



ISOM4780 Integrated Planning and Execution Spring 2022

Department of Information Systems, Business Statistics &
Operations Management

COURSE

This course will use an integrated simulation game as a major learning tool to illustrate how strategic and operational decisions should be made in a competitive business environment. Students will learn to integrate and align key decisions in different business functions to simultaneously achieve a set of defined performance objectives of a company by evaluating decision alternatives and tradeoffs as well as optimizing the resource utilization.

Spring 2022

Time: Thursday, 9:00-11:50 am, LSK-1001

INSTRUCTOR

Prof. Ronald Lau (rlau@ust.hk)
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Office hours: By appointment

TEACHING ASSISTANT

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TEXTBOOK

No required textbook; learning materials will be posted on Canvas.

GRADING POLICY

Final course grade will be determined by the following criteria and point distribution.

Group game planning and review/analysis*	10
Group competition games	30
Group case presentation	20
Participation and peer evaluation	10
Final exam	<u>30</u>
Total	100

* Each group will have a chance to present their game planning and review/analysis (for about 10-15 minutes) as assigned by the instructor. If any group is selected to make more than one presentation, the better score will be used for final course grade computation.

A post game review/analysis (individual work in the format of a one-page report) is required for every member of the group with the overall worst performance of competition games M3B and M4B for no credit. The purpose of this extra work is to help diagnose the planning and execution problems from one's own understanding and perspective. Further points will be deducted from individual group member if the review/analysis is deemed to be less satisfactory.

LEARNING OBJECTIVES

By the end of the course, students should be able to:

1. Relate the business strategy and execution for a company in a competitive market
2. Monitor and evaluate the business results with proper performance measurement models and metrics, such as AHP, DEA, and SCOR etc.
3. Identify the strategic decisions to achieve higher returns and market dominance
4. Explain a broad spectrum of business concepts and business functions
5. Demonstrate how to run a business profitably through a simulation game
6. Explore and identify the cause and effect relationship between the drivers and business performance

**ACADEMIC
INTEGRITY**

Students at HKUST are expected to observe the Academic Honor Code at all times (see <http://www.ust.hk/vpao/integrity/> for more information). Zero tolerance is shown to those who are caught cheating on any form of assessment and a zero mark will be given. In particular, any act of cheating on exam will automatically result in an F grade for this course.

**COURSE
OUTLINE**

Week 1 February 10	Competitive strategy <ul style="list-style-type: none">■ Integration of business strategy and functional strategies■ Concepts of integrated planning and execution Benchmarking supply chain performance <ul style="list-style-type: none">■ Drivers for supply chain key performance indicators (KPI)■ Supply chain operational reference (SCOR) model■ Benchmarking supply chain performance
Week 2 February 17	Business performance measurement models <ul style="list-style-type: none">■ Balanced scorecard■ Selection of performance criteria using analytic hierarchy process (AHP)■ Benchmarking performance using data envelopment analysis (DEA) Learning MBS – Model 1 Game <ul style="list-style-type: none">■ Basic modules and analytics■ Practice game
Week 3 February 24	Learning MBS – Model 2 Game <ul style="list-style-type: none">■ Planning and execution on core functions of sales, purchasing, and production■ Practice game
Week 4 March 3	MBS – Model 3 Game <ul style="list-style-type: none">■ Return on investment of R&D and marketing■ Managing multiple retail markets■ Group breakout session for competition game: Round 1■ Discussion and analysis of results■ Submit decisions for competition game: Round 2 (W)
Week 5 March 10	MBS – Model 3 Game <ul style="list-style-type: none">■ Group presentation on planning and execution strategy (the two lowest ranked teams in competition game: Round 2)■ Group breakout session for competition game: Round 3 and 4■ Discussion and analysis of results■ Submit decisions for competition game: Round 5 (W)

Week 6 March 17	MBS – Model 3 Game <ul style="list-style-type: none"> ■ Group presentation on planning and execution strategy (selected teams) ■ Group breakout session for competition game: Round 6 and 7 ■ Discussion and analysis of results ■ Submit decisions for competition game: Round 8 (W)
Week 7 March 24	MBS – Model 4 Game (M4A) <ul style="list-style-type: none"> ■ Group presentation on planning and execution strategy (the two highest ranked teams in competition game: Round 8) ■ Group breakout session for competition game M4A: Round 1 and 2 ■ Discussion and analysis of results ■ Submit decisions for competition game M4A: Round 3 (W)
Week 8 March 31	MBS – Model 4 Game (M4A) <ul style="list-style-type: none"> ■ Additional information on financial leverage ■ Group breakout session for competition game M4A: Round 4 and 5 ■ Discussion and analysis of results ■ Submit decisions for competition game M4A: Round 6 (W)
Week 9 April 7	MBS – Model 4 Game (M4A and M4B) <ul style="list-style-type: none"> ■ Group presentation on planning and execution strategy (the two lowest ranked teams in competition game M4A: Round 6) ■ Group breakout session for competition game M4A: Round 7 and 8 ■ Discussion and analysis of results ■ Submit decisions for competition game M4B: Round 1 (M) and 2 (W)
	Mid-term break (for group project preparation)
Week 10 April 21	MBS – Model 4 Game (M4B) <ul style="list-style-type: none"> ■ Group presentation on planning and execution strategy (selected teams) ■ Group breakout session for competition game M4B: Round 3 and 4 ■ Discussion and analysis of results ■ Submit decisions for competition game M4B: Round 5 (M) and 6 (W)
Week 11 April 28	MBS – Model 4 Game (M4B) <ul style="list-style-type: none"> ■ Group presentation on planning and execution strategy (selected teams) ■ Group breakout session for competition game M4B: Round 7 and 8 ■ Discussion and analysis of results ■ Reflections on business planning and execution strategy
Week 12 May 5	Company Case Presentation <ul style="list-style-type: none"> ■ Cathay Pacific: Implementing a turnaround plan ■ Huawei: Formulating a new global competitive strategy ■ Wal-Mart: Digital transformation strategy ■ Li & Fung: How to make a trading business relevant? ■ SF Express: An operational model to support rapid growth of business ■ Your choice of company and their significant strategic issues, subject to instructor’s approval

Company Case Presentation Grading Rubrics

Group Number: _____

Company Case: _____

Evaluation criteria (max 4 points each criterion for a total of 20 points)

Subject matter: Interesting, relevant topic; well researched materials; clear purpose with a thoughtful conclusion	
Contents: Main points are well organized/developed; informative and accurate content; have a clear focus; clear introduction and conclusions; insightful/practical implications	
Visual effects: Visual aids / slides are creative; clear and easy to read and understand; enhance the effectiveness of the presentation; free of obvious misspellings or typos	
Presentation skills: Professional; comfortable and confident; good verbal and non-verbal communication; flow and pace is consistently appropriate; good command of language; appropriate voice volume and tone	
Audience control: Maintain good eye contact; enthusiastic; use the unexpected to full advantage; hold the audience's attention throughout; finish within the allotted time	
Total: Use the following ranges to reflect the overall performance. 19-20 (exceptional presentation and extremely effective in communicating the ideas); 17-18 (very good presentation and very effective); 15-16 (good and effective presentation); 13-14 (acceptable and somewhat effective presentation); 12 or below (weak and not effective presentation).	

Assessment rubric

	Exemplary	Above expectation	Meet expectation	Acceptable	Not acceptable
Points	19-20	17-18	15-16	13-14	0-12