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)

By appointment

COURSE MATERIALS

Readings. Posted on BlackBoard.

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

Cases: available for purchase from the following link http://cb.hbsp.harvard.edu/cbmp/access/64795383
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 15483368 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:

http://cb.hbsp.harvard.edu/cbmp/access/64795383

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/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.
**SHORT CASE EXAM**

In addition to the previously discussed case analyses there will be a short case examination. You will be given a brief case to read in class. You will then perform a SWOT analysis, and answer various questions regarding the case.

The case final addresses program goals 2, 3, 4, 5, and 6

**QUIZZES**

There will be quizzes over the material covered. Quizzes will focus on the assigned readings for the day…and anything covered during the previous class. Keep up with the reading and don’t miss class. Quizzes will usually be administered at the beginning of the class period. If you are absent (or late) you will receive a zero for that quiz. There will be no make-up quizzes. I will drop your one lowest quiz grade.

The quizzes address program goals 2, 3, 4, 5, and 6

**ATTENDANCE & PARTICIPATION**

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 take attendance at the beginning of each class. If you arrive late (or leave early) you will receive (at most) half credit for attendance that day. If you miss an assignment or presentation, you will receive a zero for that assignment/presentation. Let me be clear, needing to leave town to catch a flight or go on vacation is not a valid excuse. If you have plans that would necessitate missing assignment, be prepared to earn a zero or take the class another semester.

Attendance will be assessed as follows:

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<thead>
<tr>
<th>Absences</th>
<th>Grade</th>
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<tbody>
<tr>
<td>0</td>
<td>100%</td>
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<tr>
<td>1</td>
<td>100%</td>
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<tr>
<td>2</td>
<td>75%</td>
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<td>3</td>
<td>50%</td>
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<td>4 or more</td>
<td>0%</td>
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Participation includes coming to class having read the assigned material, answering questions, asking questions, making appropriate comments, and generally contributing to (and not detracting from) the learning experience. It will be subjectively judged by the instructor. Please note, having airline reservations that necessitate you missing any assignment is not an excuse.
GRADING

15%  Short Case Exam
15%  Case 1 (Individual)
15%  Case 2 (Individual)
10%  Quizzes (Individual)
35%  Simulation & Presentation (Team/Group) – Grade adjusted based on team evaluations
10%  Attendance & Participation (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 (There is no grade of D in graduate school)

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.

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.
EXAMINATION AND QUIZ POLICIES – READ THESE

• Bring several blue or black pens.
  o No color ink other than blue or black may be used.
  o No pencil allowed. (Implicit in this is that there is no erasing allowed.)
  o 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.
  o 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.
  o If you arrive late, you may not be allowed full time to take the exam. Once the last person (that arrived on time) leaves, the exam is over. All the exams of any students who arrived late will also be collected. Come on time.
  o Exams will not necessarily be scheduled for the entire class period.
• You may not touch/handle any of your belongings during the exam.
  o 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.
  o This includes any type/brand of smart watch. If you have one, you will need to remove it. Failure to do so will result in a grade of zero (0) for the exam as will the handling of any other electronic device (phones included).
• No headphones (even if they are not attached to an electronic device).
• 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.
• If I see your hands any place other than on top of your desk I will assume you are cheating.
• No sunglasses, prescription or otherwise. I need to see your eyes.
• No caps or hats with bills.
• Don’t slam the door or leave it wide open when you leave. Be polite.
• Failure to abide by these policies will result in a minimum deduction of ten points on your exam. For multiple issues, I will deduct more points. Certain infractions will result in a zero for the exam…unless…you are cheating (see above). If you are cheating, the penalty will be a grade of “F” for the course.
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. No special treatment. Again, don’t ask.

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.

SCHEDULE (subject to change -- any changes will be posted on BlackBoard)

Week 1

6-03 Saturday Introduction
Leadership & Putting Things in Perspective

Week 2

6-10 Saturday Simulation Discussion
Balanced Scorecard
Simulation Practice Round 1

6-14 Wednesday Simulation Practice Round 2

6-16 Friday Simulation Rounds

Week 3

6-17 Saturday Strategy
The Five Competitive Forces That Shape Strategy
David and Goliath
Simulation Round 1

6-21 Wednesday Simulation Round 2
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<tr>
<th>Week 4</th>
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<th>Event</th>
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<tr>
<td>6-24 Saturday</td>
<td>Blink</td>
<td>Parables of Leadership</td>
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<td>Teaching Smart People How to Learn</td>
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<td>Simulation Round 3</td>
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<td>6-28 Wednesday</td>
<td>Simulation Round 4</td>
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<td>Week 5</td>
<td>7-01 Saturday</td>
<td>The Rise and Fall of the J. Peterman Company</td>
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<td>Case 1 – A Day in the Life of Alex Sander</td>
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<td>Simulation Round 5</td>
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<td>7-05 Wednesday</td>
<td>Simulation Round 6</td>
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<td>Week 6</td>
<td>7-08 Saturday</td>
<td>Blue Ocean Strategy</td>
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<td>The Long Tail</td>
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<td>We Don’t Need Another Hero</td>
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<td>Simulation Round 7</td>
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<td>7-12 Wednesday</td>
<td>Simulation Round 8</td>
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<td>Week 7</td>
<td>7-15 Saturday</td>
<td>Case 2 – The Marvel Way</td>
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<td>Simulation Round 9</td>
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<td>7-19 Wednesday</td>
<td>Simulation Round 10</td>
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<tr>
<td>Week 8</td>
<td>7-22 Saturday</td>
<td>Short Case Exam</td>
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<tr>
<td>Week 9</td>
<td>7-29 Saturday</td>
<td>Simulation Presentations</td>
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