to assist with integrated focus. The teams are necessary for competition rounds / course simulation. The simulation has a focus on managing the total enterprise. Each team will lead a failing company with poor financial results. Each team is charged with building the business, developing products and making integrated strategic decisions – to foster strong performance. Each team will experience “round play” on even weekends; spending 1 hour with a faculty advisor for debriefing and discussion, and 2 hours with your team for “round play”.

The course will offer a “tandem teach” format. Guest lectures / practitioners will serve as coaches and mentors in the classroom and beyond. Guest lectures will support theoretical concepts and promote an understanding of practical implication / application. Guest lecturers will also support teams as you work through your competition rounds, offering guidance and informing your thought process as you make integrated decisions.

Guest lecturers are also stakeholders during this course. Guest lecturers may attend final presentations to provide support, feedback, and discuss learning outcomes.

Class Contribution:

Purpose:

It is critical that all students engage in the class environment. Learning is not passive, therefore, students sharing their experiences, demonstrating curiosity, and lending insight based on learning- makes for a rich learning environment. A rich learning environment is created through an exchange of ideas, experiences and learning. The class relies on informed engagement for learning; therefore, readings and assignments must be completed prior to class.

Attendance:

It is critical that you are in attendance for all IMS class sessions – on both odd /even weekends. The classroom is dynamic in nature. Lecture and practical presentation will serve as a foundation – however, the optimal outcome is an organic conversation, lending to the learning process. It is difficult to share these sessions with students who cannot attend. Missing a class session should be based on exception only. If more than one class session is missed, the student and faculty advisor must meet to evaluate continuation in the course.

Capsim

Purpose- to promote an action / engaged learning environment. The simulation imitates a real-world process over a period of time. The simulation will offer insight to managing integrated systems within a total enterprise, allowing students to leverage the concepts learned through readings, assignments and guest lecturers.

Pre-Course Work**Complete Capsim Registration**

1. go to www.capsim.com
2. on the left side, click on the Register button
3. read the welcome message, agree to terms using the radio button
4. click on the “continue with the registration for this course” button to continue
5. enter industry ID number: C117889
6. complete all required fields
7. select the I do not have one or more registration filed

Intent for teams:

We have selected 3/4 teams for the simulation. Team member selection is based on several factors:

1. **academic profile**
2. **student cv / experience and background**
3. **organization affiliation**
4. **geographic proximity**

These are just a few factors. This is not an exhaustive list. The goal is to foster as much diversity as possible, as well as equip the teams to skillfully leverage an integrated approach.

Join a Company

1. You will be assigned to a company prior to the start of the course

Rehearsal Tutorial

It is essential that you prepare prior to attending the course. There is a great deal of information to review for understanding. Please ensure that you allot the appropriate time to preliminary work for this course. The purpose of the preliminary work is for general understanding, please do not aim for proficiency as you go through this material. I will facilitate an abbreviated review of this material in class.

1. Log onto Capsim and click on the Capsim logo
2. On the left menu click on the Getting Started option
3. Go through the following tabs:
 - a. View introductory lesson (15-minute video. It is suggested that you take the optional quiz)
 - b. Rehearsal tutorial- within this tab select the Open the Rehearsal Tutorial which will guide you through 6 tactics. Once you have completed studying the tactics you should take the quiz. You can take the quiz as many times as you want. After completion of the quiz, the Rehearsal will put your decisions into competition with two computer managed companies and advance the clock one year. You can then examine the results to see how you did.
 - c. The Guide – you will be given a hard copy in class. However, a PDF version can be downloaded under the Help menu on the left side. Use this as a reference guide as you go through the simulation.

- d. There is support for the simulation- access the MSI support link from the left menu of your www. Capsim.com account. Please allow 24hrs for a response. You can also speak to a live person during office hours, (Central times zones):
 - Monday- Thursday 8 a.m. – 11p.m.
 - Friday 8:00 a.m. – 6 p.m.
 - Sunday 3p.m. – 11p.m.
 - 877-477-8787

Assignment #1 Strategic Audit

Identify an organization focused on Operations or Supply Chain Management, (inclusive of e-commerce, omni channel, etc.). Your selection will be based on the listed 12 basic strategies captured on page 24 of the team member guide. The organization selected must utilize one or more of the strategies listed. Your team will audit the organization utilizing the following framework:

1. Business summary / context
2. Overview of business strategy
 - a. Strategy should be specific to overarching strategy for operations and/ or supply chain
 - i. Structure and functional units within the organization (they should align with the key areas of the simulation)
 - ii. Strategic discussion about interrelationships
 - iii. Discussion about product / value proposition/ market and industry context

Deeper strategic insights

1. Research and development
 - a. Strategy and how it ties into overarching strategy
 - b. Insight about product design and projected/ potential marketing needs
2. Marketing
 - a. Discussion of marketing mix (4 p's)
 - b. Discussion of distribution channels
3. Production
 - a. Discuss plan for manufacturing for determined period of time
 - b. Discuss production lines and impact to the organization
 - c. cost
4. Finance
 - a. Discuss financial resources; how the company raises capital, bonds or stocks issued, etc.
5. Human Resources
 - a. Capacity
 - b. Training, culture, etc.
6. Total quality management
 - a. Culture of quality, sustainability-oriented initiatives
 - b. Reduction of material costs, automation
7. Ethical concerns
8. Strategic intent
 - a. Any future facing activities

Purpose:

The audit will serve as a strategic roadmap for the capstone simulation. Your team will utilize the same strategy implemented by your selected organization. The roadmap will inform your decisions round over round within each functional area- with a focus on integration.

Format:

APA format, 12 font, double spaced, 10-15 pages, not including cover page or appendix.

Assignment #2 Strategy Review

You will facilitate a review of your performance for rounds 1-4. You will use your strategic audit as a framework to determine if there is alignment in terms of strategic implementation. If there are deviations from your identified strategy:

1. Indicate those deviations and your understanding of why they occurred
2. What strategic plan will you employ to facilitate realignment and what are the differences between the strategies
3. What key success factors and kpi's will you modify as a result of your change?
4. What kind of impact will this have in the short term / long term?

If your strategy aligns to your selected strategy:

1. What is working well and why? What key success factors are you focusing on, KPI's?
2. How will your team sustain performance and facilitate incremental improvements?
3. What future facing strategic efforts are you considering?

Purpose:

Promote understanding of the challenges experienced connecting strategic planning to strategic implementation. The team will leverage concepts learned throughout the course to impact performance and negotiate industry conditions.

Format:

APA format, 12 font, double spaced, 5-10 pages, not including cover page or appendix.

Assignment #3 Final Presentation

Your team will facilitate a presentation about your capsim experience. You will deliver a comprehensive review, as course coaches and mentors are your target audience.

Slide 1: context; team dynamics, methodology/ workflow context

Slide 2: model organization selected and business strategy

Slide 3: highlight performance rounds 1-4 (strategic alignment and / or deviations)

Slide 4: highlight performance rounds 5-8 (strategic alignment and / or deviations)

Slide 5: strategic intent (future facing activities – if you had additional rounds for performance)

Slide 6: lessons learned

The presentation will capture both quantitative and qualitative detail. You will present any models used for forecasting, production, etc. All teams will facilitate a professional presentation, demonstrating intimacy with the details of your enterprise and strategy.

Grading Grid

Assignment	Possible Points
Strategic Audit	150
Strategy Review	100
Final Presentation	150
Capsim Ranking	1 st place 200pts 2 nd place 185 pts 3 rd place 165 pts 4 th place 145 pts This does not include computer teams
Capsim (additional points)	10 pts Based on incremental improvement to selected KPI's or key financial statistics. Improvement must occur in at least 5 rounds. Rounds do not have to be consecutive.
Total Possible Points	610

Disabilities Statement:

Students with disabilities that need academic accommodation should: 1) register with and provide documentation to the Student Disability Drop in Center, 2) provide a letter to the instructor indicating the need for accommodation and what type. This should be done during the first week of class. For additional information, please contact the Students Disability Drop in Center.

Week	Topic	Class Session	Featured Mentor / Coach	Assignment
3/28 1 In class	Course overview	Review of syllabus Overview of the course 2 practice rounds	Faculty	A1: Strategy Selection Organization Strategic Audit Due 5/1 by 11:59pm
4/4 2	Debriefing Simulation Practice rounds (6 practice rounds concluded) Think about schedule for debriefing rounds and schedule	1-hour meeting with faculty advisor and/ or TA. The purpose of the call is to discuss the practice round experience discussing the capstone courier.	Faculty and TA	
4/11 3 In class	Integrated Business Strategy and Strategic Implementation See schedule for competition round(s)	Lecture/ discussion	Guest Lecturer	See capsim schedule / schedule debriefing hour with TA
4/18 4	Debriefing See schedule for competition round(s)	1-hour meeting with faculty advisor and/ or TA. The purpose of the call is to discuss the competition round experience discussing the capstone courier.		Reminder A1: due 5/15 by 11:59 pm See capsim schedule / schedule debriefing hour with TA A2: Strategy Review Due by 11:59pm
4/25 In Class 5	Organization Behavior and Human Resources for Enterprise Impact Total Quality Management	Lecture / discussion	Guest Lecturer	
5/2 6	Debriefing	1-hour meeting with faculty advisor and/ or		See capsim schedule/ schedule

			TA. The purpose of the call is to discuss the competition round experience discussing the capstone courier.		debriefing hour with TA A2: Due by 11:59pm
5/9 In Class 7	Integrated strategy and uncertainty		Lecture/ Discussion	Guest Lecturer	A3: Final Presentation Due by 6/6 11:59pm
5/16 8	Debriefing		1-hour meeting with faculty advisor and/ or TA. The purpose of the call is to discuss the competition round experience discussing the capstone courier.		See capsim schedule/ schedule debriefing hour with TA
5/22	Possible Tesla Tour – will discuss in class				
5/23 In Class 9	Final Presentation			Guest lecturers may attend	
5/30 10	Debriefing Postmortem		1-hour meeting with faculty advisor and/ or TA. The purpose of the call is to discuss the competition round experience discussing the capstone courier.		We will discuss this opportunity further in class

Deliverable dates subject to change as the Capsim schedule is finalized. This is at times contingent on practice rounds.

Concepts in review

- I. Business Strategy and Strategic Implementation

- a. Focus: business strategy, (based on identified strategies for the simulation), organization structure, (functional support and integration), and consideration for effective strategic implementation
- II. Marketing, Customer Segments, Promotion and Sales
 - a. Focus: understanding your customer segment, research and development, leveraging technology, impacting sales
- III. Operations, Finance and Data for Enterprise Impact
 - a. Focus: key performance indicators, alignment of key activities that impact performance, prioritization of projects, products and services. Using data to better analyze and make decisions that impact business outcomes. Use of predictive analytics to determine what strategies work, enable effective decisions and improve future outcomes
- IV. Organization Behavior and Human Resources for Enterprise Impact
 - a. Focus: understanding of how to leverage human resources for effectiveness, efficiency and sustainability. Exploration of ethical challenges that impact the total enterprise
- V. Operations, Quality, and Resource Allocation for Enterprise Impact
 - a. Focus: understanding how to promote and invest in systems and management strategies to promote effectiveness and efficiency for enterprise performance