

**HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**SCHOOL OF BUSINESS AND MANAGEMENT**  
**SPRING 2023**

**ISOM 2040 – BUSINESS SIMULATION AND STRATEGIC DECISIONS**

**Instructor:** Dr. Ted Clark ([tclark@ust.hk](mailto:tclark@ust.hk))

**Date and Time:** Friday, 13:00-14:50

**Teaching Assistant:** Chris Tse ([imchris@ust.hk](mailto:imchris@ust.hk))

**Course Website:** <http://canvas.ust.hk>

**Mobile:**

**Venue:** LSK1027

**Phone:** 2358-7638

**Objective and Learning Pedagogy:** This course introduces students to strategic management and decision making using a combination of online lectures, case discussions, and a business simulation exercise in a “blended learning” mode of combined online and face to face learning. The lectures will focus on disseminating and elaborating the foundational concepts in modern competitive strategies and decision making; the case studies will illustrate how these concepts are applied and strategies are executed in real business enterprises; and finally, the business simulation exercise will provide students an effective platform to make complex strategic business decisions in a realistic competitive environment. Students are expected to analyze and discuss a broad spectrum of business issues, decisions, and strategic management tradeoffs. The objective is to develop a broad perspective in managerial decisions that drive modern global organizations. Active participation in classroom case discussion and the simulated business competition project is an important component of students’ overall performance in the course.

**Capstone Business Simulation** The Capstone Business Simulation, used by more than 100 business schools worldwide including Wharton and Harvard, and used as part of the HKUST Kellogg EMBA program, will be integrated into the course lectures and discussions, and will give students the opportunity to work as teams in making important tradeoffs and strategic decisions regarding product positioning, marketing, operations, human resources and finance.

### **Assessments**

**Lecture Video and Quizzes (10%)** – 7 online quizzes with two lowest scores dropped.

**Individual participation (20%)** – Contributions to discussions, and Capsim quiz/rehearsal.

**Individual and Group business simulation (50%)** – students need to manage a company on individual and a team basis in a simulated business environment by making strategic decisions involving product positioning, marketing, operations, human resources and finance. Performance will be assessed in multiple rounds and along dimensions including profitability, market share, utilization of financial resources, etc. The relative performance of each company on multiple criteria will represent **10% (individual)** and **40% (group)** of the grade for the course.

**Comprehensive Final Quiz (in-class) (10%)** – open book, one-hour quiz on all concepts.

**Final Assignment (10%)** – essay discussion questions, open book, due on May 9.

Class #	In-Class Activities (2 HRS)	Online (1.5HRS)	Other Tasks (Complete before next Class)
1 (Feb 3)	<ul style="list-style-type: none"> <li>Course Introduction and Policies</li> <li>Introduction to Capsim &amp; Class Expectations</li> <li>Elements of Strategy: Analysis, Formulation &amp; Implementation</li> </ul>	<ul style="list-style-type: none"> <li>Watch Module 1</li> <li>Complete Module 1 Quiz</li> </ul>	
2 (Feb 10)	In Class Activity #1: Situation Analysis and Strategic Formulation <ul style="list-style-type: none"> <li>Picking a strategy based on a given situation</li> </ul>	<ul style="list-style-type: none"> <li>Watch Module 2</li> <li>Complete Module 2 Quiz</li> </ul>	<ul style="list-style-type: none"> <li>Read Capsim Team Member Guide</li> <li>Read Capsim Industry Conditions Report</li> </ul>
3 (Feb 17)	In Class Activity #2: Forecasting Demand <ul style="list-style-type: none"> <li>How much demand should you forecast for each segment</li> </ul>	<ul style="list-style-type: none"> <li>Watch Module 3</li> <li>Complete Module 3 Quiz</li> </ul>	<ul style="list-style-type: none"> <li>Complete Simulation Rehearsal</li> <li>Complete Capsim Online Quiz</li> <li>Complete Individual Practice Rounds 1-3</li> </ul>
4 (Feb 24)	In Class Activity #3: Recovering from a Bad Start <ul style="list-style-type: none"> <li>How to recover from common mistakes</li> </ul>	<ul style="list-style-type: none"> <li>Watch Module 4</li> <li>Complete Module 4 Quiz</li> </ul>	<ul style="list-style-type: none"> <li>Complete Individual Practice Rounds 4-8</li> <li>Submit Finalized Team Roster</li> </ul>
5 (Mar 3)	<ul style="list-style-type: none"> <li>Discussion: Balanced Scorecard, Finance &amp; Team Dynamics</li> <li>Team breakout for competition Round #1</li> </ul>		<ul style="list-style-type: none"> <li>Submit One-Page Team Strategy Report (Mar 9)</li> </ul>
6 (Mar 10)	<ul style="list-style-type: none"> <li>Discussion of competition Round #1 results</li> <li>Team breakout for competition Round #2</li> </ul>		
7 (Mar 17)	<ul style="list-style-type: none"> <li>Discussion of competition Round #2 results</li> <li>Team breakout for competition Round #3</li> </ul>		
8 (Mar 24)	<ul style="list-style-type: none"> <li>Discussion of competition Round #3 results</li> <li>Team breakout for competition Round #4</li> </ul>		
9. (Mar 31)	<ul style="list-style-type: none"> <li>Discussion of competition Round #4 results</li> <li>Team breakout for competition Round #5</li> </ul>	<ul style="list-style-type: none"> <li>Watch Module 5</li> <li>Complete Module 5 Quiz</li> </ul>	
Midterm break			
10 (Apr 14)	<ul style="list-style-type: none"> <li>Discussion of competition Round #5 results</li> <li>Team breakout for competition Round #6</li> </ul>	<ul style="list-style-type: none"> <li>Watch Module 6</li> <li>Complete Module 6 Quiz</li> </ul>	
11 (Apr 21)	<ul style="list-style-type: none"> <li>Case study on competitive advantage #1</li> <li>Discussion of competition Round #6 results</li> <li>Team breakout for competition Round #7</li> </ul>	<ul style="list-style-type: none"> <li>Watch Module 7</li> <li>Complete Module 7 Quiz</li> </ul>	
12 (Apr 28)	<ul style="list-style-type: none"> <li>Case study on competitive advantage #2</li> <li>Discussion of competition Round #7 results</li> <li>Team breakout for competition Round #8</li> </ul>	<ul style="list-style-type: none"> <li>Watch Module 8</li> <li>No quiz</li> </ul>	
13	<ul style="list-style-type: none"> <li>Discussion of competition Round #8 results</li> </ul>		<ul style="list-style-type: none"> <li>Submit Final Assignment (May 9)</li> </ul>

(May 5)	<ul style="list-style-type: none"><li>• Final lecture: What We Learned (30 mins)</li><li>• Comprehensive Final Quiz (60 mins)</li></ul>		
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