MAN 6900/7H65

Capstone Project
Summer 2017

Project Supervisor: **John Kraft ~ Bryan Hall Room 100 ~ 392-2398**
                                           john.kraft@warrington.ufl.edu (for appointments)
                                           *refer to end of document for on-line submission instructions

I.   Textbook (Reference)

  Hill, Schilling, and Jones: Strategic Management, 12th edition, Cengage Learning, 2017 (HSJ) or any earlier edition works.

  Capsim Materials, *GlobalDNA Business Simulation* (in Canvas or in GlobalDNA Simulation)

  If you need to contact me, email do not use canvas.

II.   Assurance of Learning

  The Warrington College of Business (WCB) is accredited by the Association to Advance Collegiate Schools of Business (AACSB) International, which represents the highest standard of achievement for business schools, worldwide. Each program at the WCB has developed goals and objectives that express the most valued skills and knowledge that students should be able to demonstrate upon completion of the total learning experiences in that program.

  The following goals and objectives are specifically mapped to **MAN6900**.

  Learning Goal 2: Our graduates will demonstrate the ability to critically analyze and question knowledge claims in a specialized industry.
  2A. Students will analyze the nature of competition and macro-environmental changes, and the effect of these elements to evaluate claims in a specialized industry.
  2B. Students will interpret discovered information and assemble it together into a coherent written report.

  Learning Goal 3: Our graduates will have a global perspective.
  3E. Students will do a complete analysis of a multinational corporation.
  3G. Students will analyze a multinational corporation's financial standing in a global context
  3H. Students will demonstrate knowledge of the history, financial standing, product lines, and global operations of a multinational corporation, analyze it, and make recommendations for future direction and growth

III.   GlobalDNA Business Simulation **–** Capstone Experience

  Throughout the semester, students will work on and complete an online international-business simulation titled GlobalDNA (Publisher: Capsim). You will be divided into teams and each team will manage a company that creates, manufactures, and globally distributes medical-testing devices. These teams will be grouped into "industries" or "pods" of six and will compete within those industries.

  In each phase, or "round," of the game, your team will investigate extensive data provided in the simulation that details consumer preferences and market characteristics in three regions: the Americas, Asia Pacific, and Europe. Based on your interpretation of these data, your team will work together to determine what type of devices you should introduce in each region, where the devices should be produced, how many you should produce for each region, pricing for each region, marketing strategies and budgets for each region, and financing decisions.

  Note: You will be assigned a team prior to the course start and will receive instructions on starting the simulation.

  The course will be divided into seven components:

  1.   Individual Stage: Introduction and Tutorial (4 points) (INDIVIDUAL)
             Each participant is required to complete various introductory assignments individually—NOT AS A TEAM—

culminating in a tutorial you will finish for completion points. (In other words, even if you perform poorly on the tutorial, you will receive full credit as long as you finish it in its entirety.)

Upon logging into the game, a set of "Getting Started" videos automatically pops up, which you are REQUIRED TO WATCH. Then, you will be directed to the home page of your team's medical-testing device company. Next, you will be REQUIRED TO READ the "Manager's Guide," a 62-page PDF that guides you through the entire game process and resources from beginning to end. Finally, you will complete the "Executive Development Program," which is the tutorial you will finish for completion points. Videos and pop-up boxes with directions and explanations accompany every step of the tutorial. The EDP will be graded from A to B.

Prior to start, read the Manager's Guide, Market Conditions Report, and the Student Guide
The Team will be responsible for five positions: CEO, VP of R&D, VP of Marketing, VP of Production, and VP of Finance. You will be responsible for entering decisions in their particular area. You only earn full points if you complete 100% of the EDP. For less than 100% you receive partial credit. (Ranging from A to B).

2. Stage 1: Self-Paced Practice Rounds (4 points) (Individual)
    NOTE: The practice rounds are designed to familiarize you with the simulation.
    Individuals have 7 days to complete as many practice rounds as you can. Individuals will make business decisions in R&D (products to be developed, with what specifications in which markets), Marketing (prices and advertising expenditures for different markets), Production (forecast demand, in-house production vs. outsourcing in different markets), and Finance (issue stock, take out loans, etc.). At the end of each round, we will close the game and process the results. These rounds are self-paced.

    After the results are processed, you will be able to read "The Globe," a 15-page "Industry Paper" that gives you detailed information from all four departments about how your company performed compared with its five other competitors. You will know which competitors have new products coming out in future rounds, your competitors' marketing and production strategies, and their financial positions.

    Short videos or e-mails will be used to debrief teams on performance each round and give advice to improve in the next round. With that advice, and with your own analysis of "The Globe," you will continue to additional practice rounds and the process results. In the practice stage, each player will receive full credit as long as they complete the round; there are no "winners." The objective is to become familiar with simulation and debriefs. Note: you can complete as many practice rounds (up to 8) as you can and you will receive one point for each practice round with a maximum of 4 points (you must complete 4 rounds to receive the maximum points).

    NOTE: You must complete **FOUR** simulation rounds.

Capsim-Global DNA Note About R&D Department

Every team starts the simulation with a product already automatically created. **You should NOT retire that product during the first round.** You may update the product and create new product(s); however, if you wish to retire the initial, auto created product, please wait to do so until the second round, after you have other products on the market.

This rule will hold true for the beginning of the competition rounds as well, when the game resets and teams start over.

If you do retire the initial product in Round 1, the simulation will record that your company has no R&D expertise, meaning your product development will take much longer and your product release dates will be extremely delayed.

3. Strategy Overview (4 points) (Team)
    Prior to starting the Stage 2, each team will complete the strategy overview. This will explain your initial strategy and set in place your team strategic positioning and strategy implementation for your team's universe. (See determining strategy guide) (Maximum one page)

4. Stage 2: Seven Graded Rounds (8 points – *4 round scores and 4 overall*) (Team)
    ONCE CLOSED THE ROUND CANNOT BE REOPENED.

    This stage will operate exactly like the practice stage, except that teams will be graded based on a combination of their company's total profits and market share. Even teams that "lose," i.e., come in sixth place in their industry, will earn a certain grade as long as specified minimum requirements are met. The grades will be assigned based

on performance in rounds. Note: teams will be scored on rounds two, three, four, and five. This will total <u>four</u> points and scoring will be based on round performance in a set of variables: profits, stock price inventory, emergency loans, and contribution margin.

 (**see scoring at end of syllabus**)

At the end of round 7 teams will be scored based on performance in the balanced score card. Scoring ranges from 0 to 100. (See success measures) (this will total 4 points).

      75 - 100   A
      50 - 74.9 A-
      25 - 49.9 B+
       0 - 24.9 B

5. <u>TeamMate</u> (4 points) (Individual)
   ONCE CLOSED TEAMMATE CANNOT BE REOPENED

   TeamMate will be completed after rounds 2 and 7 and each student will complete TeamMate. This evaluation consists of peer and team evaluations. Individuals receive 2 points for completing each TeamMate assignment after rounds 2 and 7. You must complete the team and peer parts to receive 2.0 points. If you complete one part you will receive 1.0 point. If you do not complete you will receive 0.0 points.

6. <u>Board Report to Shareholders</u> (8 points) (Team)
   Upon completion of the simulation, each team will complete a five page board report to shareholders. This is a summary and explanation of what evolved over the seven rounds in the group and explains any changes in strategic planning.

7. <u>Learning Objective: Comp-XM</u> (8 points) (Individual)
   ONCE CLOSED COMP-XM CANNOT BE REOPENED

   The final assignment is assessing your skills versus the course and program learning objectives. This is based on your performance in Comp-XM. It will take approximately four hours to complete Comp-XM. This will be done as an individual. Scoring will be based on individual scores and will be graded similar to the competitive simulation grades.

IV.   <u>Grading</u>

Individual Stage (individual)	4
Practice Rounds (individual)	4
Strategy Overview (team)	4
Graded Rounds (team):	
-round grade (rounds 2,3,4,5)	4
-overall grade (round 7)	4
TeamMate (individual)	4
Board Report (team)	8
Learning Objective (individual)	<u>8</u>
	40 points

Note: Assignments missed cannot be made up. Don't wait until the last minute. There is no excuse. **Simulations, TeamMate, and CompXm CANNOT be opened once they close.** The total points possible (40) or individual assignment points are converted to percentages as shown below. <u>The assignment grades in the course are based on a GPA scale (not a % scale)</u>.

A = 4.0
A- = 3.6
B+ = 3.3
B = 3.0
B- = 2.6
C+ = 2.3
C = 2.0
C- = 1.6
D+ = 1.3
D = 1.0
D- = 0.7
F = 0.0

Letter Grade	Percentage Range		Total Points
A	100%	to 95%	40-38
A-	95%	to 86.25%	38-34.5
B+	86.25%	to 78.75%	34.5-31.5
B	78.75%	to 70%	31.5-28
B-	70%	to 61.25%	28-24.5
C+	61.25%	to 53.75%	24.5-21.5
C	53.75%	to 45%	21.5-18
C-	45%	to 36.25%	18-14.5
D+	36.25%	to 28.75%	14.5-11.5
D	28.75%	to 20%	11.5-8
D-	20%	to 11.25%	8-4.5
F	11.25%	to 0%	4.5-0

GlobalDNA Simulation Resources and Material

1. What is GlobalDNA? – slide deck introduces simulation, explains how GlobalDNA meets global learning objectives drawn from top global strategy textbooks, and identifies the impacts of each decision in the simulation.
2. Decision Making Process PPT – slide deck explains simulation decision-making process and focuses on core concepts in each of simulation's four departments.
3. Student Guide – international strategy – theory and practice. A hands-on course in strategic management. With *Strategic Management* (2nd Edition) by Frank T Rothaermel and *GlobalDNA Business Simulation* from Capsim Management Simulations, Inc.
4. Manager's Checklist – used when making decisions in a competitive environment. Provides a detailed checklist that ensures students won't make common mistakes seen from novice users.
5. Manager's Guide – on dashboard. Is a resource for understanding the GlobalDNA. Must read prior to practice round 1.
6. GlobalDNA Course timeline – in resources. View prior to practice round. Provides a roadmap to the simulation.
7. Determine Your Strategy – key to success. Need to pick a strategy for your 7 rounds. Used in the strategy rounds due prior to first graded round.
8. Strategy Picker – see course. Generates strategy based on responses.
9. Cheat Sheet for Decisions – used in making company decisions.
10. Success Measures – basis equal weight. View in scorecard and debrief after every round.
11. Market Conditions Report – used to determine situation analysis. Should be reviewed and completed prior to practice round.
12. Globe – summary of each round performance for companies in your universe. Should be reviewed after every round.
13. Analyst Report – review after every round.
14. Comp-XM
15. Watch for periodic announcements.
16. TeamMate

V.	Due Dates

All activities must be completed or submitted to Canvas by 10:00 pm.

May 11
Complete individual stage and EDP (4 points)

May 18
Complete individual practice rounds 1 to 8 (4 points if complete 4 rounds)

May 25
Submit strategy overview (4 points) by 10:00 p.m.

May 25
Complete simulation round 1 by 10:00 p.m.

June 1
Complete simulation round 2 by 10:00 p.m.

June 8
TeamMate opens on June 2 at 1:00 a.m. and closes June 8 at 10:00 p.m. (2 points) (must complete the team and peer component)

June 15
Complete simulation round 3 by 10:00 p.m.

June 29
Complete simulation round 4 by 10:00 p.m.

July 6
Complete simulation round 5 by 10:00 p.m.

July 13
Complete simulation round 6 by 10:00 p.m.

July 20
Complete simulation round 7 by 10:00 p.m.

July 27
Complete TeamMate by July 27 at 10:00 p.m. (2 points) (opens July 21 at 1:00 a.m.) (must complete the team and peer parts)

July 27
Submit Board Report to Shareholders (8 points) by 10:00 p.m.

August 3
Complete Comp-XM (takes about 4 hrs) by August 3 at 10:00 p.m. (8 points) (Opens July 28 at 1:00 a.m.)

TEAM STRATEGIC OVERVIEW (4 POINTS)

Format:

- Maximum <u>One</u> page
- Bullet points

Address these areas: See Determine Your Strategy

1. Strategic positioning – pick one of eight choices based on:
   - Local or Global
   - Niche or Broad
   - Low cost or Differentiation

2. Based on your strategic positioning, what are your goals and priorities for the functional areas? Marketing, finance, production, etc.

WRITTEN TEAM REPORT TO THE BOARD OF DIRECTORS (8 points)

FORMAT

- Document in Word
- Font: Arial 12
- Line spacing: 1.5
- Margins: 1.5 inch
- Margins are justified on the left and right
- Page numbering: bottom, centered and starting from the first text page
- Maximum FIVE pages (including cover pages, charts, text, and other materials)

CONTENT

The report should address the following issues: Each team should emphasize what they think is most important in the order they believe most effective.

1. **Company strategy and how it has evolved**
   What was your strategic positioning at the start of the simulation? Provide a brief outline. Then discuss how your position changed during the simulation. Include comments on the dimensions of strategy covered in your team strategy paper. Explain any changes in strategy.

2. **Company performance in all decision rounds**
   Discuss the performance of your company during the time you and your co-managers have run it. Draw on the data presented in the simulation.

3. **Strongest competitors**
   Which companies do you consider to be your strongest competitors in the simulation market? Why? Which competitors would you place in your strategic group?

4. **Lessons learned**
   What are the "lessons learned" by your management team about crafting a winning strategy and about what the managers of a company should or should not do for a company to be successful?

COMPETITIVE ROUNDS SCORING:

In the seven competitive rounds scoring occurs in two ways: (1) scoring in rounds 2, 3, 4, and 5 and (2) overall scoring after round 7.

Scoring by Rounds:

Scoring by round will occur after rounds 2, 3, 4, and 5. The scoring will be based on five variables:

1) Stock price increased in the round.
2) You received no emergency loans.
3) Profits increased for the round.
4) Contribution margin is above 30%.
5) Unit inventories are less than 25% of unit sales.

The grading will be as follows:
A for 5 of 5 indicators
A- for 4 of 5 indicators
B+ for 3 of 5 indicators
B for 2 of 5 indicators
B- for 0 or 1 of 5 indicators

The grade conversion per round is:
A = 1.0
A- = .9
B+ = .825
B = .75
B- = .65

The overall scoring at the end of round 7 will be based on the equal weighted success measures. This has a range of 0 to 100. This scoring is worth 4.0 points the grades will be assigned as follows:

A = 80 to 100
A- = 60 to 80
B+ = 40 to 60
B = 20 to 40
B- = 0 to 20

CompXm Scoring:
The overall scoring will be based on the adjusted raw percentage score. This has a range of 0 to 100. This scoring is worth 4.0 points he grades will be assigned as follows:

A = 80 to 100
A- = 60 to 80
B+ = 40 to 60
B = 20 to 40
B- = 0 to 20

ASSURANCE OF LEARNING:

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School goals and objectives can be related to programs or degrees.
Examples of goals are:
    Analytical/Quantitative
    Business Communication
    Critical-thinking/Decision-making
    Functional Knowledge Integration
    Ethical/Legal/Social Responsibility
    Global/Multicultural Awareness
    Teamwork/Leadership

There are a number of methods to assess this.
    Peer Evaluations
    Self-report Surveys
    Assessment Centers
    Standalone Standardized Tests
    Group Term Projects
    Case Analyses
    Term Papers

Oral Presentations
Multiple-choice Exams
360 Surveys
Essay Exams
Business Simulations
Homework Assignments

The core of learning outcomes are:
Affective: attitude-based (e.g., self-efficacy, content-specific attitudes, etc.)
Behavioral: skill-based (e.g., proficient demonstration, successful application, etc.)
Cognitive: knowledge-based (e.g., recall of facts, principles, rules, models, etc.)

Potential Methods Across Outcomes:

Potential Methods Across Outcomes			
Learning Outcome Category	Learning Concept	Measurement focus	Potential Assessment Methods
Cognitive outcomes	Verbal (declarative) knowledge	Quality of knowledge, recall accuracy, speed of recall	Exams testing recognition (e.g., multiple-choice) or recall (e.g., essay, fill-in-the-blank)
	Knowledge organization	Idea similarity, knowledge interrelatedness, hierarchical ordering	Concept mapping or card sorting
	Cognitive strategies	Forming concepts and procedures, problem solving	Case scenarios, problem sets
Skill outcomes	Skill acquisition	Proceduralization compilation	Assessment centers, work samples, role plays, behavioral checklists, presentations
	Automaticity	Automatic processing	Behavioral observation, performance ratings
Affective outcomes	Attitude	Targeted object (e.g., ethics), attitude strength, self-efficacy	Self-report, task specific self-efficacy
	Motivation	Effort, tenacity, goal difficulty, motivation to learn	Self-report, observation, time-on-task, goal-difficulty, ratings

- Rubin & Martell (2009)

Why simulation-based assessment?
Requires knowledge & skilled application of this knowledge
Promotes new learning opportunities (learning by doing)
Provides higher fidelity or "realness" for the assessment
Tests capacity to integrate across distinct domains/fields
Engages participants in the assessment process

Comp-XM for GlobalDNA Beta

What is Comp-XM for GlobalDNA?

Comp-XM for GlobalDNA is an online exam that puts students through a shortened simulation version of GlobalDNA to measure business acumen and adds quiz questions to measure business knowledge. Students are required to play through four rounds of the simulation and answer five rounds of quiz questions, which we estimate will take between 3-4 hours to complete.

The Beta version is available June 1-July 31.

How are students scored?

Students receive scores in both areas of the exam: simulation decisions and quiz questions. Scoring is split evenly between the two areas, as follows.

Simulation Decisions

Comp-XM for GlobalDNA's decision scoring methodology is designed to assess students in a balanced manner. Decisions are identical to those made in GlobalDNA, but the simulation portion has been modified to incorporate different market sizes, customer buying criteria and foreign exchange rates.

Students are measured by ten metrics in five primary areas based off the GlobalDNA Debrief Tool Scoring System:

- Profitability – Earnings per Share, Return on Equity
- Ability to Raise Capital – Stock Price, Leverage
- Asset Management – Asset Turnover, Plant Utilization
- Forecasting – Actual vs. Potential Demand, Excess Inventories
- Competitive Advantage – Contribution Margin, Customer Satisfaction Score

Quiz Questions

During each of the four rounds, and one final round, students are asked to answer a total of 30 multiple-choice questions designed to measure learning across five different subject matters:

- Accounting
- Finance
- Marketing
- Operations
- Strategy

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Unforgettable Business Learning