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## **Directions For Written Analysis of the Computerized Business Simulation**

**Each group or industry team is required to prepare a written report or analysis which answers the following questions. This project is worth a possible maximum of 100 points toward the final grade of each student within the industry group or team.**

- 1. (a) Develop a Mission Statement for your company and describe the long term strategies pursued by your group during the simulation.**
  
- (b) Describe the short term (year by year) strategies pursued by your firm during the simulation. In your answer be sure to (1) outline yearly strategic projections and assumptions used in developing yearly strategic goals/objectives; (2) document and describe the overall strategic objectives for your firm; (3) document and describe both the functional area goals and resource allocations (i.e.: pricing policies; financial management policies/activities; advertising; customer/retailer service or support operations; quality management programs; production decisions; production technology decisions; finished goods allocation policies; human resource management policies; etc.) used to support the attainment of your firm's strategic goals and action plans; and (4) summarize sales/financial performance results and develop detailed causal attributions to explain the emergence of yearly performance results.**
  
- (c) Define and discuss the Marketing/Product Concept for your firm's athletic shoes. Indicate the specific types shoes, product attributes, distribution systems and market segments you were trying to reach with your product offerings. Discuss why your marketing mix was appropriate/inappropriate for the types of market segments you were attempting to reach during the simulation. Develop and provide sample materials that you would use to launch advertising or promotional campaigns for your product.**

**2. (a) Analyze and/or comment upon the decision making techniques your firm utilized to formulate its strategy. (b) Describe the impact of the following variables upon your group's strategy formulation/decision making activities-- (1) the style of your group's leader; (2) the risk taking propensity and goal orientation of group members; (3) the interpersonal communication and conflict resolving processes within your group; (4) environmental uncertainty; (5) the cognitive style (i.e.: intuitive vs. analytical) of group members; and (5) individual/group anxiety or psychological stress (if applicable). Additionally, analyze the general scope and pattern of your decision making activities in terms of Mintzberg's article "Strategy Making in Three Modes". Indicate how your strategy making/decisional modes compare and contrast with the typology developed by Mintzberg.**

**3. Based upon data available through the Footwear Industry Report and Competitor Analysis Report, describe and analyze the competitive strategies being pursued by each of the other teams within your industry. In your answer, (a) classify (and justify your classification) of each of your competitors' strategies according to the Porter (1980) or Hofer and Schendel (1978) typologies; and (b) describe retrospective countermeasures or strategic action plans that your team could or should have used to combat the strategies implemented by each of the competitors within your industry. This latter analysis should be strongly based upon a concrete assessment of the competitive strengths/weaknesses and threats posed by each of the competitors within your industry. In performing this analysis, you should make extensive use data/information from both the Footwear Industry and Competitor Analysis reports.**

**4. After you have received the results for Year 18, analyze and discuss (a) the current strengths, weaknesses and threats of your firm; (b) the strategic opportunities and alternatives facing your firm; and (c) future strategies which would improve the economic and competitive performance of your firm. In addressing this latter issue, make sure to develop detailed action plans for purposes of assisting future management in maximizing competitive strengths/opportunities and minimizing competitive weaknesses/threats. In creating and discussing your Company Situation Analysis/SWOT table, your group should make extensive use of data provided in your firm's operating reports/statements, the Footwear Industry and Competitor Analysis Reports.**