CAMERON SCHOOL OF BUSINESS MISSION STATEMENT

The Cameron School of Business will serve students of diverse backgrounds, providing them the necessary professional skills for a changing global economy, and instilling in them a deep appreciation for ethical behavior as the hallmark of a successful and fulfilling business career. The Cameron School will provide its students a timely and comprehensive business curriculum, with opportunities for specialized study in major business fields. The faculty will provide quality teaching, as this is the core of our mission. As an extension of our teaching mission, the faculty will engage in scholarly activity and service to the University, the profession, and the community.

INSTRUCTOR

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OFFICE HOURS (subject to change – any changes will be posted on BlackBoard)

Monday  5:00 – 5:30
Tuesday  5:00 – 5:30
Wednesday 5:00 – 7:00
Thursday 5:00 – 5:30
Friday  9:30 – 1:00

COURSE MATERIALS


StratSim Simulation. Available for purchase on line from interpretive.com. (You will get an email from interpretive at your stthom.edu address with more details.)


https://cb.hbsp.harvard.edu/cbmp/access/38944437

Additional readings and material posted on BlackBoard
CATALOG DESCRIPTION

This course is the graduate capstone which integrates concepts and theories from various functional areas of business including accounting, finance, marketing, operations, and management. The course covers the strategic management process of environmental scanning, strategy formulation, strategy implementation and strategy evaluation. Students work extensively in teams to manage a company in a simulated industry environment. Case studies or projects or paper presentations may also be included. Prerequisite: To be taken in the last twelve hours of MBA coursework.

PROGRAM GOALS AND OBJECTIVES

The Master of Business Administration has six goals. When students complete the MBA at the University of St. Thomas:

1. They will be able to effectively lead and participate in a team project.
   - Objective 1: Students can demonstrate appropriate group techniques to participate in a team task that results in effective performance.
   - Objective 2: Students can demonstrate effective leadership skills in a group project.

2. They will integrate multi-disciplinary perspectives in synthesizing and analyzing information to make sound business decisions.
   - Objective 1: Students can analyze ineffective business practices that result from poorly integrated business processes.
   - Objective 2: Students can formulate sound proposals for improving integrated business processes.

3. They will recognize current trends in the global business environment and identify opportunities for competition and collaboration.
   - Objective 1: Students can identify current trends in the global business environment.
   - Objective 2: Students can formulate how these trends can generate competitive advantage.

4. They will be able to articulate ethical behavior and standards cite relevant moral theory and provide suggestions for dealing with ethical issues
   - Objective 1: Graduates can recognize the ethical issues in a business situation.
   - Objective 2: Graduates can cite relevant ethical and moral theory in a business situation.
   - Objective 3: Graduates can apply relevant Ethical and Moral theory to provide creative suggestions to address the issue in a business situation.

5. They will be able to communicate effectively
   - Objective 1: When students complete the MBA, they can deliver a professional presentation.
   - Objective 2: Graduates can produce written materials that flow logically and are grammatically correct.

6. Graduates will demonstrate understanding of perspectives and the context of business.
   - Objective 1: When students complete the MBA, they can demonstrate management specific skills and competencies.
COURSE OBJECTIVES

The purpose of this course is to provide you with an opportunity to apply and integrate knowledge learned in previous courses. This will be accomplished by utilizing a computer simulation, cases, presentations, and classroom discussion.

The skills to be developed and utilized throughout this course include the following:

1. An ability to communicate effectively
2. An ability to work successfully as a member of a team (and leadership)
3. An ability to integrate knowledge, think critically, and solve problems
4. An understanding of the ethical implications of decisions
5. An ability to utilize the above skills in a global environment

The structure of this course will be such that all of these skill areas will be targeted. These process objectives are discussed in greater detail below...

Effective communication is of obvious importance. Regardless of your level of knowledge and your intelligence...unless you can communicate what you know...communicate your ideas...all is lost!!! Few people will take you seriously if your writing is filled with grammatical mistakes. Few people will pay attention to you if you simply read reports. You will be unable to optimally perform your job if you cannot listen to others and hear (and understand) what they are saying.

Teamwork is a necessary part of almost all professional positions. The problem most people have with teamwork is that it involves other people. These people invariably don’t understand you (or you don’t understand them). These people are invariably obnoxious and annoying. These people invariably don’t do their fair share of the work. Teamwork is nothing but a headache. Who needs it?!??! Like it or not...there’s no avoiding it...in the real world, and in this class. Within the team setting leadership is also a must. A leaderless team is like a rudderless ship...not to be too cliché.

Knowledge integration and problem solving ability is quite straightforward. You must learn to take the knowledge you have acquired (and are in the process of acquiring) and apply it in real-world (or pseudo-real-world) situations.

A focus on ethics and the necessity for a global perspective on business will be incorporated into all that we do in this class. Although they will be discussed as separate areas, an attempt will be made to understand the ethical implications of managerial decisions throughout the course. Likewise, as we read, discuss, and talk our way through the semester, it is crucial that we all realize the truly global nature business

This course addresses program goals 1, 2, 3, 4, 5, and 6

INSTRUCTIONAL METHOD

Lecture and classroom discussion, team meetings, team debriefings, case presentations, case discussion.

Program goals 1, 2, 3, 4, 5, and 6 will be addressed.
TECHNOLOGY

For purposes of this course, you will need to be able to do the following:

- Run StratSim Simulation
- Retrieve data/articles from online databases
- Use email
- Use Microsoft Office
- Use Blackboard (and check it frequently)

CASES

You must turn in a written discussion of two cases during the course of the semester. Please see the class schedule for the date each case write-up is due.

- Cases must be typed.
  - No hand-written cases will be accepted.
- Grammar and spelling will count. (I will deduct up to one letter grade for grammar and spelling.)
- Cases must be stapled in the upper left-hand corner.
- Number the pages in each case.
- Do not put your cases in a binder or notebook.
- You may write in paragraph or outline form.
- No, I will not look at or grade your case prior to the due date. I don’t grade them twice.
- **No late cases will be accepted-- if you can't get it to me before the due date…do not bother.**
  - Cases (hard copies) will be turned in at the beginning of class on the due date (see schedule). If I do not receive the hard copy of the case by the beginning of class, I will deduct ten points from your case grade.
  - You must also submit an electronic copy via email and another copy via turnitin.com before the beginning of class on the due date. (If you do not, I will deduct ten points from your case grade if I do not receive it via email and another ten points if I do not receive it via turnitin.com.)
    - Electronic copies should be in MS Word format (.doc, .docx). PDF files are not acceptable. Do not send them to me. If you send me a PDF file I will deduct ten points from your case grade.
    - Turnitin.com class id is **10468913** and the password is **MBA5370**
      - If the case is not submitted through turnitin.com by the time class begins, you will receive a zero for the case. I will attempt to upload your case myself. If I am successful, I will only deduct ten points from your case grade. If I am not successful, you will receive a zero for the case.
  - I must receive at least one version of your case prior to the start of class or you will receive a zero for the case.
- More information (specific to a given case) will be provided when each case is distributed.

Cases are available for purchase at the following link:

[https://cb.hbsp.harvard.edu/cbmp/access/38944437](https://cb.hbsp.harvard.edu/cbmp/access/38944437)

Cases address program goals 2, 3, 4, 5, and 6.
**SIMULATION**

The StratSim simulation focuses on the automotive industry. You will participate as a member of a team and your team’s focus will be to successfully manage one of the companies in the simulated marketplace. You will be assessed on your company’s performance and strategy. You must purchase the simulation by the day of the first practice simulation run. Failure to purchase the simulation by this date will result in a grade of zero for the simulation. In essence, you will not be allowed to participate in this portion of the course.

In addition, your team will make a final presentation. You will have approximately 30 minutes to defend the strategy and decisions made by your team. Each team member must take part in the presentation.

This addresses program goals 1, 2, and 6

**GROUP PRESENTATION**

You will (as part of a group) lead the class for a relatively short (approximately 30 minute) period. Your team will be responsible for a chapter in *Blink*. Your group may present in whatever format you prefer. (You can lead a discussion, you can present with PowerPoint slides, you can write on the board, poetry, a collage…whatever you prefer.) The goal is to involve and inform the class relative to your assigned material.

The Group Presentation addresses program goals 1, 2, 5, and 6.

**EXAMINATION**

There will be an examination which will focus on your comprehension of the readings and other material presented in class. The exam will be essay in nature.

The Final Exam addresses program goals 2, 3, 4, 5, and 6.

**MAJOR FIELD EXAMINATION**

Near the end of the semester you will take an examination that assesses your knowledge of all business areas. More information regarding this exam will be provided at a later date.

The Major Field Examination addresses program goals 2, 3, 4, and 6.
ATTENDANCE

Because class discussion is critical to the learning process, attendance will be recorded. This not only provides for an opportunity to participate in class discussion, but also provides a relatively easy way for you to earn points toward a higher grade. No distinction will be made between excused vs. unexcused absences. I don't need to hear reasons. I will begin taking attendance during the second day of class. Attendance will be assessed as follows:

<table>
<thead>
<tr>
<th>Absences</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>100%</td>
</tr>
<tr>
<td>1</td>
<td>100%</td>
</tr>
<tr>
<td>2</td>
<td>90%</td>
</tr>
<tr>
<td>3</td>
<td>70%</td>
</tr>
<tr>
<td>4 or more</td>
<td>0%</td>
</tr>
</tbody>
</table>

GRADING

15%  Case 1 (Individual)
15%  Case 2 (Individual)
20%  Simulation (Group)
15%  Group Presentation – Blink (Group)
10%  Readings Exam (Individual)
15%  Major Field Examination (Individual)
10%  Attendance (Individual)

A    93 +
A-   90 - 92
B+   87 - 89
B    83 - 86
B-   80 - 82
C+   77 -79
C    73 - 76
C-   70 - 72
F    Below 70

STATEMENT OF ACADEMIC INTEGRITY

Ethical conduct is essential to a community of scholars and students searching for the truth. Anything less than total commitment to honesty and honorable conduct undermines the efforts of the entire community. Academic integrity lies at the very heart of any institution of higher learning. In the Cameron School of Business, students and faculty are expected to commit to a code that exemplifies each individual's honor and integrity. Any conduct that violates this standard and betrays the respect of others is a matter of grave concern and, accordingly, is deemed unacceptable.
CHEATING & PLAGIARISM

Cheating and/or plagiarism are not acceptable and are not tolerated. If you are unsure what either of these mean, you probably should not be in graduate school. If I catch you cheating or plagiarizing you will receive an immediate grade of “F” for the class and I will report your behavior to the registrar’s office. If this happens to be your second offense, you will be dismissed from the University and your transcript will note that you were dismissed for academic dishonesty. Do not do it! If you have any further questions regarding these issues I suggest you familiarize yourself with the Cameron School of Business Graduate Handbook.

GROUP/TEAM BEHAVIOR

Any (and all) group/team meetings should be documented. I expect you to keep minutes...not long minutes...a paragraph will do. Simply record who attended (or who was on the phone) and write a brief paragraph relating to what was accomplished or discussed. Failure to turn in minutes of your meetings/conversations will adversely impact your grade. One set of minutes per team.

You should be aware that each member of a group/team will not necessarily receive the same grade. You will evaluate your team members (and they will evaluate you). If someone in your group (in my judgment) is not pulling his/her weight or is behaving in an un-professional manner, they will receive a lower grade. You are encouraged to meet with me regarding possible courses of action when group problems/conflicts arise. You should not allow members of your group a free ride...it is permissible to fire someone (with my approval). Remember...only you can prevent yourself from being a doormat. Social loafing is not acceptable.

Examples of problematic group/team behavior include (but are not limited to):

- Being uncooperative
- Not doing your share of the work (or assigned work)
- Not showing up to group meetings (or showing up late)
- Not responding in a timely manner to e-mails, texts, and phone calls
- Monopolizing group time
- Making negative comments about other members’ contributions instead of providing constructive feedback
- Not listening respectfully to the opinions, ideas, and feedback of others
- Getting upset when others don’t follow your suggestions
- Being too assertive, aggressive, or intimidating other group members
- Thinking you are the boss and forgetting it’s a team and, ultimately, a democracy
- Cheating and plagiarism
- Treating other members of the group (or competing groups poorly) and/or behaving unprofessionally by gossiping, making derogatory statements and so on.
- Screaming and yelling
- Generally going nuts
- Frightening other team members because you are screaming and going nuts
- Not taking victory (and defeat) with grace

Ultimately, if you don’t get along, you will be gone. If you are unsure about your behavior, consult the other members of your team/group. Remember, if everyone tells you that you are sick, you had best lie down.
EXAMINATION POLICIES

- Bring several blue or black pens.
  - No color ink other than blue or black may be used.
  - No pencil allowed.
  - No white out or correction tape allowed.
- If the exam involves blue books, you must use the blue books I provide.
- You may not eat anything during the exam.
- You may, however, consume a tasty beverage during the exam.
- You may not leave the classroom for a restroom break during an exam.
- You may not leave the classroom for a phone call. If you are “on call” during an exam you should make other arrangements. Once you leave the room you are finished with the exam.
- Be punctual for the exam.
  - You may not arrive to take the exam after the first person has completed and left the classroom. In other words, once someone has completed the exam and left the room no one else will be allowed to begin the exam. You will receive a zero.
- You may not touch/handle any of your belongings during the exam.
  - I reserve the right to ask you to place all belongings at the front of the classroom.
- No talking/whispering at all.
- No asking for hints.
- Don’t ask me if your answer looks correct.
- No electronic devices allowed during the exam.
- Phones must be off. No noise. No vibration.
- I reserve the right to decide where you sit during exams.
- No wandering eyes. If I see your eyes wandering I will assume you are cheating.
- No sunglasses, prescription or otherwise. I need to see your eyes.
- No caps or hats with bills.
- Failure to abide by these policies will result in a zero for the exam…unless…you are cheating (see above).

INCOMPLETES

A grade of “I” is given only in cases of documented emergency or special circumstances late in the semester (provided that you have been making satisfactory progress). An Incomplete Grade Contract must be completed. Do not assume that if you fail to turn in work that you will get an incomplete. If you do receive an incomplete, it will be your responsibility to complete the remaining coursework in a timely manner. Failure to do so will result in the “I” being changed to an “F.”

EXTRA CREDIT

I do not give extra credit. Don’t ask. I don’t need to hear about how much you need to make a good grade…everyone else feels the same way.

LATE ASSIGNMENTS

I do not accept late cases/papers/assignments. Don’t ask. The only exception to these policies would be in the case of a documented family/medical emergency.
ACCOMMODATIONS

The University of St. Thomas abides by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973. If you have a documented disability that may impact your performance in this class and for which you may require accommodations, you must be registered with and provide documentation of your disability to Counseling and Disability Services which is located on the second floor of Crooker Center. Contact Debby Jones or Rose Signorello at 713-525-6953 or 713-525-3162.
SCHEDULE: (subject to change -- any changes will be posted on BlackBoard)

Week 1
08/24  Introduction
       Team Assignments
       Blink Assignments

Week 2
08/31  Simulation Discussion
       Trial Simulation Period 1

Week 3
09/07  No Class (Labor Day)

Week 4
09/14  Parables of Leadership
       Trial Simulation Period 2

Week 5
09/21  The Rise and Fall of the J. Peterman Company
       The Five Competitive Forces That Shape Strategy
       Simulation Period 1

Week 6
09/28  Marketing Myopia
       Meeting the Challenge of Disruptive Change
       Simulation Period 2

Week 7
10/05  Teaching Smart People How to Learn
       Case 1 – Alex Sander
       Simulation Period 3

Week 8
10/12  No Class (Fall Break)

Week 9
10/19  Bowling Alone: America’s Declining Social Capital
       Still Bowling Alone? The Post-9/11 Split
       Simulation Period 4

Week 10
10/26  Blink Introduction
       Simulation Period 5

Week 11
11/02  Blink Chapters 1 & 2
       Simulation Period 6
Week 12
11/09    Blink Chapters 3 & 4
         Simulation Period 7

Week 13
11/16    Blink Chapters 5 & 6
         Simulation Period 8

Week 14
11/23    Case 2 – Lake Eola Charter School
         Simulation Period 9

Week 15
11/30    Readings Exam
         Simulation Period 10

Week 16
12/07    Simulation Presentations

Week 17
12/14    Final Exam Period (4:30 – 7:00)
         Major Field Examination