

# BUSINESS DYNAMICS AND DECISION-MAKING

MANA 7A97 – Section 28209

Fall Semester 2016

rev. cw072216

## **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 Skype  
Email: cwesley@bauer.uh.edu

## **PREREQUISITES:**

Course prerequisites are ACCT 6331, FINA 6A35, FINA 6387, MARK 6A61, MANA 6A83, and SCM 6A01. 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:**

Section 25231: 6:00 p.m. – 9:00 p.m., Thursday

## **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. I will provide the industry code in class or via email.
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 7A97 is intended to be a challenging, rigorous, and stimulating 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:	25%
Profitability of Competition Rounds: 5-8:	25%
Final Competition Round Contribution Margin:	25%
Instructor Discretion:	25%

Competition round grading is based on the following matrix:

Profitability Scale for 4 Rounds

- 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%. The lowest grade for this portion of the grading criteria is 70%.

Final 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

Grading is dependent upon class participation, the quality of the written deliverables assigned, and the quality of each person's final presentations. Often the grade earned is for full credit if the student puts forth their *best effort*.

COMP-XM may be assigned as a substitute evaluation instead of instructor discretion. The grading scale for this assignment will be provided if the instructor deems it necessary to provide for an individual student assessment.

**The final grade scale is as follows:**

- A: 90% or above
- B: 80% - 90%
- C: 70% - 80%
- D: 60% - 70%
- F: below 60%

The expectation of the course is that each student will **earn an A or B** unless there are exceptional circumstances based on group participation, team performance, or individual performance.

**Deliverables:** This course has several deliverables. Each deliverable will be graded using a check system ( $\sqrt{\pm}$ ). There will be **up to** nine (9) deliverables:

- One (1) assignment: Business Function Integration Paper (due Friday, April 1, 2016 by 5 p.m.)
- One (1) Firm Strategy document to be submitted before the commencement of competition rounds,
- Four (4) Firm Strategic and Tactical Planning documents due before each even competition round,
- Two (2) Industry Analysis documents due by competition round 4 and competition round 7,
- One (1) presentation concerning your performance in the CAPSIM business simulation.

The deliverables are to be two pages in length (Times New Roman, single spaced, 10 point font). Each deliverable is a group assignment unless otherwise stated in the assignment instructions.

**Deliverables may be removed at the discretion of the instructor. The effort of the class will determine how many deliverables are required.**

The **Business Function Integration Paper** is a 2-page paper where students provided insight as to how functional areas of a business or organization integrate to drive firm performance. Students are required to describe how their functional area of study (1) drives firm performance directly, (2) integrates with another functional area to drive firm performance, and (3) determines the success of the other functional area in the business. Tangible examples from current events are required for each point listed above. This assignment will require an understanding of multiple functional areas and how they integrate to determine firm outcomes. This assignment is an individual assignment. Collaboration is not allowed.

## **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 you 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 30% of the administered classes or more 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.** Students who wish to review their grade on written assignments must request to do so in writing. Furthermore, students must submit documented evidence as to why the grading is not an accurate reflection of what was submitted. Upon submission of this documentation, the instructor and student may set a time to review the assignment.

**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.** Formal business dress is required 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 collusion during the simulation. The final exam is an individual assignment; collaboration will be reported as academic misconduct.

**Electronic Device Policy.** While electronic devices are allowed in class, 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 for grading.

**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 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.

**Tentative Schedule:**

<b>WEEK</b>	<b>DATE</b>	<b>TOPIC</b>
	Sections 28209	
1	10/20	Course Administration / Overview of Strategy / Business Functions
		CAPSIM Introduction
2	10/27	<b>CAPSIM Practice Round 1</b> <b>CAPSIM Practice Round 2</b> Review of CAPSIM Simulation
		<b>CAPSIM Practice Round 3</b> <b>CAPSIM Practice Round 4</b> <i>Business Function Integration Paper (due Sunday, October 30, 2016 by 5 p.m.)</i>
3	11/3	Review of CAPSIM Practice Rounds
		<b>CAPSIM Competition Round 1</b> <i>Firm Strategy Document (due Sunday, November 6, 2016 by 5 p.m.)</i>
4	11/10	<b>CAPSIM Competition Round 2</b>
		<b>CAPSIM Competition Round 3</b>
5	11/17	Review of CAPSIM Competition Rounds 1 - 3
		<b>CAPSIM Competition Round 4</b> <b>CAPSIM Competition Round 5</b>
6	12/1	Review of CAPSIM Competition Rounds 4-5
		<b>CAPSIM Competition Round 6</b> <b>CAPSIM Competition Round 7</b> <b>CAPSIM Competition Round 8</b>
7	12/8	Review of CAPSIM Competition Rounds
		Class Presentations