

The Charles H. Kellstadt Graduate School of Business DePaul University

GSB 599: Strategic Management Capstone Winter 2021

Contact Information

Office: Economics Department 6200 (N/A)

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GSB 599 Online Lab/Office Hours Sessions: Mondays 7:30pm-8:30pm

Lab /Office Hours Link:

This is a recurring Zoom Meeting Link: Join from PC, Mac, Linux, iOS or Android:

<https://depaul.zoom.us/j/93264349767?pwd=QWYzWFA1VDFvY0Y1SHMySkUrVmNoZz09> Password: 327472

Open Office Hours: Thursdays 11:00am-12:00pm, 4:00pm-5:00pm and by appointment

Join from PC, Mac, Linux, iOS or Android:

<https://depaul.zoom.us/j/96219768180?pwd=dk1VUFJTbDIUZnQxRFc5SVduckFjdz09> Password: 783002

Course Description

This capstone course views the impact of contemporary issues on corporate strategy. Competitive, cultural, social and ethical issues are examined within the context of a global business environment. The course content emphasizes identifying strategic alternatives, developing corporate and business strategies, and understanding the role of functional activities and organizational processes from a strategic viewpoint. The process of the course involves team interaction, problem-solving, group decision-making, written reports and oral presentations.

Course Overview & Methodology

This course consists of four major concentration areas:

- A. Group Dynamics and Strategic Planning
- B. Business Strategy & Decision-Making
- C. Strategic Implementation & Competitive Dynamics
- D. Performance Measurement & Communication

Each area represents a key building block towards our course objectives. Our main intention is to understand and become familiar with the application of a number of concepts and frameworks through analysis and discussion of examples and scenarios. This will then help us develop broader principles about decision-making and strategy, which we can then apply in a wide variety of business

and managerial contexts. By construction, we will not encounter one “right” answer to the situations in the course. However, the frameworks and concepts we will learn and discuss will help us identify various insights and solutions that are more appropriate than others. The lectures and assigned readings will complement the simulation environment by providing useful background information, additional examples, and further explanations of the most important concepts.

Learning Objectives

Theme 1: Integration of corporate functions to compete in a global business environment using data analysis and strategic frameworks

- Application of previously gained skills and knowledge across multi-disciplinary business functions
- Gain a thorough understanding of the external environment and implications on industry level microeconomics

Theme 2: Application of strategies to sustain a competitive advantage in a global business environment

- Gain a significant understanding of fundamental concepts of competitive analysis and strategic execution
- Learn advanced strategic execution techniques and applications of organizational level risk management across enterprise decision-making

Theme 3: Development of group strategic decision-making and multi-level organizational communication skills

- Demonstrate a thorough comprehension of the Balance Scorecard Method as a corporate communication tool
- Confidently and effectively use data analysis to communicate performance and support strategic decision-making criterion

Course Materials

Required Materials

Please register for all course materials at the Capstone website (<http://www.capsim.com>) then login to your industry. Our Industry ID is C125181

Capstone and Global DNA Team Member Guide, Capsim Management Simulations, Inc. All documents are available online and will be accessible after you login to the Capsim website (<http://www.capsim.com>). No materials will be available in the bookstore.

Course Evaluation	Total Point Value
Group Simulation (Participation & Presentation)	400
Group Strategy Case	200
Individual Final Exam	250
Individual Participation & Engagement	150
Total Points Available	1000
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Grading Scale	
930-1000 Points	= A
900-929 Points	= A-
870-899 Points	= B+
830-869 Points	= B
800- 829 Points	= B-
770- 799 Points	= C+
700-769 Points	= C
600-699 Points	= D
0-599 Points	= F

The Simulation

The Capsim Capstone Simulation is an opportunity to apply strategic decision-making techniques in a collaborative real-time environment. Students will develop a strategic directive for a company using available information from the simulation and their own analysis (i.e. Market analysis, Industry outlook, etc.). Team members with functional expertise will be particularly useful to the team structure. Because the simulation is based on rounds of varying time lengths, each team will need to establish a decision-making structure and performance assessment method. The Capstone simulation has a team-based and individual component where each team member will have an opportunity to demonstrate their understanding of the course material and application using the Comp-XM exam. While there is no specific formula for success in the simulation environment, establishing clarity through strategy and the process by which teams execute their decision-making, has proven to be a significant contributor to above average outcomes. The simulation will also include environmental factors that are more difficult to predict, necessitating tactical responses in accordance with the team's strategic plan. Simulation grading will be based on the Balance Scorecard Scoring system within the simulation.

Participation & Engagement (Individual): Preparation and participation are vital in this class, as in any class based on experiential learning and discussion board assignments. Learning opportunities are maximized when all students are actively engaged in the class discussions, external discussion boards, and group interactions. Active engagement means not only that you have prepared and read the material, but that you are also paying attention to the comments of other students and seeking opportunities to make comments that move the discussion forward. Quality is preferred over quantity in that you should look for opportunities to demonstrate your understanding of the material through responding to and posting questions that stimulate further discussion. More specifically, I consider the following in assessing a student’s participation:

- **Relevance:** Are your comments clearly related to the case and to the comments of others?
- **Advancement:** Does your comment move the class discussion forward?
- **Fact-Based:** Have you used specific data from the case, readings, or personal experiences to support the assertions that you are making?
- **Logical:** Is your reasoning consistent and logical?

***Each student will have the option of submitting a peer evaluation of their group experience.**

Group Strategy Case

Case Reports: Teams will submit one report on the assigned questions in preparation for the online case discussion (i.e. via discussion board). There will be a follow-up discussion period after the case due date. Additional questions will be posed by the instructor for each group and individuals are encouraged to engage in further discussion by submitting their own questions to other groups regarding the case and their approach to the assigned questions. This case report should not exceed three typed, single spaced pages (**Min 11 font size with 1” margins**), and it is due in the D2L submission folder by the date specified in the course schedule. Please submit the case report in a MS Word doc. Or docx. Format (i.e. Not PDF or Google Docs). Case reports will be graded on the following scale: 10 (outstanding); 9 (very good); 8 (good); 7 (fair); 6 (substandard). Scores may fall between these scales. For a case experience to be valuable, It is also important that you deal with the case as you find it. Unless explicitly recommended, please do not do additional research to find outside or post-case data on the firm or case.

Individual Final Comp-XM Exam: Each student will culminate their learning progress using the Comp-XM Exam. The Comp-XM Exam builds upon the knowledge based established in the Capstone simulation.

Course Schedule

Week 1

1/4

Topics:

Class Introduction & Overview

Group Dynamics and Strategic Planning

Assignments

Due

Meet & Greet (Live Synchronous Q & A Session 7:30pm)

Readings

Cosier, R. A., & Schwenk, C. R. (1990). Agreement and thinking alike: Ingredients for poor decisions. *Academy of Management Perspectives*, 4(1), 69-74.

Foss, N. J., & Klein, P. G. (2014). Why managers still matter. *MIT Sloan Management Review*, 56(1), 73.

Week 2 1/11	Topics: Assignments Due	Strategy & Decision-Making (Live Synchronous Q&A Session 7:30pm) n/a
	Readings	Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. <i>Harvard business review</i> , 84(12), 78-92. Porter, M. E. (2008). The five competitive forces that shape strategy. <i>Harvard business review</i> , 86(1), 25-40.
Week 3 1/25	Topics: Assignments Due: Readings	Capsim Simulation Intro. (Live Synchronous Q&A Session 7:30pm) Group Strategy Case Due Capsim Training Manual
Week 4 2/1	Topics: Assignments Due Readings	Capsim Practice Simulation (Live Synchronous Q & A Session 7:30pm) Practice Simulation Rounds 1 & 2
Week 5 2/8	Topics: Assignments Due	Business Simulation (Scheduled Group Meetings) Simulation Rounds 1 & 2
	Readings	Kaplan, R. S., & Norton, D. P. (1996). Using the balanced scorecard as a strategic management system.

Week 6 2/15	Topics: Assignments Due: Readings	Business Simulation (Live Synchronous Q & A Session 7:30pm) Simulation Rounds 3 & 4 Group Strategy Case Discussion Close Kaplan, R. S., & Norton, D. P. (1998). Putting the balanced scorecard to work. <i>The economic impact of knowledge</i> , 27(4), 315-324.
Week 7 2/22	Topics: Assignments Due: Readings	Business Simulation Simulation Rounds 5 & 6 (Live Synchronous Q& A Session 7:30pm) LaValle, S., Lesser, E., Shockley, R., Hopkins, M. S., & Kruschwitz, N. (2011). Big data, analytics and the path from insights to value. <i>MIT Sloan management review</i> , 52(2), 21-32. Soyer, E., & Hogarth, R. M. (2015). Fooled by experience. <i>Harvard Business Review</i> .
Week 8 3/1	Topics: Assignments Due: Readings	Performance Measurement, & Communication I Scheduled Group Meetings N/A
Week 9 3/8	Topics: Assignments Due: Readings	Final Presentations (Live Presentation Session 7:30pm)* Slides/Videos Due in D2L N/A
Week 10 3/15	Topics: Assignments Due: Readings	Individual Simulation Comp X Exam Due N/A

***Groups have the option of submitting a prerecorded final presentation. This offers flexibility for group members who are unable to attend the live presentation session.**

Academic Integrity Policy

As a condition of their enrollment in this course, students are expected to understand and abide by DePaul University's Academic Integrity Policy (AIP) as outlined in http://offices.depaul.edu/oaa/faculty-resources/teaching/academic-integrity/Documents/AcademicIntegrityPolicy_2012.pdf A violation of the AIP will result in sanctions, including a failing grade for the course.

Dean of Student's Office

The Dean of Students Office (DOS) helps students in navigating the university, particularly during difficult situations, such as personal, financial, medical, and/or family crises. DOS assists students with Absence Notifications to faculty, Late Withdrawals, and Community Resource Referrals. They also have resources and programs to support health and wellness, violence prevention, substance abuse and drug prevention, and LGBTQ student services. You may contact DOS at <http://studentaffairs.depaul.edu/dos/>.

Center for Students with Disabilities (CSD)

Students who feel they may need an accommodation based on the impact of a disability should contact me privately to discuss their specific needs. All discussion will remain confidential. To ensure that you receive the most reasonable accommodation based on your needs, contact me as early as possible in the quarter (preferably within the first week or two of the course) and be sure to contact one of the CSD offices for support and additional service. Lincoln Park: Student Center 370, (773)325-1677; Loop: Lewis Center 1420. (312)362-8002.