

**CATAWBA COLLEGE**  
**DIVISION OF DISTANCE AND ONLINE EDUCATION**  
**MGT 4991 – STRATEGIC SIMULATION**  
**SPRING 2020 BLOCK 8**



**I: General Information**

<b>Day, Time, &amp; Location:</b>	Block 8: March 11 through May 5, 2020 Fully Online
<b>Instructor:</b>	Jeffrey J. Bowe, DBA
<b>Contact Information:</b>	Cell Phone 704-202-1720; <a href="mailto:jjbowe@catawba.edu">jjbowe@catawba.edu</a>
<b>Office Hours:</b>	Call for appointment. Appointments can also be held by telephone, Skype, Google Hangout, or other online tool.
<b>Email Policy:</b>	Email is returned within one business day. Text messaging is allowed for short questions but may be replied to as an email depending on length required.

**II: Course Description & Rationale**

The course places the students into a competitive business environment using interactive simulation software to apply all concepts from the business degree in a multi-year strategic planning and implementation scenario. Prereq: MGT 3990.

**III. Required Textbook and Other Materials**

Required Texts:

A free strategic management book is included in Blackboard.

Kim & Mauborgne (2015). *Blue ocean strategy*. Harvard Business Review. ISBN: 978-1625274496 (Also used for MGT 3990—note this the 2015 version)

Mohammed, R. (2010). *The 1% windfall*. New York, New York: Harper Collins. ISBN: 978-0061684326

Required Simulation Code:

CAPSIM Capstone 2.0 Simulation ISBN: 978-1-933681-33-7

Catawba bookstore \$75 or can also be purchased at [www.capsim.com](http://www.capsim.com) under the “Sign Up” button. This access cannot be purchased anywhere else—there is no way to purchase it except through our bookstore or directly through the publisher. Be sure that you purchase the Capstone 2.0 simulation as there are multiple products on that page. The industry code for this course is CP92363\_1. You will need this industry code to register for the correct simulation at [www.capsim.com](http://www.capsim.com) regardless of how you purchase access.

Microsoft Word and Excel are required, and PowerPoint or another presentation software such as Prezi will be required for your presentation. PowerPoint is available free to all students, or is available on all computers on campus.

Required Technology:

Computer and Internet access, microphone, web cam.

Highly Recommended Resources:

Bullock, R. & Weinberg, F. (2011). *The Little Seagull Handbook*. W.W. Norton and Company. ISBN-10: 0393911519 | ISBN-13: 978-0393911510

Strunk, W. & White, E.B. (2000). *The Elements of Style, Fourth Edition*. Needham Heights, MA: Pearson. ISBN-10: 0205313426 | ISBN-13: 978-0205313426

A free finance textbook is supplied in Blackboard as you may need to re-familiarize yourself with financial statement analysis, budget, and forecasting.

#### **IV: Course Overview and Learning Outcomes**

At the end of the course, students will be able to:

- 1) Identify and interpret competitors' strategies and tactics through publicly available information
- 2) Analyze and forecast markets and product lines
- 3) Determine appropriate organization-wide strategies to respond to internal and external factors
- 4) Identify and implement marketing and operational strategies and tactics to achieve strategic goals

#### **V: Course Delivery, Assignments, and Assessment**

As a competition course, this is more of a mentoring course than a teaching course. The instructor will provide a framework for you to synthesize the seemingly disparate disciplines of business into an interactive business simulation where you will run a company, and will provide extensive feedback to you on your decisions throughout the competition. The instructor will function as a consultant providing questions and suggesting areas of managerial focus, but will not give specific direction on possible decisions, as that would provide a team an unfair advantage. You are expected to demonstrate an appropriate level of knowledge from all of the business courses in the degree.

The following major assignments provide points for grading and areas of assessment:

1. The CAPSIM simulation will place you in a management role where you will make decisions on multiple product lines using many concepts from your degree. You will

be required to make decisions on strategy, tactics, operations, marketing, finance, and personnel, and input your decisions into the simulation software after analyzing the company's financial and operational performance, the economic environment, and the competitive landscape. This is a competition and the grading reflects it.

There will be a winning team of each competition round which will receive 25 points and all other teams will receive 22 points. The overall winning team at the conclusion of the competition will earn an A grade (300 points), the second place team will earn 282-291 points (94-96%), and lower place teams will earn a lower number of points. The points earned will be determined by performance in comparison to the winning team at the sole discretion of the professor, using the simulation-generated scoring rubrics (there are more than one) and the trend in competitive performance during the final 3 rounds. You will need to work as a team to develop strategy, make decisions, and review results. Individual team member grades may be adjusted for lack of participation and contribution to the team's success, either in time or quality of contribution. Participation in the team environment will be a significant element of your final grade as team members will provide peer feedback on each other which will be used in recording points earned. (425 points)

2. You will write a minimum 1000-word paper on the strategy that you intend to use in the simulation competition. You will need to identify strengths and weaknesses of the strategy, including risks against other potential strategies. Additional details are posted in Blackboard. (100 points)
3. You will write a minimum 1000-word paper on the impact of strategy and pricing on profitability, utilizing an actual company to demonstrate the concepts and their inter-relatedness. Additional details are posted in Blackboard. (100 points)
4. You will maintain a journal on your decisions and the results of those decisions for 5 specific rounds, analyzing the effectiveness of the decisions and offering hindsight perspective on alternatives. (60 points)
5. You will make an individual video presentation summarizing your team's strategy and success, outlining good and bad decisions, and your opinion of which strategy is in use by each of the other teams. (50 points)
6. You will write a minimum 1000-word paper on your Specific Learning Experiences in the course. Your paper will include a full description of the strategy selected by your team, and outline the correct and incorrect decisions made during the simulation based on the selected strategy. You will identify a correct decision for each incorrect decision, using a hindsight perspective of what should have been done. Any changes in strategy during the competition must be discussed in detail including cause and effect of the change. You will comment on the strategies employed by the other teams as disclosed in their videos. Additional details are posted in Blackboard. (100 points)
7. You will complete the Major Field Test from Educational Testing Services for a Bachelor's Degree in Business. This is a comprehensive test of the business field. Your percentile score on the test will be used as a percentage correct applied to 100 points, with a 20-point grace adjustment such that an 80<sup>th</sup> percentile equates to 100% of points, a 70<sup>th</sup> percentile equates to a 90% percent, etc. (100 points)

8. You will be an active participant in 2 online current event discussions and 2 online discussions regarding the 2 assigned books (one discussion on each book). As current events, the topics may be announced no more than 72 hours prior to the beginning of the discussion and they will conclude over one week. You should expect an objective evaluation of your knowledge of each event. (90 points total)
9. Grading Rubric for Papers

PAPERS	MAX POSSIBLE	ADD'L CRITERIA
<b>Requirements</b> Writer addressed all objectives and questions of the assignment. Writer stayed focused on the topic, and shows clear evidence of thorough research.	40%	All questions are answered— minimum of 2 points for each element of a question not answered
<b>Critical Thinking</b> Writer uses critical thinking and analytical skills. Writer addresses assignment using insights and new applications. Writer interprets how new knowledge is useful to his/her learning.	40%	Analysis and recommendations must use analysis and not simple reporting of facts and details
<b>Mechanics</b> Grammar Spelling Word choice Punctuation Sentence and paragraph structure APA citations and references	20%	More than 5 errors per page results in 1 point for every error; APA citations are 1 point for incorrect placement and/or accuracy.
<b>TOTAL</b>	100%	

## VI: Grades, Weights & Scale

### Scale by points:

A	= 1000-950	A-	= 949-901		
B+	= 900-880	B	= 879-840	B-	= 839-801
C+	= 800-781	C	= 780-761	C-	= 760-751
D+	= 750-710	D	= 709-680	D-	= 679-651
F	<= 650				

**Note: This is a non-traditional scale weighted to reflect the minimum level of competency required at the conclusion of your degree.**

Weights:

Honor Code Quiz	=	5 points
Pre Test	=	1 points
APA Quiz	=	10 points
Strategy Selection Paper	=	100 points
Strategy and Pricing Paper	=	100 points
Simulation Learning Experience	=	100 points
Simulation Presentation	=	50 points
Book Discussions (2 @ 25)	=	50 points
Journal (4 @ 10)	=	40 points
Current Events (2 @ 20)	=	40 points
ETS MFT Test	=	100 points
Simulation Rounds (5 @ 25)	=	125 points
Simulation Competition	=	300 points
<u>Post Test</u>	<u>=</u>	<u>20 points</u>
Total	=	1041 Points
Grading Scale	=	1000 Points

Because the possible course points are greater than the grading scale, there will be no extra credit offered or allowed in the course.

It is said that 90% of success is showing up. In this class, like business, that is not true. You start the simulation and all assignments at 0% until you demonstrate that you have made the correct decisions in a competitive environment or that you have mastered the concepts of the assignment. The grade you receive for the course is intended to certify your demonstrated understanding of and mastery of the concepts and tools from the course and the total business degree. Your grade is not a reflection of your worth as an individual; it may reflect the amount of time and effort you have been able to devote to the assignments. Smart people may have priorities other than getting a high grade in this course, and that is their prerogative.

## **VII: Academic Integrity and the Catawba College Student**

Students are expected to follow the Catawba College honor code guidelines. A student who submits the work of others, whether in whole or in part, without proper acknowledgement or permission, or who has falsified information within his own work, is in violation of the Honor Code, and is therefore subject to appropriate sanctions resulting from such a violation. Academic dishonesty includes, but is not limited to, cheating, plagiarism, and lying about academic work. Cheating, lying, and stealing in any format are honor code violations. Violations of the policy which include academic dishonesty will result in a zero for the assignment and possible failure of the course. Plagiarism on any written assignment will result in an "F" grade (0 points) for that assignment. The unauthorized use of publisher-supplied materials or websites that require a fee to access which are used or accessed contrary to the copyright and payment of appropriate fees is considered stealing. All instances of suspected honor code violations will

be submitted to the Office of the Associate Provost for Student Academic Success.

The Honor Code:

*"As a member of the Catawba College Community, I will uphold the value of academic honesty that grounds our institution, and I will not lie, cheat, or steal."*

The Pledge:

*"On my honor, I have not violated the Honor Code in completing this work."*

The pledge must be present on the title page of the final case study.

### **VIII: Attendance Policy**

Catawba professors retain the right to fail any student who is absent from 25% of class sessions. Two absences (cumulative) may result in a one letter grade deduction from the final grade after the earned points are calculated for the course. More than two absences can result in a grade of "F" (see [The Catawba Catalog](#) for details). All absences will be used in calculating the cumulative 25% missed attendance limit.

Attendance for online sessions is based on completing assignments due for that session. A session may be referred to as a module on the syllabus; the terms are interchangeable for the purposes of attendance. A minimum of one graded assignment must be submitted during an online session to be recorded as present for that session. Failure to submit any online assignments by the last date of an online session is considered an absence for that session. For example, an online session starting October 9 may be identified to include October 9 through 15 with specific assignments due on October 10 and 15. At least one designated assignment from October 9 through 15 must be submitted by October 15 to be recorded as present during the October 9 through 15 session. Turning in a late assignment from a prior session does not count as attendance in a current session.

Examples of an absence that will usually be excused for face to face classes and online sessions:

- Serious illness or injury requiring you to seek medical care and miss work a) during the 24 hours immediately prior to the class meeting time or b) for at least 48 hours prior to an online due date. If you are well enough to go to work, you are well enough to come to class and/or post your online work.
- Serious illness/injury of a direct family member (child or step child, grandchild, parent, spouse, domestic partner, mother/father-in-law, sibling) for which you are a primary caregiver which would cause you to miss work a) during the 24 hours immediately prior to the class meeting time or b) for at least 48 hours prior to an online due date.
- Funeral of a direct family member (child or step child, grandchild, parent, spouse, domestic partner, mother/father-in-law, sibling) within 48 hours before a class meeting or online session.

- Military duty within 48 hours before a class meeting or online session.
- A system-based power outage or system-based loss of internet-connectivity at your residence for at least 48 hours prior to an online due date. A system-based outage or loss means one that is caused by the power company or internet provider, or someone other than the student or a resident of the dwelling of the student.

Documentation may be required for any request for an excused absence.

Examples of an absence that will *not* be excused for face to face or online sessions:

- Weddings including your own
- Protests, charity and fund-raising events, social or competitive events
- Work and/or business trips
- Internet connectivity problems at home or work that are due to the acts of the subscriber
- Transportation problems except car accidents on the way to class

Note: An excused absence does not change the overall attendance requirement for the course, nor that any particular assignment is required. An excused absence may provide justification for a revised due date.

Students should note that attendance is also a factor in financial aid, and the receipt of financial aid may be contingent upon attending online sessions. Failure of a course due to attendance is a reportable event to financial aid.

## **IX: Missed and Late Assignment Policy**

Simulation assignments:

Because this is an interactive competition, this is not applicable. Simulation rounds will end as scheduled and will not be extended for individual students under any circumstance.

Non-simulation assignments:

Late permission must never be assumed. Students are *required* to contact the instructor *24 hours before* a due date to request an extended or adjusted due date. Do not procrastinate. Requests are granted at the sole discretion of the instructor and partial credit or full credit for late work will be given solely at the discretion of the instructor. You should never assume that late permission will be granted. Late work may not be submitted after the end of the course as scheduled by the College.

## **X: Electronic Device Policy**

N/A for an online course.

## **XI: Papers and APA Writing Requirements**

This is a business course. In addition to all normal guidelines on plagiarism and academic dishonesty, all writing is to be submitted according to APA guidelines. There are numerous web resources on APA style writing including citations, reference pages, and the proper and acceptable use of source material. One of the best online resources is the Purdue Online Writing Lab which can be accessed at <http://owl.english.purdue.edu/owl/section/2/10/>. Another excellent resource is [blog.apastyle.org](http://blog.apastyle.org) (note: this is a monitored blog so it is credible). You are responsible for complying with APA format. As a business program, APA is the only acceptable format for academic writing. While feedback will be given on APA format, it is your responsibility to become familiar with it outside of the classroom.

## **XII: Course Content & Calendar**

This schedule is subject to revision and change. Additional assignments, including readings, research, and writing, may be made during the course. The points per exercise are noted by each element. The numbers in parenthesis by each module represent the average number of hours of outside of class prep time required for that module and will include reading the 2 assigned books as they fit paper due dates. You should plan on completing some of the hours for the higher modules during the earlier lower modules. Note it is an average, and you may be higher or lower. All simulation rounds will automatically process at 11:59PM on the day indicated except as noted.



<b>Due Date</b>	<b>Module 1 (14) Mar 11 to Mar 17</b>
3/11	Introduction to the CAPSIM Simulation Experience, Simulation Tutorials and Team Manual
3/12	Online Pre-Test (1) and Blackboard Honor Code Test must be completed by 11:59PM (5)
3/17	Simulation Practice Round 1 due 11:59PM
	<b>Module 2 (12) Mar 18 to Mar 24</b>
3/22	Blackboard: APA Quiz due 11:59PM (10)
3/24	Simulation Practice Round 2 11:59PM
	<b>Module 3 (14) Mar 25 to Mar 31</b>
3/27	Current Event 1 Initial Post due 11:59PM
3/31	Current Event Reply Posts (20) due 11:59PM
3/31	Strategy Selection Paper due 11:59PM (100) Simulation Practice Round 3 11:59PM
	<b>Module 4 (12) Apr 1 to Apr 7</b>
4/3	Simulation Reset to Competition on Nov 1 at 11:59PM
4/3	Online Discussion Initial Post on "Blue Ocean" book due 11:59PM
4/6	Online Discussion Reply Posts on "Blue Ocean" book due 11:59PM (25)
4/7	Simulation Competition Round 1 due 11:59PM (25); Journal #1 (10)
	<b>Module 5 (10) Apr 8 to Apr 14</b>
4/10	Current Event 2 Initial Post due 11:59PM
4/13	Current Event Reply Posts (20) due 11:59PM
4/14	Simulation Competition Round 2 due 11:59PM (25); Journal #2 (10)
	<b>Module 6 (12) Apr 15 to Apr 21</b>
4/17	Online Discussion Initial Post on "1% Windfall" book
4/20	Online Discussion Reply Posts on "1% Windfall" book (25);
4/21	Simulation Competition Round 3 due 11:59PM (25); Journal #3 (10)
	<b>Module 7 (10) Apr 22 to Apr 28</b>
4/24	Strategy and Pricing Paper due 11:59PM (100)
4/26	Online ETS MFT Test (100)
4/28	Simulation Competition Round 4 due 11:59PM (25); Journal #4 (10)
	<b>Module 8 (14) Apr 29 to May 5</b>
5/1	Simulation Competition Round 5 due 11:59PM (25); Debrief and Discuss CAPSIM Competition (300);
5/3	Simulation Experience Video Presentations (50)
5/5	Online Post Test (20); Simulation Learning Experiences Paper due 11:59PM (100)

Note: Business is a brutal sport with brutal consequences for lack of preparation. So is this course. You may need to do extensive research beyond the text to understand the ramifications of internal and external factors that will affect your competitive position.