



MIB300: Management Simulation
Semester 2, September- December 2016

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Course Introduction

Course Title	Management Simulation
Course Code	MIB300
Credit Hours	3
Semester & Year	Semester 2, September- December 2016
Pre-requisites	Strategic Management
Co-requisites	None
Department	Solbridge International School of Business
Course Coordinator	Dr .Rao Kowtha

Class Type	Days	Time	Room
Lecture & Discussions	Tuesday	9:00 – 12:00	TBA

Instructor

Instructor	Dr. Rao Kowtha
Room	1208
Consultation Hours	1. Wednesday, Thursday 1 pm to 4 pm 2. By appointment or Open Door <ul style="list-style-type: none"> • Can Send Email for appointment • Open Door: If Instructor Free, Welcome
Email	rkowtha@solbridge.ac.kr
Telephone	630 – 8522
Instructor Webpage	Moodle: self-enrollment password: 12345 Simulation site: www.bsg.online.com

Mission Map

Mission Based Goals	Approximate % of Course Content	Approximate % of Assessment
Global Perspective	20%	20%
Asian Expertise	Minimal	Minimal
Creative Management Mind	40%	40%
Cross Cultural Communications	20%	20%
Social Responsibility	20%	20%
Total	100%	100%

Course Objectives

This course has been designed for Solbridge students to gain more managerial applied skills in a simulation-based environment. An important aspect in today's business environment is to show flexibility and adaptability. Thus, after finishing this course, students will be able to:

1. Analyze an international, market-oriented business in its entirety.
2. Know essential strategies to increase the company's value and implement those strategies affecting different company functions.
3. Experience firsthand the influence of managerial decisions on the company's results.
4. Improve their professional skills when dealing with complex situations solved under time pressure and unknown outcomes.
5. Strengthen their professionally conflict solving skills within a team work environment.

Teaching Methodology

(Taken from the Player's guide) The Management Simulation course is based on the Business Strategy Game (BSG), which is a PC-based exercise, modeled to reflect the real-world character of the globally competitive athletic footwear industry and structured so that you run a company in head-to-head competition against companies run by other class members. Company operations are patterned after those of an athletic footwear company that produces its shoes at company-operated plants rather than outsourcing production to contract manufacturers. Cause-effect relationships and revenue-cost-profit relationships are based on sound business and economic principles. All aspects of The Business Strategy Game closely mirror the competitive functioning of the real-world athletic footwear market.

Everything about your company and the industry environment you will operate in has been made as realistic as possible in order to provide you with a close-to-real-life managerial experience. The Business Strategy Game puts you in a situation where you and your co-managers can apply what you have learned in business school and where you can be businesslike and logical in deciding what to do.

Course Materials and Readings

The main reading material for this course is the information about the simulation and any strategic management text book available.

Assessment Method

Your grade will be determined by your performance on individual and teamwork participation. The final grade will be determined as exhibited in Table 1.

Component	Points
Quiz 1 (Individual)	5%
Quiz 2 (Individual)	10%
BSG Simulation performance (plus 2 peer evaluations ea. 5%)	45%
Assignment 1	10%
Assignment 2	10%
Assignment 3	10%
Final presentation	10%
Total	100%

Team work

A. BSG Simulation performance

The class will be divided into teams, each consisting of 4/5¹ people. During the period, we will have sessions in which teams will work on their companies' strategies. The performance of the company during the simulation will count as a grade. More information about how the performance of the company is calculated is provided in the information materials from the simulation.

B. Peer evaluations

The Peer Evaluation assignment provides valuable information about how well a company's management team functioned from the perspective of the co-managers. Students fill out a form on-line that is automatically scored and posted to your BSG Simulation Grade Book.

Two peer evaluations will be implemented, one a "mid-game" peer evaluation and one "post-game".

C. Final presentation

The team will prepare a final presentation about the strategy taken during the time of the simulation. Please check the guidelines provided in class. In general the presentations should cover:

- (1) The company's performance for all decision rounds,
- (2) The strategic vision for the company,
- (3) Performance targets for the next year or two, assuming the simulation continued on,
- (4) The company's present strategy and how it has evolved,
- (5) Companies you consider to be their closest competitors,
- (6) Moves they would make over the next several years to win out over their close competitors and improve their company's performance and market standing.
- (7) Lessons learned.

Please organize the presentation so that all this can be covered in 10-15 minutes. Groups with presentations that last more than 15 minutes will be penalized.

D. Group assignments

The team will prepare three assignments during the period of the class. All team members need to be present when the assignment is discussed, otherwise the missing team member will have a zero instead for the grade. These assignments will be done both written and orally. Please find information at the end of this syllabus about details of each of the team assignments.

Individual work

A. Online quizzes

Quiz 1: All the questions for Quiz 1 are drawn directly from the 34-page Player's Manual. If students have read the Player's Manual, and go through the Manual to look up the answers they don't know, they should be able to perform well.

Quiz 2: It consists of questions drawn from information provided in the Footwear Industry Report, Competitive Intelligence Report, and selected information from the help pages for the decision screens. The purpose of this quiz is to test how well students understand company operations, and whether they are knowledgeable enough about the strategic actions and decisions they can take to improve company performance.

¹ To be determined depending on the number of students registered in the class.

Tentative Course Schedule

Week	Date	Topic	Activities
1	30 August	Introduction to The Business Strategy Game	Teams form
2	6 September	Practice round 1 Year 11 BSG	FINAL Team formation. Each team assigns a role to each team member. Practice round 1 due date 10pm and Individual Quiz 1 (10pm)
3	13 September	Holiday	Make up Class to be announced
4	20 September	Class discussion about practice round 1 and practice round 2 Year 12 BSG	Practice round 2 due date 10pm
5	27 September	Individual team meetings to discuss: mission, vision, and performance targets	Deadline for completing Year 11 BSG by 10:00pm that day
6	4 October	Debriefing on the results of the Year 11 BSG decision round.	Deadline for completing Year 12 BSG by 10:00pm today
7	11 October	Debriefing on the results of the Year 12 BSG decision round.	Assignment 1 due: Analysis and Formulation
8	18 October	Preparing Year 13 BSG decision round	Deadline for completing Year 13 BSG by 10:00pm am that day
9	25 October	Debriefing on the results of the Year 13 BSG decision round.	Team work on 3- year strategic and strategy for Year 14, Quiz 2(10pm)
10	1 November	Individual team meetings to discuss: 3 year strategic plan	Assignment 2 due: 3-year strategic plan for BSG Years 14-15-16. The decision entries for BSG Year 14 is 6:00pm
11	8 November	Debriefing on the results of the Year 14 BSG decision round.	Deadline for completing Year 15 BSG by 6:00pm
12	15 November	Individual team meetings to discuss: financial information and global strategies	Assignment 3 due: financial information and global strategies
13	22 November	Debriefing on the results of the Year 15 BSG decision round.	Deadline for completing Year 16 BSG by 6:00pm
14	29 November	Debriefing on the results of the Year 16	
15	6 December	Final presentations	Team presentations

Group assignments

We will have three group assignments related to the strategic aspects of your respective companies. For each assignment please prepare a short power point presentation to be submitted on due date of the assignment. These assignments are not discussed in front of the rest of the class, we will have individual meetings with each team to discuss the assignment. More information will be provided in class.

Assignment 1: Analysis and formulation

1. Meet with your co-managers and prepare a strategic vision statement for your company. It should be at least one sentence long and no longer than a brief paragraph. What would be a good slogan that captures the essence of your strategic vision and that could be used to help communicate the vision to company personnel, shareholders, and other stakeholders?
2. Does your company have any core competencies? If so, what are they?
3. Are there any driving forces in the industry in which your company is competing? What impact will these driving forces have? Will they cause competition to be more or less intense? Will they act to boost or squeeze profit margins? List at least two actions your company should consider taking in order to combat any negative impacts of the driving forces.
4. What are the primary components of your company strategy for branded footwear?
5. How do Internet sales of branded footwear fit into your company's overall strategy? What is your company's Internet strategy?
6. What is your company's strategy for private-label footwear?
7. What is your company's strategy for growing the business?

Assignment 2: Strategic Plan

This assignment will be done on the website of the simulation. Search for more information in the website

Assignment 3: Financial Information and Global Strategies

1. What are the 3-4 chief elements of your company's finance strategy as concerns use of debt, dividend payments, sales/purchases of stock, use of cash, and approaches to achieving a good credit rating?
2. Using the formulas in Appendix 1 and the data in your company's financial statements for the most recent year available, calculate the following measures of financial performance for your company: operating profit margin, current ratio, working capital, long-term debt-to-capital ratio, price-earnings ratio, return on total assets. What can you conclude about the
3. Based on your company's latest financial statements and all of the other available data regarding its performance that appear in the most recent footwear industry report, list the three measures of financial performance on which your company did best and the three measures on which your company's financial performance was worst
4. Is your company employing a global strategy in branded footwear or a strategy that varies significantly from geographic region to geographic region? If the latter, what are the specific strategy differences from region to region?
5. To what extent, if any, have you and your co-managers adapted your company's strategy to take shifting exchange rates into account? In other words, have you undertaken any actions to try to (a) minimize the impact of adverse shifts in exchange rates or (b) capitalize on the impact of favorable exchange rate shifts? Why or why not?
6. To what extent, if any, have you and your co-managers adapted your company's strategy to take geographic differences in import tariffs into account?