



THE NEXT GENERATION OF CLASSROOM TECHNOLOGY

RECURRENCEINC.

THE SIGNATURE CASE STUDIES

The Signature Case is an alternative to traditional pencil-and-paper business cases

This game is an online, interactive, multiplayer experience based on real-world data and actual events



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LIBERTY AIR



You will be part of an executive leadership team that is in charge of an airline, Liberty Air

The airline will face four major crises:

- Labor strike
- Plane crash
- Fuel crisis
- Hostile takeover



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THE LEADERSHIP TEAM

Each leadership team consists of five players who will each select one of the following roles:

- Chief Executive Officer (CEO)
- Chief Operating Officer (COO)
- Chief Financial Officer (CFO)
- Chief Marketing Officer (CMO)
- Chief Human Resources Officer (CHRO)
- Note: A.I. will populate unfilled roles for teams with fewer than five players

Decisions can be made:

- Individually or as a team
- Synchronously or asynchronously

SELECT A ROLE

CHIEF EXECUTIVE OFFICER <i>The CEO is the highest-ranking officer in corporate management.</i>	CHIEF FINANCIAL OFFICER <i>The CFO is responsible for managing a company's finances.</i> <i>The CFO essentially acts as the chief accountant and financial planner, managing income and expenses and helping plan the budget.</i>
CHIEF OPERATING OFFICER <i>The COO is responsible for the daily operation of the company.</i>	
CHIEF HUMAN RESOURCES OFFICER <i>The CHRO is responsible for personnel management and internal communications.</i>	
CHIEF FINANCIAL OFFICER <i>The CFO is responsible for managing a company's finances.</i>	
CHIEF MARKETING OFFICER <i>The CMO is responsible for marketing and public relations.</i>	

SELECT



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CRISIS DECISIONS



Each crisis has three major phases

For some crises, only one of the team members acts as key decision-maker

Teams can make decisions unilaterally or collaboratively



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BUDGET & SUPPORT PROJECT ALLOCATIONS

For some crises, the CFO must make budget allocations to departments headed by the other team members

Once allocated, each team member must decide how much money to invest in various support projects

These decisions can be made unilaterally or in consultation with the team



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LEADERSHIP CHALLENGES

YOUR DEMONSTRATED LEADERSHIP STYLE

PARTICIPATIVE LEADER

The choices you made reflect a PARTICIPATIVE leadership style. Participative leadership is characterized by working side-by-side with others and sharing in the decision-making process to come up with the best solutions.



The diagram is a leadership style radar chart with six axes: AUTHENTIC (top), TRANSFORMATIONAL (top-right), TRANSACTIONAL (bottom-right), PASSIVE (bottom), DIRECTIVE (bottom-left), and PARTICIPATIVE (top-left). The chart consists of several concentric hexagonal lines. A red line is drawn around the chart, highlighting the PARTICIPATIVE axis, which is the most prominent style shown.

Additionally, leadership challenges will be presented that will assess a leadership style based upon the choices you made in the game

At the end of the game, you will be provided with a Leadership Report



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PERFORMANCE METRICS



Three key performance indicators:

- Customer satisfaction
- Employee satisfaction
- Shareholder satisfaction

Additionally, you must be concerned with revenues

All of the above are affected by your crisis decisions and budget allocations



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CRISIS #1: LABOR PERFECT STORM

“Labor Perfect Storm” is inspired by real events that took place in the airline industry following the 9/11 terrorist attack in 2001. With labor costs locked in by pre-9/11 contracts and revenues reduced due to depressed demand for travel, costs are eroding profit margins and forcing airlines into bankruptcy. Liberty Air is teetering on the edge of bankruptcy, and negotiations with ramp workers are stalled over a contentious labor contract. A strike is looming. Players must determine whether management should settle and avoid a strike, allow a strike and use temporary workers, or permanently lay-off the ramp workers and hire a lower cost contractor. Each choice has known and hidden costs and benefits.

Key topics: Labor relations, strikes, strategies to negotiate with unions, Chapter 11 bankruptcy



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CRISIS #2: COOL IN A CRISIS

“Cool in a Crisis” deals with the worst imaginable situation for an airline: A catastrophic crash. In this scenario, one of Liberty Air’s planes crashes into a national park, killing everyone on board – including a prominent young gymnastics team – and igniting a devastating ground fire. The news media is “feasting” on the tragedy as the company tries to manage the fallout. Players must address the media in addition to coordinating the investigation and consoling victims’ families, all while keeping in mind how the marketplace will perceive the competence of the airline. The challenges in this crisis test management’s ability to set priorities and to remain calm under pressure.

Key topics: Situational awareness, public relations, crisis communications, incident command protocols, workplace tragedy, short- and long-term costs of catastrophes, balancing airline’s needs with those of families and employees



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CRISIS #3: OVER THE HEDGE

Oil prices are at an all-time high due to unrest in the Middle East. Somehow, Liberty Air's competitor, Pacifico Airlines, has discounted ticket prices. Reservations are declining at Liberty, and other airlines are filing for bankruptcy. Players must determine how to manage an airline's finances in the midst of bad economic news. In addition to scrutinizing various cost-cutting measures – such as negotiating salaries and closing routes – management must consider the risks and rewards of entering into a fuel hedging contract.

Key topics: Swaps, fuel hedging, issuing stocks and bonds, strategies to cut costs



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CRISIS #4: SHARK ATTACK

Due to falling stock prices, Liberty Air is considered undervalued. Activist investor and corporate raider Oruc Reis pounces on the opportunity, purchasing a substantial share of Liberty Air. In order to complete his acquisition, Reis offers to purchase shares from other investors at a premium. Reis has a brutal track record of dismantling firms, but his personal charm and success may be enticing to shareholders and employees. Certainly, he is able to provide a maximum return to investors – including himself! Reis also has a history of placing a wedge between members of the management team and board in attempt to “divide and conquer.” He is known to offer sweet incentives to executive team members who agree not to fight the takeover. The management team must decide whether to fight against or acquiesce to the hostile takeover, in addition to handling the anxiety and ethical dilemmas caused by this newfound lack of job security.

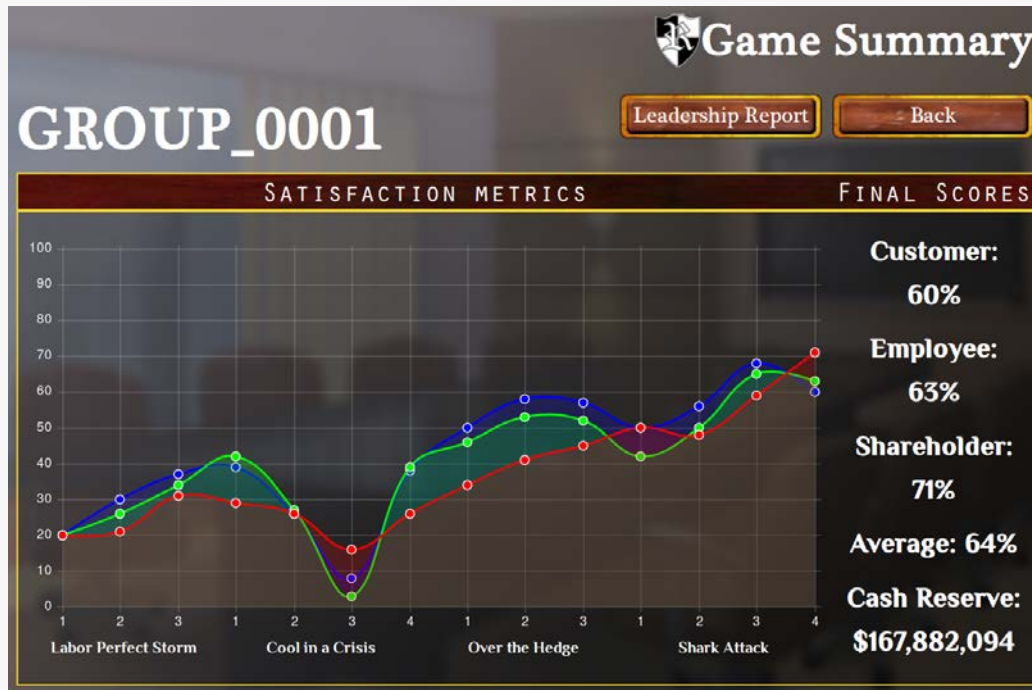
Key topics: M&A, hostile takeovers, shareholder influence, tender offers, company valuation



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GAME SUMMARY



Throughout gameplay, you can check how your team's decisions impact the performance metrics



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GO SAVE LIBERTY AIR!



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