

2017

BUAD 751 752 754 Intergrative Project: Capstone

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Recommended Citation

Terhar, Louis "Lou", "BUAD 751 752 754 Intergrative Project: Capstone" (2017). *Business Administration Syllabi Spring 2017*. 33.
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**Xavier University
Executive MBA Program
Course Syllabus
Integrative Project Capstone BUAD 751, 752, 754
Class of 2016/17**

Instructor: Joe Carter, Lou Terhar

Instructor Contact Information

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Office Location: Smith Hall 240
Office Hours: by appointment**

Course Location: EMBA Classroom, Smith Hall

Course Meeting Dates: Phase 2, Phase 3, Phase 4

Required Course Materials:

- Business Model Generation
- *The Startup Owner's Manual* ISBN 978-0984993-0-9 (Blank & Dorf)
- *Scaling Up* ISBN 978-09860-195-5-5 (Harnish and the team at Gazelles)
- "How Competitive Forces Shape Strategy" (HBR)
- "Thinking Strategically" (McKinsey & Company)
- "The Core Competence of the Corporation" (HBR)
- "Is Your Competence a Mirage" (McKinsey & Company)
- "Disrupting Beliefs: A New Approach To Business Model Innovation" (McKinsey & Company)
- *The Innovator's Hypothesis* (Schrage)
- "Eleven Steps To Better Brainstorming" (McKinsey & Company)
- "Are You Still the Best Owner Of Your Assets?" (McKinsey & Company)
- "Reinventing Performance Management" (HBR)
- *Service Innovation* (Bettencourt)
- *Strategic Initiative Management* (Boston Consulting Group)

Mission of the Williams College of Business:

We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.

Specific learning goals that support our mission are indicated below.

Course Description:

Entrepreneurial behavior is integral to sustaining a company's competitive advantage. As a capstone course to the EMBA program, the Integrative Project is designed to give students senior-management-level hands-on experience to research, design, develop and implement a new strategic innovative initiative for a chosen organization. Therefore, the objective of this course is to allow students to apply the concepts that they have learned in previous EMBA courses and use that material to develop, design and lead a new strategic entrepreneurial initiative for enhanced organizational performance.

The format of the class will include faculty content delivery and significant hands-on lab work under faculty facilitation. Due to the different topic areas included in this course, it will be taught by the faculty member best qualified to deliver content on each topic, so there will be multiple faculty involved. At times, a guest faculty or outside executive may be invited to a specific class to provide information and/or guidance on an area related to his/her expertise. All faculty involved in teaching the course will be available to facilitate and/or answer questions related to his/her area of expertise, although one faculty member will have overall responsibility for the course and associated hands-on project.

Course Components – Integrative Strategy Project:

This course integrates the course work as the EMBA's progress through the program. This course spans across the following:

- **BUAD 751 – New Venture** – work in teams to assess, develop and present business improvement plans to the principals of multiple new ventures
- **BUAD 751 Integrative Strategy Project – Phase 1 – Large Scale Business** – work in teams to capture the business model and the current business-level strategy for the partner company business assigned
- **BUAD 752 Integrative Strategy Project – Phase 2** – complete and present an external analysis, internal analysis, and the alternative preliminary business-level strategies to the partner company executives
- **BUAD Capstone** – develop and present alternative to the partner company executives

BUAD 751 – New Venture during this phase the EMBA's will be assigned to an operating new venture and will complete the following:

1. Capture and document the new venture's current business model
2. Capture and document the current business models of their most significant competitors
3. Identify and prioritize competitive strengths, weaknesses, opportunities and threats
4. Complete a readiness assessment of the venture's ability to scale operations
5. Develop and present a business improvement and risk mitigation plan

BUAD 751, 752 and Capstone Integrative Strategy Project:

Approach: To combine real-time strategic intelligence gathering and analysis of target companies – with analysis of various cases to augment strategic thinking capabilities – leading toward the development and presentation of alternative profitable growth business-level strategies to the partner company's executive management.

The projects require the **EMBA's to work in teams** that include the executives from the partner companies. The EMBA's will be required to complete the following:

- Conduct an **external industry analysis and an internal company analysis** to determine if the partner company is strategically vulnerable and/or where strategic opportunity exist that can be exploited;
- Participate in **site visits** to gain an understanding of how to develop a solution into a complete initiative proposal;
- **Update instructors** and the **partner company's executives** at critical steps
- Utilize proven frameworks and techniques to **tailor the initiative** into one that is individualized for the partner companies and designed to develop a strategic competitive advantage
- Create a **master implementation plan (OGSM)** inclusive of the essential components of their business-level strategy ***that is actionable***.

EMBA Benefits: Provides a multi-tiered experiential learning opportunity that ...

- Exposes EMBA's to progressively more complex situations to augment their strategic intelligence gathering, strategic thinking, and strategy development capabilities
- Allows EMBA's to apply a wider array of analytical tools on a more complex business
- Requires EMBA's to function within an autonomous team-based environment to plan, develop and present alternative business-level strategies for a large scale operation
- Requires EMBA's to contend with live strategic issues and the complexity of working with their own team and with the partner company's executive leadership team

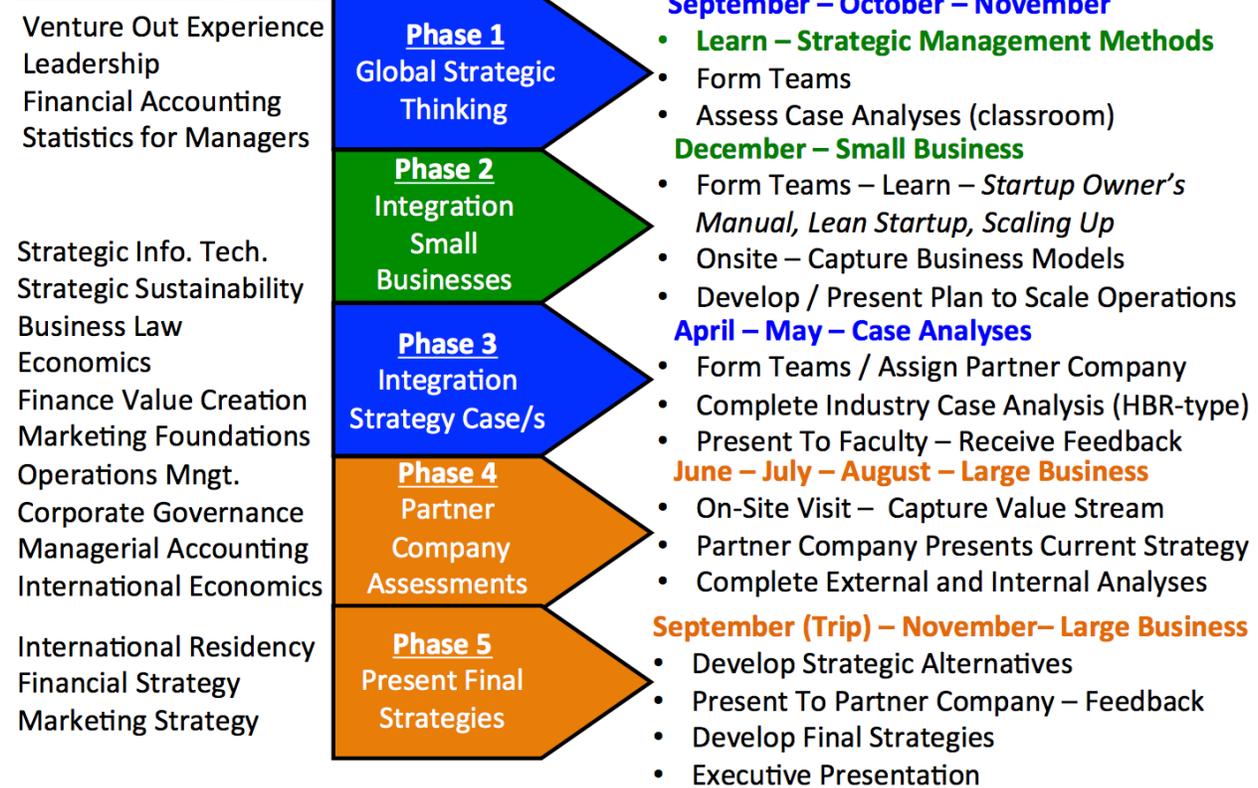
Partner Company Requirements:

- **Thoroughly brief the EMBA's** on the business unit's current strategy, strengths, weaknesses, competitive environment, etc.;
- Provide EMBA's with **access to executives** who possess the knowledge and information required;
- Provide EMBA's with the **information and data** (financial or other) they will need;
- Actively participate during **scheduled presentations / discussions**;
- Be available as-needed to support EMBA **questions and requests**;

Overview of EMBA program in the context of the Integration Project

Overview 2016/17 EMBA Courses

Functional Integration



Course Learning Outcomes:

At the end of the course, students are expected to be able to:

- use visioning tools to evaluate potential long-term risks and opportunities
- assess the state of the industry in regard to direct and indirect competitors
- critically assess areas of opportunity or vulnerability within an organization
- strategically identify a new entrepreneurial/innovative initiative that has the potential to substantially add to/improve long-term strategic organizational performance
- draw on and integrating learning from courses the EMBA program through the process of designing, developing and leading the implementation of the new initiative
- develop relationships and data gathering expertise to obtain the resources and information required for the project initiative
- create a business plan for the initiative; assessing its costs/benefits from a quantitative and qualitative standpoint; developing the “business case” for approval and implementation

- evaluate the current culture of the organization and designing an implementation and organizational change plan to lead the introduction of the new initiative
- professionally write and present their report to experts.

Following are course learning outcomes, specific to the learning goals of WCB's MBA:

Strategic Thinking and Leadership

Learning Goal: WCB EMBA's will be able to develop new strategic initiatives for their organizations to meet the needs of their stakeholders with the objective of achieving superior organizational performance.

Corresponding Objectives:

- Students will demonstrate the appropriate knowledge of strategic analysis.
- Students will demonstrate the knowledge of stakeholder needs and gaps, which their organizations could strategically capitalize,
- Students will formulate business model utilizing their understanding of business model concepts,
- Students will create business-level strategies utilizing the concepts
- Students will identify roles and challenges for leadership to develop an implementation plan.

Global Perspective and Cultural Diversity

Learning Goal: WCB MBAs will be able to work across cultural boundaries, whether these are geographical or societal, in that they possess a recognition and appreciation of the global environment of business and an understanding and appreciation of diversity.

Corresponding Objective: Students will evaluate and integrate economic, political, technological, environmental and societal issues into their decision making and show competencies required to compete in the global environment in their analyses. Students will also assess the culture of their organizations, with an eye to the diversity of its employees and their ability to adapt to whatever changes may be required for the innovative initiative to be successful.

Ethics and Social Responsibility

Learning Goal: WCB EMBA's are able to develop their strategic ability within an ethical lens to accomplish their roles and responsibilities in business and society.

Corresponding Objective:

- Students will recognize ethical issues that will/could be related to the new strategic initiative.
- Students will demonstrate the skills necessary to analyze information and make informed, ethical decisions in complex, conflicting or ambiguous environments or situations.

Critical Thinking

Learning Goal: WCB EMBA's are able to clarify problems, generate and evaluate alternatives using appropriate analytical and quantitative techniques, and draw conclusions.

Corresponding Objective:

- Students will critically identify gaps in the market, identify unmet stakeholder needs, and will gauge opportunities using the analytical and quantitative lens.

Effective Written and Oral Communication

Learning Goal: WCB EMBA's are proficient in written and oral communication.

Corresponding Objectives:

- Clearly and professionally communicate information and concepts in writing and orally, using appropriate technology where relevant.

Xavier University Policies: Xavier University policies regarding privacy rights, incomplete work and attendance, and academic honesty will be strictly enforced. Please see the current University catalog for more on these policies.

Academic Honesty: Using any work that is not your own, giving permission to use your work, or using any unauthorized information throughout the course will result in a failing grade in the course and possible expulsion from Xavier University. All students are expected to adhere to Xavier’s Academic Honesty policy as set forth in the Catalog.

Students With Disabilities: Anyone who needs an academic accommodation based on the impact of a disability (e.g.: sensory, learning, psychological, medical, mobility) should contact the MBA office to arrange an appointment to discuss your needs as soon as possible.

Schedule:

2016 / 17 Integrative Strategy Project			
Phase 1	Friday, December 2, 16	ACCT 750: Financial Accounting - FINAL	8:00am-9:30 am
	Friday, December 2, 16	BUAD 751: Integrative Project - 30 min lunch	9:30am-5:00pm
	Saturday, December 3, 16	BUAD 751: Integrative Project - 30 min lunch	8:00am-5:00pm
	Friday, December 16, 16	MGMT 751: Leading Org. Macro	8:00am-12:00pm
		BUAD 751: Integrative Project	1:00pm-3:30pm
	Saturday, December 17, 16	<i>Holiday Break- Classes resume on Friday, January 6</i>	
	Friday, January 6, 17	BUAD 751: Integrative Project Phase 1	8:00am-5:00pm
	Friday, January 20, 17	BUAD 751: Integrative Project Phase 1	8:00am-12:00pm
Phase 2	Friday, April 21, 17	ECON 750: Managerial Econ. FINAL	8:00am-10:00am
		BUAD 752: Integrative Project Phase 2	12:30pm-5:00pm
	Friday, May 5, 17	BUAD 752: Integrative Project Phase 2	8:00 a.m. - 12:30 p.m.
	Friday, June 2, 17	BUAD 752: Integrative Project Phase 2	8:00am-5:00pm
	Friday, July 7, 17	BUAD 752: Integrative Project Phase 2	8:00am-5:00pm
	Saturday, July 8, 17	MGMT 752: Operations Management	8:00am-12:00pm
		BUAD 752: Integrative Project Phase 2	1:00pm-5:00pm
Capstone		BUAD 754: Integrative Capstone Project	9:00 a.m. - 5:00 p.m.
	Friday, August 4, 17	BUAD 754: Integrative Capstone Project	8:00am-5:00pm
	Saturday, August 19, 17	BUAD 754: Integrative Capstone Project	8:00am-12:00pm
	Friday, August 25, 2017	BUAD 754: Integrative Capstone Project	8:00am-12:00pm
	Saturday, August 26, 2017	ECON 751: International Macroecon.	8:00 am - 10:00 am
	Saturday, September 30, 17	ACCT 751: Managerial Accounting	8:00am-5:00pm
	Friday, October 6, 17	BUAD 754: Integrative Capstone Project	8:00 am - 5:00 p.m.
	Friday, October 20, 17	BUAD 754: Integrative Capstone Project	8:00am-5:00pm
	Friday, November 3, 17	BUAD 754: Integrative Capstone Project	8:00am-5:00pm