



[Click here to listen to an audio overview of the noteworthy features in this course outline.](#)

UNIVERSITY OF WATERLOO
Department of Economics
ARBUS 400 – Strategy and Program Integration
Winter 2014

Instructor:	Geoffery Malleck	Class:	Mon 6:00 pm – 8:50 pm
Class Number:	4108	Practicum:	Thur. 6:00 pm- 8:50 pm
Subject:	ARBUS 400-001	Pre-Req:	ARBUS 300
Classroom:	STJ 2017	Office:	HH 101
Catalogue:	400-001	Office hours:	W 12:00 pm- 3:00 pm
Phone	888-4567, ext. 32654		

Appointment preferred Meetings should be pre-arranged via D2L e-mail.

E-Mail: Through UW Learn Course Environment. This is the primary source for course updates, marking criteria, lecture notes, class cancellations and announcements.
Learn.uwaterloo.ca

Required Resources: CAPSTONE Simulation
Text: Continued use of PMI Text from ARBUS 200 and 300

Course philosophy [A "course philosophy" statement helps to orient the students and begins to establish the tone of the course.](#)

The finishing line is within sight! You are approaching yet another major life milestone as you prepare to launch into yet another adventure. Not so fast... ARBUS 400 is designed to have you check the rear-view mirror to see how you have evolved as a student, an individual and a member of society. It is important to look back and savour the experiences that have brought you to this point.

[References to other courses in the program help students make useful connections.](#)

As stated in ARBUS 300, the transformation from student to professional is encouraged in a variety of ways including campus activities, volunteerism and work experience. In ARBUS 200, you were introduced to key principles and tools associated with creativity, innovation and entrepreneurship. The themes continued in ARBUS 300 but from a more personal perspective.

Perhaps some well-known individuals can help in defining the philosophy of the course:

“Life isn't about finding yourself. Life is about creating yourself.” George Bernard Shaw

“Looking back you realize that a very special person passed briefly through your life- and it was you. It is not too late to find that person again.” Robert Brault

“I am not afraid of tomorrow, for I have seen yesterday and I love today.” William Allen White

Course purpose

As engaged students willing to learn and invest:

- You will be invited to build on the elements of strategy introduced in ARBUS 200 and 300 as you engage in a strategy simulation to take your knowledge and apply it in an exciting and memorable way.
- The course also will serve as a capstone experience that provides both purpose and incentive to look back at the evolving ‘you’
- You continue to work with tools of expression that will enhance personal expression.
- The course explores several key themes including exploring, developing, applying, observing, and assessing.
- You will continue to acquire the knowledge to pursue a CAPM designation.

Course Objectives

Students willing to invest in this course:

- Apply the key principles of strategy and their application to critical development.
- Will be better able to analyse complex situations, develop potential solutions and build a plan to implement.
- Will be able to expand some of the key themes of the ARBUS program with broader life experiences.
- Draw upon group members' contributions to the group's assignments.
- Will come to see the value of pursuing themselves as future stewards of highly principled businesses.
- Will continue to develop the key skills, attitudes and values to define, pursue and realize success.

Course Evaluation:

<u>Requirement</u>	<u>Due</u>	<u>Weight</u>	<u>Group/Individual</u>
Group Simulation (& related activities) (Peer evaluations will affect group mark)	Refer to D2L for details	90%	Group
Individual Reflection	Refer to D2L for details	10%	Individual

Preparation for the next week is clearly stated. The workload is not even, so review the full course in advance. Your ability to contribute to the quality of class is enhanced by any preparation done in advance.

Group mark details are provided in the Marking Grid, which is posted with this page in the Lessons section for this course in D2L. The course marks are fixed but some topics may be added or deleted depending on the certain factors. Submissions are due is at the end of the due day (11:59:59pm). Information contained on the marking grid is considered a part of the outline.

Other Notes:

Late submissions are subject to a 2% per day (seven day week) penalty. The responsibility is on the group/individual to submit on D2L before the designated deadline. If the submission is to be electronically filed in an D2L drop box, the time stamp applied to the document will be applied.

Academic Integrity:

Academic Integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility.

Grievance: A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy 70 - Student Petitions and Grievances, Section 4, <http://www.adm.uwaterloo.ca/infosec/Policies/policy70.htm>

Appeals: A student may appeal the finding and/or penalty in a decision made under Policy 70 - Student Discipline. A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to Policy 71 - Student Discipline, <http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm> Petitions and Grievances (other than regarding a petition) or Policy 71 - Student Discipline if a ground for an appeal can be established. Read Policy 72 - Student Appeals, <http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm>

Academic Integrity website (Arts): http://arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html

Academic Integrity Office (UW): <http://uwaterloo.ca/academicintegrity/>

Accommodation for Students with Disabilities:

Note for students with disabilities: The Office for Persons with Disabilities (OPD), located in Needles Hall, Room 1132, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the OPD at the beginning of each academic term.

ARBUS 400

Overview

As students near the end of the undergraduate program in Arts and Business, this .5 credit course serves several important functions. Firstly, it expands on the subject of strategy that was first introduced in ARBUS 200 and discusses strategy and business from two perspectives: Creative and Practical.

The second section continues with the progression toward completion of PMAC certification.

Students are reminded that the ePortfolio component of their program is an integral part of this course, specifically the capstone experience.

The third section of this course is a capstone experience where students reflect on their evolution and development, their unique attributes and the benefits of the ARBUS degree. This is all captured in their already established ePortfolio. This may include graduate studies, employment, travel or other ‘next steps.’

To recap, students in fourth year Arts and Business will participate in a culminating experience, which is provided in ARBUS 400. As each student reaches a major milestone, critical tools for success are provided in the form of strategy and project management. The student will also be required to present their experience in the program and how the UW ARBUS experience has and will offer a competitive advantage in the next stage of life.

Class time: Monday 6:00 to 8:50 in SJU 2017

Practicum time: Selected Thursday evenings 6:00 to 8:50 in SJU 2017

Week 1- January 6

Introduction to course

- Intent, objectives and your continuing journey
- Assignments
 - o The ARBUS 400 assignment is an opportunity to reflect upon your growth during your time at University (on and off campus), define your understanding of success and outline how you plan to achieve it.

- Group work and the simulation
- Break
- More on Strategy and you
- More on Brand and you

CAPSTONE

- Direct participants to the Team Member Guide, which includes registration instructions (15 min.)
- Participants register at www.capsim.com
- Review getting started area of the website (5 min.)
- Complete Rehearsal Tutorial, which introduces simulation software (60 minutes)
- Complete Situation Analysis exercise in the Guide or the Online Guide. This will help participants analyze external/internal conditions prior to managing their corporation (60 minutes)

The Group Website

A major effort for each of the Capsim teams (simulation experience) is to develop an attractive and appropriate corporate website and populate it with meaningful information. Part of the lead in to this assignment is exploring:

- What makes an excellent corporate website?
- What makes an awful (counterproductive) website?
- How will you adapt your team's knowledge to build a brilliant website?

For next week: It is important to purchase the Capsim Simulation Code at the UW Bookstore. Do not purchase on-line as you will not be included in the UW web area.

For next week: *Come prepared to play!*

No Evening Practicum

Week 2- January 13

Start P-1, Start P-2

Simulation Preparation (30 minutes):

Assign groups.

Allow groups to get acquainted AND to review/ share their understanding of the Capsim experience. Some planning and agenda setting is recommended.

While this is happening:

Take receipts from students and set up module.

CAPSTONE (Balance of class)

- Determine role assignments for each participant. See How Can We Organize Our Company? In the online guide.
- Prepare for practice rounds by crafting strategy
- Make Practice Round 1 decisions (90 minutes)
- Run Practice Round and review.
- Set up for Practice Round Two.

No Evening Practicum

Week 3- January 20

Start R-1

CAPSTONE

- Review results of Practice Rounds (25 minutes)

- Review with participants the various reports automatically generated by the simulation, especially the Courier (25 minutes)
- Prepare for Game start and Round 1
- See Presentation Order Grid for AGM's
- Class discussion on how to present during the AGM

- Part A: The AGM. During this section you are the executive team and you are presenting to a board of directors. (a rather snarly and demanding group)
 - Who are you addressing?
 - What should you present?
 - What is important in how you present?
 - Messaging and optics are important.

- Part B: Specific assignment during several weeks
 - Crib Sheet (AGM 1)
 - Mission, Vision, Values (AGM 3)
 - Core competencies (AGM 4)
 - Competitive reflections (AGM 6)
 - At any time your team can also include discussions that (team challenges- triumphs etc)?
- Essay assignment- group Vision Statement and/or Outlining your team strategy

Due next week.... Submit effective crib notes into drop box

No Evening Practicum

Week 4- January 27

Start R-2

CAPSTONE

- Review results from Round 1
- Prepare to launch into Round 2

No Evening Practicum

Week 5- February 3

Start R-3

CAPSTONE

- Review results from Round 2
- AGM
- Prepare for Round 3

Due next week.... Group's Mission, Vision, Values

No Evening Practicum

Week 6- February 10

Start R-4

CAPSTONE

- Review results from Round 3
- AGM- - Include Mission, Vision, Values
- Prepare for Round 4

Due next week.... Describe group's core competencies

READING Week –February 17

Week 7- February 24
Start R-5

Group work week.

Thursday Evening Practicum: Project Management-1

Project Quality Management delivered by Guy Lazure and Tony Piminoff

- Quality Plan
 - Quality Assurance
 - Quality Control
-

Week 8- March 3
Start R-6

CAPSTONE

- Review results from Round 4
- AGM- Present Core Competencies and defend with results
- Prepare for Round 5

Thursday Evening Practicum: Project Management-2

Project HR Management delivered by Guy Lazure and Tony Piminoff

- Human resource plan
 - Project team acquisition
 - Project team development
-

Week 9- March 10
Start R-7

CAPSTONE

- Review results from Round 5
- AGM
- Prepare for Round 6

Due next week.... Competitive Analysis

Thursday Evening Practicum: Project Management-3

Project Communications Management delivered by Guy Lazure and Tony Piminoff

- Stakeholder identification
 - Communication plan development
 - Information distribution
 - Managing stakeholder expectations
 - Performance reporting
-

Week 10- March 17

Start R-8

CAPSTONE

- Review Round 6
- AGM- Competitive Analysis
- Prepare for Round 7

Thursday Evening Practicum: Project Management-4

Project Risks Management delivered by Guy Lazure and Tony Piminoff

- Risks Management Plan
- Risks identification
- Qualitative risks analysis
- Quantitative risks analysis
- Risks response plan
- Monitor and control risks

Due March 28- Corporate Website

Week 11- March 24

Presentation Set A

CAPSTONE

- Review Round 7
- AGM- Present your group's approach to 'Best and Worse Case Forecast'
- Prepare for Round 8 (the last)
 - Prepare Stockholders' Final Debrief presentations (10 minutes per group)
 - Entire class will be present for presentations

Thursday Evening Practicum: Project Management- 5

Project Procurement Management delivered by Guy Lazure and Tony Piminoff

- Plan procurement
- Conduct procurement
- Administer procurement
- Close procurement

Due April 1- Personal Reflection

Week 12- March 31

Presentation Set B

CAPSTONE

- Final AGM presentations (to class and guests)
- Review all results and present two winning teams
- Class debrief
- Submission: What did the simulation accomplish?
Applied To you and to your team

Wrapping it up...

No Evening Practicum

Due April 1- Two page personal reflection