Starting Conditions

In playing the simulation, all students start from an identical position. You (either individually or as part of a classroom team) have just been assigned to oversee the development of a new project at your company. You will be required to create a project team, and make a series of decisions every period as you move your project forward. You will compete with other project teams over a period of up to 12 decision rounds, where each round represents a set of project milestones. Your challenge is to make the most effective decisions possible for each round, resulting in superior performance for your project relative to other classroom teams.

Background Information

D&J Plastics is a 10-year old plastics manufacturing company located in the Midwest. They specialize in developing parts for industrial use using injection molding and extrusion technologies. Their specific specialty lies in the area of developing made-to-order parts for the automotive after-market, although their product catalog includes products used within many industries, both marketed directly to consumers and those sold to manufacturers and retailers. D&J Plastics is a privately owned company with projected revenues for FY2003-2004 of $15 million. In recent years, the company has begun to broaden its capabilities by developing design and engineering expertise in-house. This approach has allowed the company to expand its business opportunities by developing products for other firms that lack specific knowledge of plastics engineering and/or manufacturing. The impetus to expand in-house engineering capabilities at D&J has been identified by upper management as a necessary means for continuing to enhance business opportunities and revenue generation in this highly competitive marketplace. The goal of D&J is to continue to develop in-house engineering and new product development to a level that will provide a sustainable competitive advantage for the firm over competitors in both the local and national markets. Recognizing the value of project management procedures, D&J has committed to improving their new product development through project management in the past three years. The company's objective is to re-engineer existing products and develop new products in a cost-effective manner while meeting customer needs. D&J seeks to use exclusivity agreements and patents to protect its revenue generation for these products. This project is the first one that they are undertaking under this "project management" philosophy.

Rules of Engagement

You must submit one set of decisions for each team by the time specified by the instructor. Failure to do so will result in the prior period's decisions being submitted for you. The decisions will be processed simultaneously. Teams with a higher standing in the prior processing period will be given priority in terms of bidding for and obtaining resources and training slots. "Teams will be allowed to obtain and release resources during any processing period. However, the impact of re-acquiring a resource must be taken into account. Any planned or unplanned events may have lasting effects and may have variable effects when repeated two or more times. The effect of any planned or unplanned actions may not take place immediately."