



**CIMBA MBA Program, Summer 2015**  
**Henry B. Tippie School of Management**  
**Strategic Management and Business Policy**  
**(MGMT:8300)**

*Course Requirements and Schedule*

**Course professors:**

**Jon Gray (Instructor)**

Email: jrgray1729@gmail.com  
Phone: 319-826-5626

Class Room: C425PC  
Work Rooms: W329- W333  
VC Fair Rooms: TBD

**ICON Homepage:** <http://icon.uiowa.edu/>  
**Marketplace support:** [support@marketplace-simulation.com](mailto:support@marketplace-simulation.com)

**Course goals:**

- To *think* systematically about strategic opportunities and challenges
- To *act* strategically when competitors are also thinking and acting strategically
- To improve your ability to *share* strategic business plans with your workgroup
- To have *fun* while learning strategic business principles

**Course Synopsis**

Business Policy is concerned with how a business positions itself in its environment and makes resource allocations among its business units. The primary task for a company's management team is to create sustaining profitable strategies that shape a company's future. This is precisely what you will be doing in the Marketplace simulation. First, we will take a wide view of the environment and structure of business, including consideration of external economic, technological, political, location and social forces and ethical issues that affect all businesses. Then, in the simulation, you will be forced to make key business decisions needed to manage your virtual company. In sum, the management team in a business must be able to develop corporate and tactical strategy to run a profitable and sustainable business.

**Course Web Site**

We will make extensive use of the course ICON web site, including easy access to all class materials.

## **Course Overview**

The core of this course is built around the MARKETPLACE simulation. This intense simulation will charge your management team with the task of running a virtual business for eight quarters. Lectures, team briefings, guest speakers, and internet activities will support your efforts in the simulation. We ask that you please complete all readings and assignments by the date listed on the syllabus because class discussions will be built from these resources. This integrative capstone course will require you to draw on much of the material from your prior courses, and in particular depends on finance, accounting, operations, marketing and organizational behavior. Students may need to review past material to gain the most benefit from this class. *We are committed to making this a quality learning experience. If you require some adjustment of seating, testing or other class requirements, please contact your instructor.*

## **Team Configuration and Peer Evaluation**

You will form teams that will become the executive management of an entrepreneurial company. You will form and operate that company during the semester. In forming your teams, we encourage you to keep in mind the intense, *cross functional*, demands of the business simulation. Thus, it will be helpful to have members with interests and skills in the key functional areas, including finance, accounting, marketing, and operations. Facilitators will assist in the team formation as needed. If your team is having trouble working effectively, it is your responsibility to get the help you need; we are prepared to help.

Please note, at the end of the semester you will be asked to provide a quantitative assessment of the contribution made by each member of your team. This assessment will be a part of the final course grade. Grading will be done such that in teams with uniform contributions will receive the equivalent of an "A" (95% points). To receive the maximum points (i.e., an "A+") a student would need to contribute significantly more than other members in the group. Finally, submitting a peer evaluation for your teammates in a timely fashion is one of the requirements for the course. Late submissions will result in your score being reduced by 5 points a day.

## **Class Participation**

For this course to be of value, you need to attend class and participate. If you must miss a class, let your instructor know, *in advance*, if possible. He/she may ask you to turn in documentation of the work you missed.

### **Individual and Group Marketplace Performance**

During the course of the semester, there will be a formal meeting with your Instructor. The Executive Briefing will be scheduled during class and will last about 20 minutes. Given the limited time, it will require good organizational planning on your part. In each Executive Briefing, your instructor will assess your *individual* preparedness, efficient use of time, quality of analysis, and degree of your involvement and knowledge. A typical briefing would begin with an overview from your team (5-8 minutes), reactions from the Marketplace Master (8 minutes), and an opportunity for you to ask appropriate questions (5 minutes). The Executive Briefing is intended to help develop your skills in articulating a business analysis to a knowledgeable third party. In addition, it gives your instructor the opportunity to provide feedback to the team and to comment on possible conceptual errors.

At the end of the simulation, we will assess your *group's* overall business performance based on the outcome of the 8 quarter simulation. Your points on this will be determined by performance on the Balanced Score Card, a tool used by businesses and incorporated in the simulation. Details for the scoring rubric will be given in class, but influencing factors include overall management success and the final financial outcomes.

### **Assurance of Learning Quiz**

To access your individual situational awareness the simulation we will employ an Assurance of Learning Assessment (AoL), conducted *in class*. This is a tool developed by Marketplace and the test is based on your situational understanding and knowledge of the marketplace simulation. It is highly customized to the game, current quarter, and your specific team. Your performance on this quiz will be “normed” to a mean of 80 and range between 70 and 100 before being used to determine your official AoL score.

### **Evaluation**

Business plan (group)	200 points
Marketplace Performance of company (group)	200 points
Individual Marketplace Performance (individual)	50 points
Peer evaluations (individual)	100 points
Assessment of Learning Assessment (AoL)	100 points
Final company presentation and report (group)	<u>100 points</u>
<b>Total</b>	<b>750 points</b>

(Grades will be based on your point total, assigned as follows: 100-90% A, 89.9-80% B, 79.9%-70% C, 69.9-60% D, <59.9% F. Within these groupings, we will use +/- grades.)

## **TIPPIE COLLEGE OF BUSINESS POLICIES AS THEY RELATE TO 06N:240**

**Accommodating Disabilities:** A student seeking academic accommodations such as a modification of seating, testing, timing, etc. should first register with Student Disability Services, then contact Shannon Lizakowski (shannon-lizakowski@uiowa.edu) in the CIMBA Office to make further arrangements. See <http://sds.studentlife.uiowa.edu> for more information.

**Sexual Harassment.** Sexual harassment subverts the mission of the University and threatens the well-being of students, faculty, and staff. All members of the UI community have a responsibility to uphold this mission and to contribute to a safe environment that enhances learning. Incidents of sexual harassment should be reported immediately. If you feel that you are being or have been harassed or you are not sure what constitutes sexual harassment, we encourage you to visit the University website, [www.sexualharassment.uiowa.edu/index.php](http://www.sexualharassment.uiowa.edu/index.php), and to seek assistance from the CIMBA Director, Brandelle Unkrich, at 319-335-1041 or [brandelle-unkrich@uiowa.edu](mailto:brandelle-unkrich@uiowa.edu).

**Student Privacy.** Under the Family Educational Rights & Privacy Act (FERPA), enrollment in this course is private information. In order to participate in this class, it will be necessary to reveal to other students the names of students who are enrolled in this course (ICON groups, and class nameplates). If you do not want your name revealed to other students enrolled in this course, please contact either instructor in person or in writing by the end of the first week of classes.

**Academic Misconduct.** Students will be held to the highest standards of integrity in completing exams and assignments. If I determine that any assignment was not written solely by the student whose name is on the project, the student will receive a zero (0) for the assignment and may receive an "F" for the class. All incidents of cheating will be reported to the Senior Associate Dean and the student may be placed on disciplinary probation for the remainder of his or her enrollment at the University of Iowa. Honor Code for the Tippie College of Business will determine the appropriate appeal process.

**Grievance Policy.** Student concerns regarding this course should first be discussed with me, the faculty member teaching this course. If we can't resolve the complaint, you may contact the CIMBA Director, Brandelle Unkrich (319-335-1041, [brandelle-unkrich@uiowa.edu](mailto:brandelle-unkrich@uiowa.edu)). The Director will review the details of the complaint and involve the Associate Dean of the Graduate Programs, as needed.

## *Class Schedule*

### **June 16 (Tuesday 10AM-5PM): Overview Marketplace Simulation**

#### Topics:

- Overview of course and Marketplace simulation
- Overview of strategic frameworks
- Getting started with Marketplace

#### Simulation Activities:

- Familiarize yourself with Marketplace program
- Form teams
- Register teams through the Internet
- Submit Q1 decisions in class

### **June 17 (Wednesday 9AM-5PM): Quarter 2 decision making**

#### Topics:

- Overview of key strategic frameworks
- Strategy in Marketplace
- Q2 lecture

#### Simulation Activities:

- Q2 work time
- Submit Q2 decisions before 8:00 PM

#### Optional Reading:

- Michael E. Porter, "What is Strategy?," *Harvard Business Review*, Nov-Dec, 1996

### **June 18: (Thursday 9AM-5PM) Quarter 3 decision making**

#### Topics:

- Q3 lecture

#### Simulation Activities:

- Q3 work time
- Submit Q3 decisions before 8:00 PM

#### Optional Reading:

- Porter, "Strategy and the Internet", *Harvard Business Review*, March 2001.
- Bower and Christensen, "Disruptive Technologies: Catching the Wave," *Harvard Business Review*, Jan-Feb, 1995.

### **June 19 (Friday 9AM-5PM): Quarter 4 decision planning**

#### Topics:

- Q4 lecture

#### Simulation Activities:

- Q4 work time
- Submit Q4 decisions before 8:00 PM
- Prep for Executive Briefing

#### Optional Reading:

- Hamel and Prahalad, "The Core Competence of the Corporation," *Harvard Business Review*, May-June 1990.

**June 22 (Monday, 9AM- 5PM): Business plan development**

Topics:

- Executive Briefing
- Q5, company valuation and business plan lecture
- Simulation Activities:
- Work on Business Plan and VC Presentation

**June 23 (Tuesday, 9AM- 5PM): Business plan development**

Topics:

- Tactical Plan, Proformas and setting your stock price for the VC's
- Simulation Activities:
- Work on Business Plan and VC Presentation

**June 24 (Wednesday, 9AM-2PM)**

Prep for VC Fair:

- Business Plan and VC Presentation fine tuning

**June 24 (Wednesday, 6PM-9PM): VC Fair**

Topics:

- Make your pitch to get VC funding

**June 25 (Thursday, 9AM-5PM): Quarter 5 decision making**

Topics:

- VC Fair highlights and discussion

Simulation Activities:

- Q5 work time
- Q5 decision due before 8:00 PM

**June 29 (Monday, 9AM-5PM): Quarter 6 decision making**

Topics:

- Q6 lecture

Simulation Activities:

- Q6 work time
- Q6 decision due before 8:00 PM

**June 30 (Tuesday, 9AM-Noon)**

Topics:

- Complete MP Assurance of Learning Quiz (9 AM)
- Company Tour

Simulation Activities:

- Q7 work time

**July 1 (Wednesday, 9AM-5PM): Quarter 7 decision making**

Topics:

- No lecture

Simulation Activities:

- Q7 work time
- Q7 decisions due before 8:00 PM

**July 2-3: Holiday Break**

**July 6 (Monday, 9AM-Noon): Quarter 8 decision making**

Topics:

- Final Paper/Presentation Lecture
- Company Tour

Simulation Activities:

- Q8 work time

**July 7 (Tuesday, 9AM-5PM): Final Paper**

Topics:

- Update Business Plan
- Work on Final Paper

Simulation Activities:

- Q8 work time
- Q8 decisions due before 8:00 PM

**July 8: (Wed, 9AM-5PM): Final Presentation**

Topics:

- Work on final presentation and complete final paper
- Peer Evaluations due by 8:00 PM

**July 9: (Thursday, 9AM-Noon): Presentation and Class Wrap-up**

Topics:

- Final Team presentations (turn in power point slides)
- Turn in Final Paper
- Course evaluations
- Program evaluations

**July 10 (Friday): Graduation Banquet**