

# **BUSINESS DYNAMICS AND DECISION-MAKING**

MANA 7397

Spring Semester 2019

rev. cw011619

## **INSTRUCTOR CONTACT INFORMATION:**

Instructor: Dr. C. Wesley, Ph.D., M.B.A.  
Office: 3<sup>RD</sup> Floor, Management Department  
Office hours: by appointment via Blackboard and Video Conference  
Email: use Blackboard message function, cases of emergency: cwesley@bauer.uh.edu

## **PREREQUISITES:**

Course prerequisites or concurrent enrollment are required for ACCT 6331, FINA 6A35 or FINA 6387, MARK 6A61, and MANA 6A83. Enrolled students may enroll Graduate students without all course prerequisites may request approval to register for this course on a case by case basis.

## **COURSE MEETING TIMES AND LOCATION:**

When required per the instructor and class schedule:

Section 15308: Wednesday, 6 p.m. to 9 p.m., Melcher Hall Room 113

All other times, via conference call and online collaboration.

## **COURSE MATERIALS:**

1. CAPSTONE Business Simulation. Management Simulations, Inc. YOU ARE REQUIRED TO REGISTER AT [WWW.CAPSIM.COM](http://WWW.CAPSIM.COM) before the second class session. The cost to you is approximately \$80. The industry code for the course is C105947. Do not assign yourself to teams until we establish them in class.
2. Course Communication: Please ensure you monitor your university email on file. I will communicate extensively through your university account. Likewise, I will post assignments and course material via Blackboard.

## **COURSE DESCRIPTION:**

MANA 7397 is intended to be a challenging, rigorous, experiential strategy course for the graduate business student. This course is designed to apply your cumulative knowledge of business and develop your decision making skills in a simulated business environment. The central focus, therefore, is on business decisions in a complex, dynamic environment. This course requires more than mere integration of those functional areas you have studied in previous courses. By the end of the course, students should be able to:

- Analyze and leverage industry structure and environmental trends.
- Assess a firm's resources for their potential to generate a competitive advantage.
- Explain how firms can add value across product lines.
- Apply the elements of the strategic management process to managing a business.

The overriding purpose for the course is to sharpen your ability to think tactically and strategically, to diagnose situations from a strategic perspective, and to make decisions in dynamic, uncertain environments. **Decision making and judgment are the cornerstones of effective management; this course is designed to hone those skills.**

**Grading:** Final grades are based on a student's performance in the competition rounds and on the final exam.

Profitability of Competition Rounds 1-4:	20%
Profitability of Competition Rounds 5-8:	30%
Highest Competition Round Contribution Margin:	25%
Instructor Discretion:	25%

Competition round grading is based on the following matrix:

#### Profitability Scale for Round 1-4

- A: Positive profitability (\$10MM or higher accumulated profit)
- B: Marginal profitability (less than \$10MM in accumulated profit)
- C: Negative profitability

Percentage point values are assigned based on performance with an increase of \$1MM in profit equivalent to 1%.

#### Profitability Scale for Round 5-8

- A: Positive profitability (\$40MM or higher accumulated profit)
- B: Positive to Marginal profitability (\$30MM - \$40MM in accumulated profit)
- C: Marginal or Negative profitability (less than \$30MM in accumulated profit)

Percentage point values are assigned based on performance with an increase of \$1MM in profit equivalent to 1%.

*The grade range for profitability is 70% to 100%.*

#### Competition Round Contribution Margin

- A: 45% or higher
- B: 35% to 44%
- C: 25% to 34%
- D: 15% to 24%
- F: less than 15%

Percentage point values are assigned based on the final competition round contribution margin and vary in incremental ration of 1% contribution margin to 1% change in the grade percent.

## Instructor Discretion

*This is a performance-based course; therefore, the grade assigned normally maintains the grade earned in the course per the aforementioned grading criteria.*

Deviations in grading (*positively and negatively*) is dependent upon class participation, the quality of the written deliverables assigned, and the quality of each person's final presentation.

COMP-XM may be assigned as a substitute evaluation instead of instructor discretion. Teams of three (3) or more people may be required to complete COMP-XM if any graded portion falls below 80%. Likewise, the COMP-XM exam may be assigned by the instructor if there are concerns regarding team participation.

The COMP-XM's influence on the final course grade is based on student performance in comparison to graduate students who take the COMP-XM worldwide. The student percentile rank on COMP-XM will be used to adjust the competition rounds grade to determine a final course grade in the following manner:

80<sup>th</sup> percentile or above: final course grade = grade at end of competition rounds +10%  
50<sup>th</sup> - 80<sup>th</sup> percentile: final course grade = grade at end of competition rounds  
30<sup>th</sup> - 50<sup>th</sup> percentile: final course grade = grade at end of competition rounds -10%  
Below 30<sup>th</sup> percentile: final course grade = failing grade

### **The final grade scale for the course is as follows:**

A: 94% or above  
A-: 90% - 94%  
B+: 87% - 90%  
B: 84% - 87%  
B-: 80% - 84%  
C: 70% - 80%  
D: 60% - 70%  
F: below 60%

The expectation of the course is that each student will **earn a grade above 80%** unless there are exceptional circumstances based on group participation, team performance, or individual performance.

**Deliverables:** There will be a minimum of six (6) deliverables:

- The Business Function Integration Paper,
- Three (3) Firm Strategy documents,
- One (1) Industry Analysis, and
- One (1) presentation concerning your performance in the CAPSIM business simulation.

Assignments assigned at the discretion of the instructor include additional strategy and tactics planning documents, and surveys assessing your perceptions of yourself and others during the course. Other than possibly influencing the instructor discretion grade, these assignments are ungraded. However, the quality of the submission determines the quality of the feedback given by the instructor. Since this is a competition among student teams, this may influence the performance outcomes in the simulation.

## **POLICIES**

**Attendance and Participation.** Attendance is not only an important part of class participation; it is also an important indicator of your attitude regarding the class. While attendance is not mandatory, the accountability for the course instruction is mandatory. Please interact with me and/or you classmates for any information you may have missed as your absence will not be an excuse for missed assignments, missed opportunities for class participation, etc. Due dates for assignments may be changed at the discretion of the instructor.

Students absent 25% or more of the administered classes will earn a course grade of “F”.

Moreover, unprofessional and disrespectful behavior will not be tolerated. Behavior outside the boundaries of acceptable behavior may negatively impact your final grade and may subject you to being disenrolled from my section of the course.

**Voluntary Withdrawal:** Students who desire to withdraw from the course may attempt to do so at any time before the end of the semester.

**Written Assignments.** Written assignments in this course are ungraded. However, the instructor will provide feedback and use your submitted assignments as a frame of reference throughout the course. There is a strong correlation between the quality of written assignments and performance in the CAPSIM simulation.

**Team Assignments.** The class will be organized into 2-3 person teams for the CAPSIM simulation. Team composition will be at the discretion of the instructor.

**Class Presentations.** Business casual dress is acceptable for all team members during their class presentations unless otherwise stated by the instructor.

**Class Collaboration.** All written assignments and presentations are group assignments unless otherwise stated in the assignment. Competition in each industry requires no team collectively collude or collaborate during the simulation. If administered, COMP-XM is an individual assignment. Evidence of collaboration will be reported as academic misconduct.

**Electronic Device Policy.** While electronic devices are highly encouraged for this course, disruptions caused by their use are not.

**Late Assignments.** It is unacceptable to turn in an assignment late. Don't bother doing so as it will not be reviewed.

**ADA Statement.** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please inform me that you require an accommodation during the first week of class and contact the appropriate University of Houston department for accommodation recommendations. Any paperwork you feel necessary to submit to me should be submitted to the department administrative support team on the 3rd floor. **Do NOT reveal your underlying disability to me;** simply request your desired accommodation.

## Academic Integrity Statement

I define the following as academic misconduct:

1. *Cheating*: Intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices or materials in any academic exercise.
2. *Fabrication*: Making up data or results, and recording or reporting them; submitting fabricated documents.
3. *Falsification*: Manipulating research materials, equipment or processes, or changing or omitting data or results such that the research is not accurately represented in the research record.
4. *Multiple submissions*: Submitting substantial portions of the same work (including oral reports) for credit more than once without authorization from the instructor of the class for which the student submits the work.
5. *Plagiarism*: The appropriation of another person's ideas, processes, results, or words without giving appropriate credit.
6. *Complicity*: Intentionally or knowingly helping, or attempting to help, another to commit an act of academic dishonesty. Having knowledge of an act of academic dishonesty and not reporting it.
7. *Abuse and Misuse of Access and Unauthorized Access*: Students may not abuse or misuse computer access or gain unauthorized access to information in any academic exercise.
8. *Violation of Departmental or College Rules*: Students may not violate any announced departmental or college rule relating to academic matters.

**Suspected violations will be referred to the appropriate authority and the student will receive no credit for the assignment in question unless and until exonerated by the appropriate authority. Furthermore, student academic misconduct may lead to a non-replaceable failing grade (F) for the course.**

***Messages and Memos for Me:*** I prefer to be contacted via Blackboard. I do not recommend contacting me by phone or leaving messages on my office voice-mail because I often do not receive those messages in a timely fashion. Please abstain from contacting me via my office email (cwesley@bauer.uh.edu) unless absolutely necessary as I compartmentalize my course administration on Blackboard. This does mean do not contact me in any way other than Blackboard unless it is can be deemed urgent by me.



Meet Big Al (Kabalan)!  
UH Bauer MBA Alumni '17

“...if it does not make money, it does not make sense...”

“...if you are what you say you are, a superstar, then have no fear...” Matthew Santos in Lupe Fiasco's, *Superstar*

SESSION	DATE	TOPIC
1	1/16	Course Administration
		Overview of Strategy / Business Functions
2	1/23	CAPSIM Introduction
		CAPSIM Practice Round 1 ( <i>due @ 8 p.m.</i> ) CAPSIM Practice Round 2 ( <i>due January 27 @ 8 p.m.</i> )
3	1/30	Review of CAPSIM Simulation
		CAPSIM Practice Round 3 ( <i>due @ 8 p.m.</i> ) CAPSIM Practice Round 4 ( <i>February 3 @ 8 p.m.</i> ) <b>***Business Function Integration Paper (due February 4 @ 6 a.m.)***</b>
4	2/6*	Review of CAPSIM Practice Rounds
		Firm Strategy Pre-Work CAPSIM Competition Round 1 ( <i>due February 10 @ 8 p.m.</i> ) <b>***Firm Strategy Document (due February 11 @ 6 a.m.)***</b>
5	2/13*	CAPSIM Competition Round 2 ( <i>due February 17 @ 8 p.m.</i> )
6	2/20*	Review of CAPSIM Competition Rounds 1 – 2 Review of Firm Strategy Documents <b>***Firm Strategy Document Updates (due February 25 @ 6 a.m.)***</b>
7	2/27*	CAPSIM Competition Round 3 ( <i>due March 3 @ 8 p.m.</i> )
8	3/6*	CAPSIM Competition Round 4 ( <i>due March 10 @ 8 p.m.</i> )
9	3/13*	CAPSIM Competition Round 5 ( <i>due March 17 @ 8 p.m.</i> ) <b>***Industry Analysis (due March 18 @ 6 a.m.)***</b>
10	3/20*	Review of CAPSIM Competition Rounds 3-5 Review of Firm Strategy Documents <b>***Firm Strategy Document Updates (due March 25 @ 6 a.m.)***</b>
11	3/27*	CAPSIM Competition Round 6 ( <i>due March 27 @ 8 p.m.</i> ) CAPSIM Competition Round 7 ( <i>due March 31 @ 8 p.m.</i> )
12	4/3	CAPSIM Competition Round 8 ( <i>due April 3 @ 6 p.m.</i> ) <b>***Class Presentations***</b>
13	4/10	<b>***Class Presentations***</b> (as required)
14	4/17	<b>***Class Presentations***</b> (as required)

(\*) denotes class will meet online/virtually

The class schedule is subject to change (*compressed or extended*) to accommodate the course learning objectives.



“...if you are what you say you are, a superstar, then have no fear...” Matthew Santos in Lupe Fiasco’s, *Superstar*