# Course Description

This course is the culminating course in the MBA program. The capstone course experience requires students to develop a comprehensive, implementable strategy for a company within a specified industry. Drawing on the knowledge obtained in previous classes, students will incorporate marketing, operational, and financial plans into the comprehensive business plan. At the conclusion of the course, students present detailed reports of their findings and recommendations.

# University Learning Outcomes (ULO)

* **ULO1**:Knowledge of Human Cultures and the Physical and Natural World
* **ULO2**: Intellectual and Practical Skills
* **ULO3**: Personal and Social Responsibility
* **ULO4**: Integrative and Applied Learning
* **ULO5**: Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1**: Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2**: Students will apply knowledge and skills to develop a comprehensive business plan which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: Apply critical thinking to real life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4**: Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1**: Develop effective business strategies to compete in the marketplace.
* **CLO2**: Examine the importance of an environmental analysis and its impact on organizations.
* **CLO3**: Analyze the various strategy options to achieve organizational goals.
* **CLO4**: Demonstrate effective approaches to case study analysis and business planning.

# Student Expectations

Students are expected to:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

Hitt, M.A., Ireland, R. D., & Hoskisson, R. E. (2015). *Strategic management*: *Competitiveness and globalization*. (11 ed.). Stamford, CT: Cengage Learning. ISBN: 9781285425177

Site: <http://www.cengage.com/cgi-swlearning/course_products_wp.pl?fid=M20b&product_isbn_issn=9781285425177&disciplinenumber=416>

# Suggested Point Values

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| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion: Business Survivability | 10 |  |
| Business Plan: Instructions | 50 |  |
| **Week 2** |  |  |
| Discussion: Business Strategy (Long-Term) | 15 |  |
| Week 2 Case Study | 80 |  |
| Business Plan: About the Company | 50 |  |
| **Week 3** |  |  |
| Discussion: Ethics | 15 |  |
| Business Plan: Outline, Definitions, & SWOT Analysis | 50 |  |
| **Week 4** |  |  |
| Discussion: Business Leadership – Making the Tough Calls | 15 |  |
| Week 4 Case Study | 80 |  |
| Business Plan: Methodology & Financial Assessment | 50 |  |
| **Week 5** |  |  |
| Discussion: Business Survivability and Leadership Effectiveness | 15 |  |
| Business Plan: Research Outline & Financial Ratios | 50 |  |
| **Week 6** |  |  |
| Discussion: Communicating a Message Effectively | 20 |  |
| Research on Wells Fargo | 80 |  |
| Week 6 Case Study | 80 |  |
| Capstone Business Exam | 20 |  |
| **Week 7** |  |  |
| Discussion: International Leadership (Cultural Perspective) | 20 |  |
| Business Plan Paper | 150 |  |
| Business Plan Presentation | 50 |  |
| Program Objectives Reflection Paper | 70 |  |
| Exit Survey | 30 |  |
| **Total Points** | **1000** |  |

# Course Schedule

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| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |
| Six |  |  |
| Seven |  |  |

# Weekly Learning Modules

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| **Week One: Communication Skills** | | | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Examine factors that affect an organization’s ability to be competitive. | | CLO2, CLO3 | |
| * 1. Recognize how corporate culture, Tuckman’s Theory, and Porter’s Model enhance company success. | | CLO2, CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Video Lectures**  **View** the following video lectures to prepare for this week’s assignments:   * "[Welcome to MBA660: Capstone Business Plan](https://vimeo.com/synergiseducation/review/188992945/0443b0b648)" (3:17 mins.) * "[Strategic Management: Porter’s Theory](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/stratmgmt-porters/presentation.html)" (5:43 mins.) * "[Corporate Culture](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/corpculture/presentation.html)" (4:46 mins.) * "[Organizational Structure: Tuckman’s Theory](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/orgstructuretuckmans/presentation.html)" (7:26 mins.)   **Post** any questions, comments, or observations to share with the class in the Week 1 General Q & A discussion forum on Blackboard. | | 1.2 | Lecture Activity = **1 hour** |
| **Readings**  **Read** the following chapters and articles:   * *Strategic Management: Competitiveness and Globalization*:      * + Ch. 1 “Strategic Management and Strategic Competitiveness”   + Ch. 2 “The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis”   + Ch. 3 “The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages”   **Post** any questions, comments, or observations to share with the class in the Week 1 General Q & A discussion forum on Blackboard. | | 1.1, 1.2 | Lecture Activity = **1 hour** |
| **Team Meeting**  This course includes a team project, culminating in a paper and a presentation, both due Week 7. Each week, you are expected to participate in an ongoing discussion with your team to discuss these team assignments, process ideas, and assign next steps. This discussion should occur within the Group Discussion Board on your Learning Team Page.  **What’s next?**   * Review the Business Plan Guidelines and Business Plan Assignments Outlineand prepare to discuss these with your team. * Navigate to your Learning Team Page and launch a discussion concerning the business plan that your team will undertake. In developing the business plan, a company needs to be chosen in which to focus your plan and perform an in-depth analysis. Thus, please initiate this discussion early in the week as the process may necessitate more than one meeting.   If applicable, your team might elect to establish “a leadership structure” to facilitate the development and growth of your team project. | | VARIES | Guided Project = **1 hour** |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the class and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note*: A recorded lecture will be made available to those who are unable to attend the live session. | | N/A | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Business Survivability**  **Pos**t a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.  Recently, Howard Johnson (HJ) announced the closing of its restaurant in Bangor, Maine for September 6, 2016. The only remaining Howard Johnson Restaurant is in Lake George, New York. At its height, HJ eateries numbered over 800 restaurants.  **Research** and address the following:   * What might you suggest was the primary reason(s) why HJ failed? * Was it time for HJ to “adjourn”? * If you were the CEO, what might you have done to reinvent the chain? * How would you incorporate the concepts of corporate culture, Tuckman’s Theory, and Porter’s Model to the organization?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Business Plan: Instructions**  **Review** and discuss the ideas on developing the business plan with your team.  **Include** a “game plan” for completing the project on schedule. Your game plan should include the following:   * The sections that will be addressed in your paper * How the sections of your project are to be subdivided and approached * How research will be conducted * The process that will be utilized to ensure that the final product flows and is organized well   The game plan may be in the form of an outline or a summary.  **Select** one member of the team to submit the team’s response, but with the concurrence and review of all team members.  **Submit** this assignment as a Word document by 11:59 p.m. (Eastern time) on Sunday. | | VARIES | Guided Project = **1.5 hour** |
| **Total** |  |  | **6.5 hours** |

# Faculty Notes

**Adobe Connect:** Students should post any questions or comments they have to the Announcement forum. The instructor can then utilize those questions that come up in the first part of the week to tailor the live Adobe Connect class session that would be scheduled toward the later part of the week. That 1-hour synchronous session will allow students the opportunity to go over any questions they had with the homework and clarify any misconceptions they have about the course content. All Adobe Connect sessions should be recorded and a link to the recording will be posted to the course page so any student who misses the session can review it later in the week.

*Note:* Hold this session for Wednesday of the week so students have plenty of time to review their homework prior to the deadline on Sunday.

**Teams and Team Page Setup:** Team composition is determined after the class roster is finalized. Teams will be equitably distributed and be comprised of three to four students. As much as possible, team composition includes considerations of demographics, diversity, work experience, etc. At the latest, team rosters will be posted 3 days before the course launches.

Be sure to assign students to their teams so they can begin discussions within the Group Discussion Board.

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| Week Two: Professional Competency | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Apply Tuckman’s Theory to strategic management. | | CLO1, CLO2, CLO3 | |
| * 1. Analyze the importance of reinvention to an organization’s success. | | CLO2 CLO3 | |
| * 1. Examine strategic initiative and questions required to sustain an organization. | | CLO1, CLO2, CLO3, CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Video Lectures**  **View** the following video lectures to prepare for this week’s assignments:   * "[Strategy: Asking the Right Question](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/askingrightquestions/presentation.html)" (7:02 mins.) * "[Strategy and Leadership: Blue Ocean Leadership](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/blueoceanleadership/presentation.html)" (4:48 mins.) * "[Strategy and Leadership: Red and Blue Ocean Strategies](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/redbluestrategy/presentation.html?utm_medium=app_email&utm_source=lp_app&utm_source=task_activity)" (2:02 mins.)   **Post** any questions, comments, or observations to share with the class in the Week 2 General Q & A discussion forum on Blackboard. | | 2.3 | Lecture Activity = **1 hour** |
| **Readings**  **Read** the following chapters and articles:   * *Strategic Management: Competitiveness and Globalization*:      * + Ch. 4 “Business-Level Strategy”   + Ch. 5 “Competitive Rivalry and Competitive Dynamics”      * *Harvard Business Review*:   + “What is Disruptive Innovation” (December, 2015)   + “Why Organizations Do Not Learn” (November, 2015)   + “Blue Ocean Leadership” (May, 2014)   **Post** any questions, comments, or observations to share with the class in the Week 2 General Q & A discussion forum on Blackboard. | | 2.1, 2.2, 2.3 | Lecture Activity = **1 hour** |
| **Team Meeting**  By this week, your team should have a good idea of your team’s plan to draft the project. The discussion should be complete in the sense that it denotes everything necessary to outline and frame your business plan.  **Discuss** the following with your team on your Learning Team Page:   * Narrow down some potential companies that successfully reinvented themselves. * Decide on a company and research further. * Plan how to complete the paper due this week regarding the business plan.   *Note*: The instructor is available to meet with your team either in person or on the phone. While the instructor will meet with any student individually to discuss course performance and expectations, meetings regarding the final paper and presentation must be in a team environment with all members present. Complaints about individual student participation levels in the group task are a function of leadership and must be addressed or corrected by the team members. | | N/A | Guided Project = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Business Strategy (Long-Term)**  **Pos**t a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.  Having a long-term strategy is critical to sustain any business or organization. Critically evaluate the long-term strategy of the company with which you are currently employed (or one you are familiar with).  From the video "Strategy: Asking the Right Question," which of Simon’s “seven points” is most deficient in your organization and what would you do to “fix” this deficiency, i.e., how would you close the short-term gap and how would you repair this deficiency permanently (long-term)?  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Week 2 Case Study**  **Read** “Herman Miller (Case # 15) – An Ongoing Case of Reinvention and Renewal” in *Strategic Management: Competitiveness and Globalization*.  **Write** a 1- to 2-page paper (double-spaced) that relates the applicability of Tuckman’s Theory to this case.     * How does Tuckman’s Model apply (if at all) to Herman Miller? * Using critical thinking, what have you learned from the case and from Tuckman? * Can any company be “reinvented” or is there a time to “adjourn” for some organizations? Can you provide an example of a company whose effectiveness was finite, i.e., renewal was not possible?   **Submit** this assignment as a Word document by 11:59 p.m. (Eastern time) on Sunday. | | 2.1, 2.2 | Case Study = **1 hour** |
| **Business Plan: About the Company**  **Continue** working with your team on the business plan.  **Select** a company or organization that successfully reinvented itself (review the video "Tuckman’s Theory" from Week 1).  **Write** a 2- to 3-page paper on the following:   * Identify the company and give a very brief summary of its original mission and product and its current product offering(s). * Explain what motivated the company or organization to reinvent itself. Consider asking the following question: Was the change motivated by leadership, technology, the economy, other significant changes/trends, or something else? * What can you do to help ensure that the company or organization remains current, vibrant, and thriving?   **Submit** this assignment as a Word document by 11:59 p.m. (Eastern time) on Sunday. | | 2.1 | Guided Project = **1.5 hour** |
| **Total** |  |  | **6.5 hours** |

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| Week Three: Moral and Ethical Judgement | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Apply the importance of ethical behavior to the organization’s leadership team. | | CLO2 | |
| * 1. Evaluate the impact of business strategies within corporate environments to include the alignment of organizational culture and strategic development. | | CLO1, CLO2, CLO3, CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Video Lectures**  **View** the following video lectures to prepare for this week’s assignments:   * “[Corporate Ethics: The Dilemma](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/corpethics/presentation.html)” (9:18 mins.)   **Post** any questions, comments, or observations to share with the class in the Week 3 General Q & A discussion forum on Blackboard. | | 3.1 | Lecture Activity = **1 hour** |
| **Readings**  **Read** the following chapters and articles:   * *Strategic Management: Competitiveness and Globalization*:      * + Ch. 6 “Corporate–Level Strategy”   + Ch. 7 “Merger and Acquisition Strategies”   + Ch. 8 “International Strategy”     **Post** any questions, comments, or observations to share with the class in the Week 3 General Q & A discussion forum on Blackboard. | | 3.1, 3.2 | Lecture Activity = **1 hour** |
| **Team Meeting**  In this portion of your business plan, you should have divided tasks and assignments in a professional and methodical manner.  **Discuss** the following with your team on your Learning Team Page:   * Discuss issues that you might expect to encounter in your effort, such as risks that could be detrimental if left unaddressed as well as those risks that could be exploited to your advantage (i.e. risk planning). * List and define the terms to be utilized throughout the Business Plan paper. * Discuss your strengths, weaknesses, opportunities, and threats (SWOT) analysis and determine research assignments. | | 3.2, VARIES | Guided Project = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Ethics**  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.  In recent decades, unethical (and oftentimes *illegal*) behavior has diminished and/or destroyed the effectiveness of many corporations, e.g., ENRON, WORLDCOM, etc. Bernie Madoff is an example of an individual’s ability to wipe out the savings of investors for greed and personal gain.  Is your organization or company ethically sound, or are there “beneath the waterline” issues that threaten the integrity and credibility of your current organization (or one that is familiar to you)? How might the organization’s culture impact the company’s approach to ethical behavior? What can you do to ensure that unethical behavior does not penetrate and adversely impact the company’s culture and overall strategy?  Please be specific by citing areas of concern that expose your organization to scrutiny by regulatory agencies and other governing or verification agency.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.1, 3.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Business Plan: Outline, Definitions, & SWOT Analysis**  **Draft** the following sections of your business plan with your team:   * List and explanation to outline the following issues:   + Internal issues that must be addressed   + External issues that must be addressed   + Negative issues that could adversely affect your business plan * Definition and explanation of the following:   + Terms used in the report   + Terms peculiar to the industry study * SWOT analysis to include:   + Description of the strengths of the organization   + Explanation of the weaknesses of the organization   + Assessment of the opportunities within the environment   + Assessment of the threats within the environment   **Submit** this assignment as a single Word document by 11:59 p.m. (Eastern time) on Sunday. | | 3.2, VARIES | Guided Project = **1.5 hours** |
| **Total** |  |  | **5.5 hours** |

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| Week Four: Problem Solving | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Demonstrate successful decision-making strategies in leadership. | | CLO1, CLO2, CLO3, CLO4 | |
| * 1. Examine effective strategies to include cost saving versus growth strategy. | | CLO1, CLO2, CLO3, CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Video Lectures**  **View** the following video lectures to prepare for this week’s assignments:   * "[Decision Making: A Framework](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/decisionmaking/presentation.html?utm_medium=app_email&utm_source=lp_app&utm_source=task_activity)" (4:15 mins.)   **Post** any questions, comments, or observations to share with the class in the Week 4 General Q & A discussion forum on Blackboard. | | 4.1 | Lecture Activity = **1 hour** |
| **Readings**  **Read** the following chapters and articles:   * *Strategic Management: Competitiveness and Globalization*:      * + Ch. 9 “Cooperative Strategy” * *Harvard Business Review*:   + “Deciding How to Decide” (November, 2013)   + “You Can’t Be a Wimp – Make the Tough Calls” (November, 2013)   **Post** any questions, comments, or observations to share with the class in the Week 4 General Q & A discussion forum on Blackboard. | | 4.1, 4.2 | Lecture Activity = **1 hour** |
| **Team Meeting**  You and your team should have been doing further research on the company to finalize the business plan.  **Discuss** the following with your team on your Learning Team Page:   * Methodology on constructing the business plan * Potential costs and budget review involved | |  | Guided Project = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Business Leadership – Making the Tough Calls**  Good leaders must make difficult decisions that can potentially impact a company or organization adversely. Assume that you are a senior executive (not the CEO) in your company (or one familiar to you). You are ambitious and your intention is to move upward in your organization to become the CEO.  Due to current financial constraints you have been tasked by the CEO to reduce corporate expenses by $5.25M over the next 3 years. How might you approach this “opportunity” to demonstrate your potential to be the next CEO of your organization? Be specific by providing a plan of action that fully reflects your considered approach to this assignment.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1 | Discussion: one post and replies to three other posts = **1 hour** |
| **Week 4 Case Study**  **Read** “Chipotle (Case # 8) – Mexican Grill, Inc. – Food with Integrity” in *Strategic Management: Competitiveness and Globalization*.  **Write** a 2- to 3-page paper (double-spaced) that relates the applicability of effective corporate decision making to this case. Your analysis, at a minimum, should address the following:   * What decisions might you have made in this case? * What were the weaknesses of the decision-making process in relation to Chipotle? * Why is strategy alignment crucial in merger acquisition?   **Include** external research as needed.  **Format** your paper according to APA guidelines.  **Submit** this assignment as a Word document by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.2 | Case Study = **1 hour** |
| **Business Plan: Methodology & Financial Assessment**  **Draft** the following sections of your business plan as a team:   * **Methodology**    + What methodology have you used to construct this business plan?   + How was this methodology determined?   + What are the potential flaws in this methodology? * **Financial Assessment**   + What is the cost to implement your business plan?   + How was this cost determined?   + What provisions have you made for a budget overrun?   + List at least two specific incidents that “keep you awake” regarding a budget overrun?   **Submit** this assignment as a single Word document by 11:59 p.m. (Eastern time) on Sunday. | | 4.2, VARIES | Guided Project = **1.5 hours** |
| **Total** |  |  | **6.5 hours** |

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| Week Five: Critical Thinking | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Determine environmental factors and company strategies that affect the success and failure of an organization. | | CLO1, CLO2, CLO3 | |
| * 1. Describe financial tools used to measure company success to include financial ratios. | | CLO1, CLO2, CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Video Lectures**  **View** the following video lectures to prepare for this week’s assignments:   * "[Strategy: Analyzing Differentiation](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/analyzingdiff/presentation.html?utm_medium=app_email&utm_source=lp_app&utm_source=task_activity)" (6:11 mins.)   **Post** any questions, comments, or observations to share with the class in the Week 5 General Q & A discussion forum on Blackboard. | | 5.1, 5.2 | Lecture Activity = **1 hour** |
| **Readings**  **Read** the following chapters and articles:   * *Strategic Management: Competitiveness and Globalization*:      * + Ch. 10 “Corporate Governance”   + Ch. 11 “Organizational Structure and Controls” * *Harvard Business Review*:   + “The Focused Leader” (December, 2013)   **Post** any questions, comments, or observations to share with the class in the Week 5 General Q & A discussion forum on Blackboard. | | 5.1, 5.2 | Lecture Activity = **1 hour** |
| **Team Meeting**  At this juncture, your team should begin discussing the final elements of your report. For example:   * Are there inconsistencies in your paper? * Are there gaps in your paper? * What elements remain to be addressed?   **Continue** these discussions with your team on your Learning Team Page.  The instructor remains available to meet with team members (as a group) to offer suggestions and provide guidance. These meetings may be scheduled in person, online, or over the phone. | |  | Guided Project = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Business Survivability and Leadership Effectiveness**  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.  Leadership in an organization is critical for both short-term and long-term success. Failure in either category can stifle corporate growth or even destroy an organization.  **Research** the rich history of Eastman Kodak Company and address the following:   * Why was Kodak a successful corporation? * What precipitated Kodak’s decline?   In your opinion, what was/were the primary reason(s) for Kodak’s demise? Be specific.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 5.1 | Discussion: one post and replies to three other posts = **1 hour** |
| **Business Plan: Research Outline & Financial Ratios**  **Draft** the following sections of your business plan with your team:   * **Research Outline**   + From a critical thinking perspective, what research deficiencies exist in your plan?   + How did your team determine the weaknesses/deficiencies in your plan? * **Financial Ratios**   + What financial ratios will you use to measure success of your business plan after the first 6 months following implementation?     **Submit** this assignment as a single Word document by 11:59 p.m. (Eastern time) on Sunday. | | 5.2, VARIES | Guided Project = **1.5 hours** |
| **Total** |  |  | **5.5 hours** |

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| Week Six: Leadership in Society | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze the importance of an effective leader’s ability to communicate across the spectrum. | | CLO3, CLO4 | |
| * 1. Explain the role of ethics within the business environment. | | CLO2 | |
| * 1. Evaluate effective strategies in leadership and planning when dealing with international businesses. | | CLO1, CLO2, CLO3, CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following chapters and articles:   * *Strategic Management: Competitiveness and Globalization*:      * + Ch. 12 “Strategic Leadership”   + Ch.13 “Strategic Entrepreneurship” * *Harvard Business Review*:   + “Companies Don’t Go Global – People Do” (October, 2015);   + “The Art of Giving and Receiving Advice” (January–February, 2015)   **Post** any questions, comments, or observations to share with the class in the Week 6 General Q & A discussion forum on Blackboard. | | 6.1, 6.2, 6.3 | Lecture Activity = **1.5 hours** |
| **Team Meeting**  **Discuss** the following with your team on your Learning Team Page:  At this juncture, your team should be drafting and finalizing the business plan. In addition, the team should be assembling the presentation. Consider the following questions: Are there any inconsistencies in your presentation and slides? Are there any gaps in your presentation and slides?  **Continue** these discussions with your team on your Learning Team Page.  The instructor remains available to meet with team members (as a group) to offer suggestions and provide guidance. These meetings may be scheduled in person, online, or over the phone. | | VARIES | Guided Project = **1.5 hours** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Communicating a Message Effectively**  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.  **Research** the Battle of Gettysburg (American Civil War/War Between the States). Focus your research on Colonel Joshua Lawrence Chamberlain, the commanding officer of the 20th Maine (Union Army). Chamberlain’s speech to the “deserters” from the 2nd Maine, which is chronicled in Michael Shaara’s book *The Killer Angels* (1974) and Michael Useem’s book *The Leadership Momen*t (1998), has become a hallmark of the focused leader or executive.  With the Battle of Gettysburg looming, how might you assess Chamberlain’s executive leadership skills? Would you, as a leader in your organization, be able to deliver such an impassioned speech while preparing for a major milestone activity or change in your organization? *Note*: The speech is also accurately recounted in the movie *Gettysburg (1993)*.  Specifically, research and examine Chamberlain’s behavior, actions, and rhetoric. What skills or training might enable you to develop the abilities exercised by Chamberlain over 150 years ago?  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 6.1 | Discussion: one post and replies to three other posts = **1 hour** |
| **Research on Wells Fargo**  Wells Fargo has been fined about $185M by the Consumer Financial Protection Bureau and others for its internal cultural practice of cross-selling products (mortgages, credit cards, savings packages, debit cards, checking accounts, investment portfolios, etc.). In addition, approximately 5,300 employees have been fired for participating in the scam by receiving bonus payments for these unethical practices.  Research Wells Fargo and the issues surrounding the scenario. You may elect to begin your research by looking at Michael Cockery’s article in the *New York Times* (September 9, 2016, p. A1 and p. B9).  Regulations such as the Sarbanes-Oxley Act (2002) were created to combat fraudulent accounting activities, but, yet again, we have another situation in which a highly respected financial institution (Wells Fargo) has manipulated its customers to enrich its bottom line.  **Address** the following in a 3- to 4-page paper:   * How did this happen? * Should the CEO (John G. Stumpf) be held ultimately accountable? Why or why not? * What is your stance on the CEO’s golden parachute? Should he receive it? * What can be done to prevent this type of abuse in the future?   **Include** external research as needed.  **Format** your paper according to APA guidelines. | | 6.2 | Research Paper = **1 hour** |
| **Week 6 Case Study**  **Read** “Harley Davidson (Case # 3) – International Business and Leadership” in *Strategic Management: Competitiveness and Globalization*.  **Write** a 3- to 4-page paper relating the applicability of effective international business theory to this case. Include the following:   * Bearing in mind that Harley Davidson (HD) is an international corporation headquartered in the United States, what actions might you have taken in this case? * HD is an effective corporation. Has it always been effective? Why or why not? * If you were responsible for long-term planning for HD, what actions might you propose to ensure HD’s continued success national and internationally?   **Include** external research as needed.  **Format** your paper according to APA guidelines.  **Submit** this assignment as a Word document by 11:59 p.m. (Eastern time) on Sunday. | | 6.1, 6.3 | Case Study = **1 hour** |
| **Capstone Business Exam**  **Complete** the Capstone Business Exam by the end of this week:   * Navigate to <https://micro.peregrineacademics.com/gmercyu/login.php>. * Enter the registration password: *GMU-1001* * Click *Proceed with Registration* * Select your course:   + MBA 660 Capstone Business Plan – Blended (for MBA660 offered face to face)   + MBA 660 Capstone Business Plan – Online (for MBA660 offered online) * Scroll down and click *Review your selection and proceed with Registration* * Verify the correct course has been selected and click on *Proceed with Registration* * Complete the *Registration Information*. * Click *Review Registration* to complete your registration.   You will receive an email with a link to complete your exam. Your exam consists of 120 general questions on business topics and you will have 2 hours to complete it.  **Submit** a copy of your certificate of achievement to receive credit for this assignment. | |  |  |
| **Total** |  |  | **5 hours** |

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| Week Seven: Technology | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the importance of learning various international approaches to management. | | CLO1, CLO2, CLO3 | |
| * 1. Assess effective approaches to strategic management and leadership. | | CLO1, CLO2, CLO3, CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Video Lectures**  **View** the following video lectures to prepare for this week’s assignments:   * "[Wellsprings of Knowledge](http://synergiseducation.com/academics/schools/Gwynedd-Mercy/mba660/wellspring/presentation.html)" (5:32 mins.)   **Post** any questions, comments, or observations to share with the class in the Week 7 General Q & A discussion forum on Blackboard. | | 7.1, 7.2 | Lecture Activity = **1 hour** |
| **Readings**  **Read** the following chapters and articles:   * *Harvard Business Review*:   + “A Chinese Approach to Management” (September, 2014)   **Post** any questions, comments, or observations to share with the class in the Week 7 General Q & A discussion forum on Blackboard. | | 7.1 | Lecture Activity = **1 hour** |
| **Team Meeting**  **Discuss** the following with your team on your Learning Team Page:   * Is your final business plan complete and has it been approved by all members of the team? * Is your slide presentation complete and have the slides been approved by all members of the team? * Are there creative elements included in the presentation? | | VARIES | Guided Project = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: International Leadership (Cultural Perspective)**  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.  As corporate leaders and managers, we often adhere to an American model of corporate management. Most corporate executives never consider the tenets utilized by foreign corporations, e.g., the Chinese or Japanese approaches to corporate governance.  Consider the several tenets of Chinese (or Japanese) corporate management that may differ from our insular thinking in the United States.  When you become an executive decision maker in your organization, might you consider integrating any Chinese or Japanese management principles into your (American) corporate culture? If so, which one(s)? If not, why not?  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least three students in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 7.1, 7.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Business Plan Paper**  **Review** the Business Plan Guidelines and the Business Plan Assignments Outline, which both detail the instructions for this assignment.  **Submit** this assignment as a Word document by 11:59 p.m. (Eastern time) on Sunday. | | VARIES | Team Paper = **1 hour** |
| **Business Plan Presentation**  **Review** the Business Plan Guidelines and the final team paper for the business plan.  **Develop** a presentation highlighting important points within the business plan paper.  **Submit** this assignment by 11:59 p.m. (Eastern time) on Sunday. | | VARIES | Team Presentation = **1.5 hour** |
| **Program Objectives Reflection Paper**  **Purpose:** The goal of this assignment is to provide an opportunity for you to reflect and articulate about your achievement of the program learning outcomes. You will be required to discuss the curricular and co-curricular experiences that you had at Gwynedd Mercy University and how those experiences led to the achievement of the program learning objectives.  The program learning objectives for your major are as follows:   * **PLO 1:**  Students will effectively research and communicate ideas and arguments associated with business leadership and management issues. * **PLO 2:** Students will apply knowledge and skills which demonstrates competency in the following areas: management, operations, finance, and marketing. * **PLO 3:** Apply critical thinking to authentic work problems through the application of theoretical and experiential knowledge. **PLO 4:** Demonstrate awareness of ethical and global issues for the business environment.   For each of the above program objectives, describe how the curricular experiences (courses and coursework) and co-curricular experiences (changes in your work or life outside of the coursework) led to your acquisition of these skills. If you were a transfer student, include in your descriptions courses and coursework taken elsewhere if they helped to achieve an objective. Please reflect on if your experiences at Gwynedd Mercy adequately prepared you to meet these objectives. If, in your reflection, you describe that your experience did not prepare you to achieve an objective satisfactorily, please elaborate on your answer and discuss experiences or courses that you think that you should have had.  This paper should be no more than 7 pages APA format. You will be graded on on the following criteria:   * You communicated in writing clearly and with good grammatical structure. * You thoughtfully described your experiences that led you to achieve the program objectives. * You thoughtfully evaluated the adequacy of your achievement of these objectives. * You thoughtfully provided useful suggestions for the program.   **Submit** your paper through Blackboard. Do not submit a hard copy, and do not submit a copy through email. | |  |  |
| **Exit Survey**  **Complete** the Exit Survey by 11:59 p.m. (Eastern time) on Sunday. This survey is worth 30 points for completion. | |  |  |
| **Total** |  |  | **6.5 hours** |

# Faculty Notes

**Exit Survey:** This survey is for completion points only. A manually graded item has been created in the Blackboard gradebook. Please add full points for students who completed the survey.

# Breakdown of Academic Instructional Equivalencies

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|  | **AIE Hours** |
| **Week 1** |  |
| Required | 5.5 |
| Supplemental | 1 |
| **Week 2** |  |
| Required | 6.5 |
| Supplemental |  |
| **Week 3** |  |
| Required | 5.5 |
| Supplemental |  |
| **Week 4** |  |
| Required | 6.5 |
| Supplemental |  |
| **Week5** |  |
| Required | 5.5 |
| Supplemental |  |
| **Week 6** |  |
| Required | 5 |
| Supplemental |  |
| **Week 7** |  |
| Required | 6.5 |
| Supplemental |  |
|  |  |
| **Total Required Hours** | 41 |
| **Total Supplemental Hours** | 1 |
| **Total Hours** | 42 |