School of Management | California Lutheran University

MBA Program

COURSE TYPE:

The majority of professor-led contact hours take place in a traditional classroom. The overall nature of the course is "traditional", although required Blackboard components have also been included.

INSTRUCTOR INFORMATION:

Name: Veronica Guerrero, Ed.D.
Phone Number(s): 805-493-3704
Office Location: Hanson House
Office Hours: By appointment
Email: vguerrer@callutheran.edu
Instructor Profile:
http://www.clunet.edu/faculty/profile.html?id=vguerrer

TIME / PLACE:

- **Term Dates:** Fall 2017/Spring 2018
- **Weekly Class Meeting:** Sept 21 and 22, 2017 9am to 6pm. Spring dates TBD

REQUIRED TEXTBOOK/READINGS:

The required textbook for this course is:

Author(s):	Easterby-Smith, M., Thorpe, R., & Jackson, P.
Text Title:	Management & Business Research
Year of publication:	2015
Edition:	5th
Publisher:	Sage
ISBN Number:	9781446296585

COURSE DESCRIPTION:

http://catalog.callutheran.edu/grad/schoolofmanagement/

TECHNOLOGY REQUIREMENTS:

Cal Lutheran utilizes Blackboard to enhance course learning and achieve the designated student learning outcomes. Technology requirements for the Blackboard Learn and Collaborate are as follow:

- Check your OS and Java version here, and enter into the Configuration Room to make sure you can get into Blackboard Collaborate or enter the following in your browser:
  http://support.blackboardcollaborate.com/ics/support/default.asp?deptID=8336
- Minimum computer requirements:
  - Memory: 4 GB RAM or higher
  - Hard Drive: 20 MB free space on your hard drive
- Broadband connection highly recommended – DSL or above
- Program(s) that can open Microsoft Office documents and PDFs (e.g. .doc, docx, .ppt, .pptx, .pdf, etc.)

These are the minimum requirements; specific courses may have technological needs above and beyond this list.

LEARNING OUTCOMES:

The MBA Program at California Lutheran University's School of Management has been designed to achieve a total of nine learning outcomes. While each course alone, including this present one, teaches only towards a subset of those nine outcomes, all of them will be accomplished by students upon successful completion of their program.

1. FUNDAMENTALS: *Graduates of the School of Management are equipped with knowledge of the essential concepts and tools in their professional field, as well as the ability to relate and apply theoretical concepts into practical situations both within their discipline and across disciplines.*

2. PLANNING AND ORGANIZATION: *Graduates of the School of Management have the ability to plan, organize, direct and control effectively in contemporary organizations.*

3. INDIVIDUAL COMPETENCIES: *Graduates of the School of Management have individual competencies related to critical and creative thinking, integrity and ethical judgment, and the ability to function in a complex and demanding professional environment.*

4. INTERPERSONAL COMPETENCIES: *Graduates of the School of Management have interpersonal competencies related to effective and appropriate communication and collaboration that support and enhance their individual and organizational effectiveness.*

5. GLOBAL ENVIRONMENT: *Graduates of the School of Management have a sound understanding of the global environment and its importance to organizational effectiveness, as well as the ability to successfully operate in an international context.*

6. LEADERSHIP AND CHANGE: *Graduates of the School of Management are able to demonstrate effective and principled leadership including the ability to influence organizations in complex and changing environments.*

7. QUANTITATIVE AND QUALITATIVE TOOLS: *Graduates of the Masters of Business Administration (MBA) program are able to appropriately use quantitative and qualitative methods and tools to identify and analyze business problems and opportunities.*

8. TECHNOLOGY: *Graduates of the Masters of Business Administration (MBA) program are able to effectively manage and utilize technology to collect, analyze, synthesize, present and employ relevant information for decision-making.*

9. CORPORATE SOCIAL RESPONSIBILITY: *Graduates of the Masters of Business Administration (MBA) program are able to make business decisions incorporating a distinct awareness of social responsibility, including, in particular, sustainable business practices.*

Information on which learning outcomes are addressed in this course can be found in the section on "Assessments and Learning Outcomes" below.

DIDACTIC APPROACH:

This course rests on several components – self-study, lectures, interaction, as well as practice and application:

- Self-Study
  - Preparation in self-study by students before lecture to become familiar with new material and to stimulate thinking, generate ideas and questions.
- Lecture
  - Presentation of topics in class by instructor using PowerPoint slides.
- Student-Instructor Interaction
  - Discussion of selected questions, finding of examples, answering of questions etc. in the weekly live-chat.
  - Asynchronous, instructor-facilitated discussion of relevant topics on discussion boards.
  - Direct interaction between student and instructor.
- Practice and Application
  - Preparation of short assignments by students before class.
  - Participation in discussion boards.

- o Deepening of concepts in discussion.
- o Experiential activities – role plays, debates, case studies, etc.
- o Final project / presentation on a selected topic.

ASSESSMENT AND GRADING:

Assessment in this course is based on multiple elements. Each form of assessment addresses different (sometimes multiple) learning outcomes and each form of assessment requires a different set of knowledge, skills and abilities:

Attendance:

All students are expected to abide by the class attendance policy set forth by the instructor in each class in accordance with the policies set forth by the School of Management. Attendance at the first class meeting is mandatory unless properly excused by the class instructor. Students who do not attend the first class meeting of a course for which they are registered may be dropped from the course by the academic program that offers the course. This policy applies to all levels/types of courses (i.e., foundation, core, electives, etc.) and to all study centers. It remains the student's responsibility to verify course drops dates to avoid academic and financial penalties.

Attendance of less than 75% will be considered as insufficient. Failure to meet the individual course attendance requirements may result in a grade of F. When possible, students also must provide advance notice of absences, as well as relevant documentation regarding absences, to the instructor as soon as possible following the illness or event that led to the absence. Any arrangement to make up work because of class absence is the responsibility of the student. The instructor, who will explain the evaluation (grading) statement at the beginning of the term, determines the effect of absences upon grades.

Since this is a weekend course, students are required to attend all class sessions for the full meeting times. If you are unable to attend a session, it is recommended you drop the course and take at a later date. Many assignments will be presented and graded in class. I will not rearrange schedules or presentation times to accommodate student requests to leave early, come late or miss a class period. There will be no exceptions. Showing up late to class, returning late from breaks and lunch, and/or departing class early will result in a 5% deduction of your final grade for every infraction.

Details on grading standards for each form of assessment can be obtained from the following grading rubric:

Participation:

Class participation is an important part of a student's overall performance assessment.

	Student Achievement			
	Below Average	**Average**	**Above Average**	**Outstanding**
Class Participation	Students do not participate actively in class and even when directed do not contribute to class substantively. **The grade percentage range for this level is >65%**	Students are largely passive during the class, but do provide informed responses to questions when asked. Or, students are pro-active, but do not provide contributions of essential value. **The grade percentage range for this level is 66-79%**	Students speak frequently during the class without the need for the instructor to stimulate their participation. Their contributions are of acceptable value, but largely generic. **The grade percentage range for this level is 80-90%**	Students are very active during the class. They ask questions or make comments that help clarify and synthesize discussion, relate their ideas or experiences to the topic at hand, contribute examples that are relevant, acknowledge and extend the ideas of others and relate content from class materials, readings and experiences to the discussions. **The grade percentage range for this level is 91+%**

Attendance & Participation is measured via in-class assignments and activities. If a student is missing from class, then they are not eligible to earn the points associated with in-class activities for that day. In class activities will be graded on the amount of effort and preparation for the activity. As such, lack of preparation by completing scheduled reading assignments may result in lower participation grades due the fact that the student will be unable to demonstrate adequate achievement due to being unprepared for scheduled topics.

Assignments/Papers/Presentations:
Assignment descriptions and rubrics will be available on Blackboard. Below is an overview of the key assessments.

Report Proposal (100 points):
This assignment requires students to develop and implement a project proposal for their final presentation.

Project Pitch (100 points):

This assignment requires students to pitch their project proposal in less than 5 minutes and receive feedback from the class and instructor.

Midpoint Project Update: (100 points)
Students will provide a project update via BlackBoard by end February 1st, 2018 in order to give project status including action items and feedback requests.

Final Project Presentation (200 points):
Students will present their final projects during the Spring meeting date and provide a written executive summary.

	Student Achievement			
	Below Average	**Average**	**Above Average**	**Outstanding**
Assignment/ Papers	Students do not follow the instructions for the assignment and/or are not or not sufficiently capable of presenting their ideas in a concise, coherent, relevant and insightful manner. **The grade percentage range for this level is <65%**	Students largely follow the instructions for the assignment. Their comprehension of the assignment is not complete. Their work shows considerable room for improvement concerning coherence, conciseness, relevance, and insightfulness. **The grade percentage range for this level is 66-79%**	Students closely follow the instructions for this assignment. They demonstrate comprehension of the assignment. Their work shows some room for improvement concerning coherence, conciseness, relevance and insightfulness. **The grade percentage range for this level is 66-79%**	Students closely follow the instructions for the assignment. They not only clearly demonstrate comprehension of the assignment, but they also display flawless coherence, conciseness, relevance and insightfulness. **The grade percentage range for this level is 91-100%**

Presentati on	Students do not sufficiently follow the instructions for the presentation and/or are not or not sufficiently capable of describing the concept at hand in a concise, relevant, rigorous and coherent manner. There is limited or insufficient use of the knowledge base from the course. **The grade percentage range for this level is <65%**	Students closely follow the instructions for the final presentation. Their comprehension of the concept at hand is not complete, and they fail to critically evaluate it. Slides lack clarity and/or oral presentation shows considerable room for improvement. There is somewhat limited or insufficient use of the knowledge base from the course. **The grade percentage range for this level is 66-79%**	Students closely follow the final presentation for this assignment. They demonstrate deep comprehension of the concept at hand but fail to fully evaluate it in a structured and critical manner. There's some lack of clarity in the slides and and/or some room for improvement of the oral presentation. There is good, but not perfect use of the knowledge base from the course. **The grade percentage range for this level is 66-79%**	Students closely follow the instructions for this assignment. They not only clearly demonstrate comprehension of the concept at hand but are also capable of critically evaluating it. Their slides and their oral presentation have definite clarity. There is good, close to perfect use of the knowledge base from the course. **The grade percentage range for this level is 91-100%**

Project/assignment specific rubrics will be provided which supersede above assessments.

ASSESSMENTS AND LEARNING OUTCOMES:

The following table provides information on how various forms of assessment contribute to these 9 student learning outcomes:

1. Fundamentals

2. Planning and Organization

3. Individual Competencies

4. Interpersonal Competencies

5. Global Environment

6. Leadership and Change

7. Quantitative and Qualitative Tools

8. Technology

9. Corporate Social Responsibility

Form of Assessment	Student Learning Outcomes								
	1	2	3	4	5	6	7	8	9
Project Proposal	X	X	X	X			X	X	
Project Pitch	X	X	X			X			
Midpoint Update		X	X			X		X	
Final Presentation	X	X	X	X	X	X	X	X	X

By the end of this course, students will understand multiple ways to evaluate the strength of organizational brands, to evaluate brand positioning elements, and to recommend strategic initiatives to develop a brand image in the marketplace.

OVERVIEW AND SCHEDULE OF TOPICS AND ACTIVITIES:

Session	Date	Readings	Topics	Supplemental Resources	Assignments* See below
1	Sept 21		Project Brainstorming		Project Pitch
2	Sept 22		Research		Project Proposal
3	Feb 1, 2018		Progress/ Planning		Midpoint Project Update
4	Spring 2018		Presentation		Final Project Presentation

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DESCRIPTION OF ACTIVITIES:

1. Project Pitch
   - Students will be required to create a 5-minute project pitch to deliver to the class. This will serve as an opportunity for feedback as students prepare project proposals to be completed throughout the academic year.
2. Project Proposal
   - Students will create a report that outlines the goals, objectives, scope and research plan for their final projects.
   - A project outline with deadlines and deliverables will be required as part of the proposal.
3. Midpoint Project Update
   - Students will submit a mid-point project update providing status on the final project. This will include discussion of challenges, successes and any modifications to meet the final project deadline. Students should use this update project as a additional opportunity to request feedback as necessary to successfully complete their projects.
4. Final Project Presentation
   - Students will deliver their final project via a presentation during their visit to the Cal Lutheran campus in the Spring term.

GRADING:

Grading in this class will be based on the following elements and the grading scale provided below:

Percentage	Grade
>94%	A
90% to 93%	A-
87% to 89%	B+
84% to 86%	B
80% to 83%	B-
77% to 79%	C+
74% to 76%	C
70% to 73%	C-
67% to 69%	D+
64% to 66%	D
60% to 63%	D-
<60%	F

Activity	Points
Project Pitch	100
Project Proposal	100
Midpoint Update	100
Final Presentation	200
TOTAL	
	400

STUDENT WORKLOAD FOR THIS COURSE:

A detailed breakdown of time (1 hour = 50 minutes) and activities can be found from the following table:

Activity	Instructor-Led		Independent		Remarks
	Weekly	Course	Weekly	Course	
Readings & Class Preparation			2	20	
Class time	8				
Updates		10	1	10	
Project Proposal		4			
Final Project Presentation		5	2	25	
Total	32	**18**	5	**55**	

COURSE EVALUATIONS:

All course evaluations are conducted online. Your feedback is important to us. You will receive an email message reminding you when the website is open for your feedback. The link is: **http://courseval.callutheran.edu**

ELECTRONIC DEVICE USE:

In many aspects of life, laptops, tablets and smartphones have become essential. Recent studies, however, have shown that the use of electronic devices in the classroom can have adverse effects on learning and academic performance – often to both the user and the students around him/her. The School of Management therefore strongly recommends not using any such devices

unless they are required, or an explicit permission has been obtained from the instructor, the university or the program director.

ACADEMIC INTEGRITY:

The educational programs at California Lutheran University's School of Management are designed and dedicated to achieve academic excellence, honesty and integrity at every level of academic life.

This Policy and the Procedure for Reporting and Handling Violations of Academic Integrity in the School of Management are built upon the university's framework, but are specific to the School of Management only. As stated in the Procedure for Reporting and Handling Violations of Academic Integrity in the School of Management, students and faculty share the responsibility for maintaining high levels of scholarship and academic integrity. In the same manner, faculty and students share an obligation to report violations of academic integrity to their Program Director.

The School's definition of academic dishonesty is "any behavior or act that implies intent to make someone believe what is not true, as giving a false appearance." Since academic honesty is central to the academic enterprise, students and faculty must accept and respect the principle of acknowledging information, ideas and language that have been borrowed from someone else. Plagiarism (any failure to document sources), cheating, unethical use of technology, and facilitation of academic dishonesty are examples of such behaviors.

Any behavior or act that falls within the definition of academic dishonesty will meet with appropriate disciplinary remedies. Due to the serious nature of such offenses and resulting questions regarding student ethics, graduate programs within the School of Management may assign remedies including academic probation, suspension or dismissal from the university after a first offense with the approval of the Program Director, the Dean, and if necessary, the Vice President for Academic Affairs. Remedies will be determined by reviewing each specific breach of academic honesty, the context of the breach and the nature of the breach.

For complete descriptions of violations of academic integrity please refer to the Academic Integrity Policy and to the Procedure for Reporting and Handling Violations of Academic Integrity for Graduate Programs at the School of Management at California Lutheran University.

UNIVERSITY HARRASSMENT POLICY:

Be civil to each other, both on- and offline. For information on the University's **student harassment policy and rights, please go to the following link:** Student Life Handbook

SEXUAL MISCONDUCT:

California Lutheran University does not tolerate any degree of sexual misconduct on or off-campus. We encourage you to report if you know of, or have been the victim of, sexual harassment, misconduct, and/or assault. If you report this to a faculty member, she or he must notify Cal Lutheran's Title IX Coordinator about the basic facts of the incident. More

information about your options for reporting can be found at: http://www.callutheran.edu/title-ix/

PEARSON LIBRARY:

Pearson Library provides access to scholarly books, journals, ebooks, and databases of full text articles from scholarly journals. To begin using these materials, visit the library web page: http://www.callutheran.edu/iss/research/. To contact a librarian you can:

- Chat on the Library's home page
- Email: CLUlibrary@callutheran.edu
- Phone: (805) 493-3250
- CLU's satellite locations see http://www.callutheran.edu/iss/research/satellite.php for the full range of services provided

CLU WRITING CENTER:

The Writing Center provides writing consultations, in-person and online, with trained undergraduate and graduate writing consultants. We welcome all writing-related projects at any stage of the writing process across the diverse disciplines of study at CLU. The Writing Center also hosts writing workshops, provides in-class visits, facilitates writing groups, and offers a writer's studio option for longer, sustained projects. Services suit writers of all levels, including traditional undergraduates, graduate students from all fields, all English language learners, and accomplished scholars alike. All members of the CLU community with a @callutheran.edu email address are welcome to make use of our services. For more information, please visit at www.callutheran.edu/writing_center or call (805) 493-3257. Please schedule appointments online through MyCLU Blackboard with the yellow "The Writing Center" icon in "Tools," or stop by The Writing Center itself, located in the Darling Collaboration Suite of Pearson Library.

VETERANS RESOURCES:

If you are a veteran, military member, or a family member of a veteran or military member, please refer to Cal Lutheran's Veterans Resources webpage for important information: http://www.callutheran.edu/veterans/ Also, if you are a veteran receiving benefits and you are struggling in a class, you most likely qualify for free tutoring. Please contact the Veterans Coordinator, Jenn Zimmerman, veterans@callutheran.edu or (805) 493-3648 for more information.

DISABILITY STATEMENT:

California Lutheran University is committed to providing reasonable accommodations in compliance with ADA of 1990 and Section 504 of the Rehabilitation Act of 1973 to students with documented disabilities. If you are a student requesting accommodations for this course, please contact your professor at the beginning of the semester and register with the Disability Support Services Coordinator, Wendy Jimenez, for the facilitation and verification of need. The Disability Support Services Coordinator is located in the Center for Student Success Office in the Pederson Administration building, and can be contacted by calling (805) 493-3260 or emailing wjimene@callutheran.edu

HELP DESK:

Students may contact the Help Desk about telephone, network, wireless network, software questions password problems, hardware problems, and general consultation (i.e. you cannot log into your MyCLU portal, or you are having problems with Blackboard). Please email specific details about your problems to helpdesk@callutheran.edu, click on the following link for more information http://www.callutheran.edu/iss/technology_services/helpdesk.php or call (805) 493-3698.

DISCLAIMER:

This syllabus may change from time to time to accommodate changing circumstances. Every effort will be made to alert students to changes that occur in a timely manner.