

ONEDAY STRATEGY SIMULATION: AN INTERACTIVE LEARNING EXPERIENCE

SYLLABUS

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Written & Delivered By:



PEREGRINE

GLOBAL SERVICES

ACADEMICS • LEADERSHIP • PUBLICATIONS

ONEDAY STRATEGY SIMULATION: AN INTERACTIVE LEARNING EXPERIENCE

Overview

This module develops the professional knowledge and soft skills necessary for understanding and applying business strategy. Module instruction includes a combination of assigned readings and simulation. The purpose of this module is to learn, develop, and apply the professional knowledge and soft skills associated with business strategy in the workplace.

The learning hub for this module is OneDay Strategy Simulation, a multi-episode Interactive Learning eXperience (I-L-X), that teaches learners the concept of strategy, communications, time management, critical thinking, and decision-making. OneDay introduces and reinforces how to make good organizational decisions and develop viable business strategies. The simulation develops the skills and practical experiences to function as a good employee in today's workplace environment. OneDay Strategy Stimulation is designed to engage learners in the completion of "real world" activities whereby the learner can apply and demonstrate mastery of the knowledge and skills needed for today's business environment.

Learners

This module is designed for learners who are relatively new to business operations to teach them the foundations of applied business strategy so that they can be a more successful employee.

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Module Authors

The author for this module is Peregrine Global Services, headquartered in Gillette, Wyoming. Materials from a variety of sources may have been utilized in the development of this module. *OneDay* was written and developed by Dr. John Beck, former Harvard University professor and business school dean.

Professional Development Credits

Peregrine Global Services is recognized by the Society of Human Resource Management (SHRM) to offer Professional Development Credits for SHRM-CP® or SHRM-SCP®.

Learner Hours: 12-15 **SHRM PDC:** 10

This module may also be relevant for Continuing Education Units/Professional Development Credits with other organizations to help satisfy professional development requirements.

Experiential Learning

OneDay Strategy Simulation is an interactive learning experience that follows an employee of an airline company, Emma, who is a relatively new employee of a company called North South Airlines. Through Emma, the simulation addresses a strategic issue for North South Airlines. Emma assesses her environment, gathers information along the way from various characters and other information sources, makes decisions, and then presents recommendations.

Along the way, learners are quizzed in various forms about concepts related to strategy and asked to prioritize what they have learned, make decisions about what strategy to implement based on what is learned, and deliver a presentation to the CEO of North South Airlines. The purpose of OneDay is to choose a strategy for the airline, some supporting actions, additional supporting statements, and a variety of other types of information to build an argument to present to the CEO. Learners build the information they need in Episodes 1-5 and then organize that information in Episode 6. The simulation is completed as an individual student; however, collaboration between students is encouraged.

Learning Outcomes

At the conclusion of this module, learners will be able to:

1. Model time management within a business setting.
2. Recognize operational opportunities and constraints.
3. Formulate strategic options and quantitative support for strategic options.
4. Conduct hypothesis testing and follow-up.
5. Conduct feasibility and implementation analysis.

6. Communicate strategy to key stakeholders.

Readings

The module includes readings associated with each of the OneDay Strategy Simulation episodes. These readings help the learner understand the airline industry and developing their strategy. The readings are included as PDF files in the downloads section of the module. Videos are embedded within the module.

Section 1 Readings

Dahl, D. (n.d.). How to develop a business growth strategy. *Inc.*

<https://www.inc.com/guides/small-business-growth-strategies.html>

Clayton, J. (2019, January 29). The five stages of the strategic management process. *Houston Chronicle*. <https://smallbusiness.chron.com/five-stages-strategic-management-process-18785.html>

Rumelt, R. (1980). The evaluation of business strategy. In W. Glueck (Ed.) *Business Policy and Strategic Management* (3rd ed.). McGraw Hill Publishing.

Teece, D.J. (2010). Business models, business strategy and innovation. *Long Range Planning*, 43(2), 172-194.

Section 2 Readings

Bain & Company. (2018, April 2). Mission and vision statements.

<https://www.bain.com/insights/management-tools-mission-and-vision-statements/>

Evans, J. (2010, April 24). Vision and mission. *Psychology Today*.

<https://www.psychologytoday.com/us/blog/smartwork/201004/vision-and-mission>

Kleiner, A. (2013, November 11). The dynamic capabilities of David Teece. *Strategy + Business*.

<https://www.strategy-business.com/article/00225?gko=32b8d>

MaRS Discovery District. (n.d.). A strategy canvas: A tool for developing a differentiation strategy for technology products. MaRS. <https://learn.marsdd.com/article/competitive-differentiation/>

Mind Tools (n.d.). Porter's generic strategies.
https://www.mindtools.com/pages/article/newSTR_82.htm

Section 3 Readings

Graham, J.R., Lemmon, M.L., & Wolf, J.G. (2002). Does corporate diversification destroy value? *The Journal of Finance*, 57(2), 695-720.

Jurevicius, O. (2013, February 13). SWOT analysis: Do it properly. *Strategic Management Insight*.
<https://strategicmanagementinsight.com/tools/swot-analysis-how-to-do-it.html>

Richards, N. (2016, February 10). Top four reasons businesses expand globally and what you need to know. *Vistra*. <https://ieglobal.vistra.com/blog/2016/2/top-four-reasons-businesses-expand-globally-and-what-you-need-know#>

Strategy-Train. (n.d.). Types of diversification. <http://st.merig.eu/?id=145>

Twarowska, K., & Kakol, M. (2013). International business strategy reasons and forms of expansion into foreign markets. *Management, Knowledge and Learning International Conference*, Zadar, Croatia.

Section 4 Readings

Carlson, R. (2019, January 30). A beginner's guide to mergers and acquisitions. *The Balance Small Business*. <https://www.thebalancesmb.com/why-do-companies-merge-mergers-and-acquisitions-explained-392847>

Chickha, Y. (2017, March 14). Managing stakeholders: It's that dreadful thing. [PowerPoint]. International Institute of Business Analysis, Charlotte, NC.

Mind Tools. (n.d.). Stakeholder analysis: winning support for your projects.
https://www.mindtools.com/pages/article/newPPM_07.htm

Mitchell, R.C. (n.d.). Strategy formulation. <http://www.csun.edu/~hfmgt001/formulation.doc>.

Price, J. (2012, October 26). Six reasons why so many acquisitions fail. Business Insider. <https://www.businessinsider.com/why-acquisitions-fail-2012-10>

Quain, S. (2019, January 28). Advantages and disadvantages of a global strategy. Houston Chronicle. <https://smallbusiness.chron.com/advantages-disadvantages-global-strategy-11664.html>

Section 5 Readings

First River. (2010). Corporate vs business strategy. <https://first-river.com/strategy/2010/02/corporate-vs-business-strategy/>

Harro, T. (n.d.). How to make strategy live when you're not in the room. *Prudent Pedal*. <https://www.prudentpedal.com/make-strategy-live-youre-not-room/>

IMG. (2019, December 5). Our employees and customers don't understand our strategy. <https://imgcorp.co.uk/our-employees-and-customers-dont-understand-our-strategy/>

Kaplan Financial Knowledge Bank. (n.d.). Agency theory. <https://kfknowledgebank.kaplan.co.uk/risk-ethics-and-governance/governance/agency-theory>

Section 6 Readings

Belyh, A. (2017, February 24). Essential steps to a successful strategy implementation process. Cleverism. <https://www.cleverism.com/strategy-implementation-process/>

Brownbill, N. (2012, October 7). What drives your competitive landscape? Be the Best in Business. <http://bethebestinbusiness.blogspot.com/2012/10/oneof-key-questions-in-competitive.html>

Merrill, C. (2015, February 6). Skip the boring business plan. Entrepreneur. <https://www.entrepreneur.com/article/242452>

Murphy, C.B. (2019, November 22). Why do companies care about their stock prices?

Investopedia. <https://www.investopedia.com/investing/why-do-companies-care-about-their-stock-prices/>

Delivery

The module is built and distributed through Peregrine’s Content Management and Delivery (CMAD) Learning Management System (LMS). The link to the module is provided separately to learners or through the client’s LMS. The instructional content is all contained within CMAD to include a link to OneDay Strategy Simulation.

Curriculum

The module is organized into six OneDay Strategy Simulation episode-based sections and an assessment at the end of the module.

<u>Section Number</u>	<u>Section Name</u>	<u>Topics</u>
1	OneDay Episode 1: Assignment and External Context	<ul style="list-style-type: none"> • Introduction to the OneDay Strategy Simulation • Videos: Five Forces; Cost-Differentiation Tutorial • Readings for Episode 1 • OneDay Episode 1
2	OneDay Episode 2: Operational Opportunities and Constraints	<ul style="list-style-type: none"> • Video: First Fast Blue • Readings for Episode 2 • OneDay Episode 2
3	OneDay Episode 3: Strategic Options and Quantitative Support	<ul style="list-style-type: none"> • Video: SWOT • Readings for Episode 3 • OneDay Episode 3
4	OneDay Episode 4: Hypothesis Testing and Follow-up	<ul style="list-style-type: none"> • Video: Renewal Cycle • Readings for Episode 4 • OneDay Episode 4
5	OneDay Episode 5: Feasibility and Implementation	<ul style="list-style-type: none"> • Episode 5 Readings • OneDay Episode 5

6	OneDay Episode 6: Communicating Strategy	<ul style="list-style-type: none"> • OneDay Episode 6 Readings • OneDay Episode 6 • OneDay Episode 7 – Epilogue
7	Module Assessment	<ul style="list-style-type: none"> • Assessment

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities. Learners may re-play Episodes 2-6 to enhance the development of their strategy.

<u>Section #</u>	<u>Section Name</u>	<u>Hours</u>
1	OneDay Episode 1: Assignment and External Context	2
2	OneDay Episode 2: Operational Opportunities and Constraints	2
3	OneDay Episode 3: Strategic Options and Quantitative Support	2
4	OneDay Episode 4: Hypothesis Testing and Follow-up	2
5	OneDay Episode 5: Feasibility and Implementation	3
6	OneDay Episode 6: Communicating Strategy	3
7	Assessment	1
Total Learner Hours		15