

HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS AND MANAGEMENT
FALL 2019

ISOM 3100 – BUSINESS SIMULATION AND STRATEGIC DECISIONS

Instructor: Dr. Ted Clark (tclark@ust.hk)

Mobile: 9640-4400

Date and Time: Friday, 15:00-16:20

Venue: LSKG005

Teaching Assistant: Adrienne Lee (imadrienne@ust.hk)

Phone: 2358-7638

Course Website: <http://canvas.ust.hk>

Objective and Learning Pedagogy: This course introduces students to strategic management and decision making using a combination of online lectures, case discussions, and a business simulation exercise in a “blended learning” mode of combined online and face to face learning. The lectures will focus on disseminating and elaborating the foundational concepts in modern competitive strategies and decision making; the case studies will illustrate how these concepts are applied and strategies are executed in real business enterprises; and finally, the business simulation exercise will provide students an effective platform to make complex strategic business decisions in a realistic competitive environment. Students are expected to analyze and discuss a broad spectrum of business issues, decisions, and strategic management tradeoffs. The objective is to develop a broad perspective in managerial decisions that drive modern global organizations. Active participation in classroom case discussion and the simulated business competition project is an important component of students’ overall performance in the course.

Capstone Business Simulation The Capstone Business Simulation, used by more than 100 business schools worldwide including Wharton and Harvard, and used as part of the HKUSTKellogg EMBA program, will be integrated into the course lectures and discussions, and will give students the opportunity to work as teams in making important tradeoffs and strategic decisions regarding product positioning, marketing, operations, human resources and finance.

Assessments

Lecture Video and Quizzes (10%) – 8 quizzes online

Individual participation (20%) – Personal Investment Performance (10%), contributions to class discussions, peer evaluation, and Capsim quiz/rehearsal.

Individual and Group business simulation (50%) – students need to manage a company on individual and a team basis in a simulated business environment by making strategic decisions involving product positioning, marketing, operations, human resources and finance. Performance will be assessed in multiple rounds and along dimensions including profitability, market share, utilization of financial resources, etc. The relative performance of each company on multiple criteria will represent **10% (individual)** and **40% (group)** of the grade for the course.

Comprehensive Exam (20%) – short answer, multiple choice or true-false questions.

Class #	In-Class Activities (1.5HRS)	Online (1.5HRS)	Other Tasks (Complete BEFORE Class)
1 (Sep 6)	<ul style="list-style-type: none"> • Course Introduction and Policies • Introduction to Capsim & Class Expectations • Elements of Strategy: Analysis, Formulation & Implementation 	<ul style="list-style-type: none"> • <i>Watch Module 1</i> 	
2 (Sep 13)	In Class Activity #1: Situation Analysis and Strategic Formulation <ul style="list-style-type: none"> • Picking a strategy based on a given situation 	<ul style="list-style-type: none"> • <i>Watch Module 2</i> 	<ul style="list-style-type: none"> • Read Capsim Team Member Guide • Read Capsim Industry Conditions Report
3 (Sep 20)	In Class Activity #2: Forecasting Demand <ul style="list-style-type: none"> • How much demand should you forecast for each segment 	<ul style="list-style-type: none"> • <i>Watch Module 3</i> 	<ul style="list-style-type: none"> • Submit Finalized Team Roster • Complete Simulation Rehearsal • Complete Capsim Online Quiz
4 (Sep 27)	In Class Activity #3: Recovering from a Bad Start <ul style="list-style-type: none"> • How to recover from common mistakes 	<ul style="list-style-type: none"> • <i>Watch Module 4</i> 	<ul style="list-style-type: none"> • Complete Individual Practice Rounds 1-3
5 (Oct 4)	<ul style="list-style-type: none"> • Discussion: Balanced Scorecard, Finance & Team Dynamics • Team breakout for competition Round #1 		<ul style="list-style-type: none"> • Complete Individual Practice Rounds 4-8
6 (Oct 11)	<ul style="list-style-type: none"> • Discussion of competition Round #1 results • Team breakout for competition Round #2 		<ul style="list-style-type: none"> • Submit One-Page Team Strategy Report
7 (Oct 18)	<ul style="list-style-type: none"> • Discussion of competition Round #2 results • Team breakout for competition Round #3 		
8 (Oct 25)	<ul style="list-style-type: none"> • Discussion of competition Round #3 results • Team breakout for competition Round #4 		
9. (Nov 1)	<ul style="list-style-type: none"> • Discussion of competition Round #4 results • Team breakout for competition Round #5 	<ul style="list-style-type: none"> • <i>Watch Module 5</i> 	
10 (Nov 8)	<ul style="list-style-type: none"> • Discussion of competition Round #5 results • Team breakout for competition Round #6 	<ul style="list-style-type: none"> • <i>Watch Module 6</i> 	
11 (Nov 15)	<ul style="list-style-type: none"> • Case study on competitive advantage #1 • Discussion of competition Round #6 results • Team breakout for competition Round #7 	<ul style="list-style-type: none"> • <i>Watch Module 7</i> 	
12 (Nov 22)	<ul style="list-style-type: none"> • Case study on competitive advantage #2 • Discussion of competition Round #7 results • Team breakout for competition Round #8 	<ul style="list-style-type: none"> • <i>Watch Module 8</i> 	
13 (Nov 29)	<ul style="list-style-type: none"> • Discussion of competition Round #8 results • Overall reflection and lessons learned from Capsim • Final Exam (1 hour in-class) 		