University of Cincinnati

I. Course Information:

Title: MBA Capstone
Course #: 17-BA7012-001
Credit Hours: 2
Term: Summer 2017

II. Instructor Information:

Name: Dr. BJ Zirger
Title: Associate Dean for Online Education and Associate Professor of Strategic Management
Office Information: Lindner 102H
Office: (513) 556-7148
Email: bj.zirger@uc.edu
Office Hours: TBD (Via WebEx) – Tentatively Wed from 7-9PM
Communication Policy: Students are encouraged to contact me anytime via email or phone. A response will be given within 36-48 hours (usually sooner) except on weekends. Virtual office hours will be held using WebEx (see Bb for more information).

III. Link to Pace:

This course aligns with PACE, the Lindner College of Business platform for developing the total business professional.

P – Professionalism

- Enhance oral & written communication, express ideas clearly, logically and persuasively.
- Develop and practice teamwork skills through group projects and exercises.
- Practice professional habits of punctuality, preparation, respect and participation.

A – Academics

- Develop foundational knowledge of core business functions and their interactions within firms.
- Begin applying functional and cross-functional knowledge to critically analyze business problems; for example applying techniques for business plan development.

C – Character
• Learn and apply leadership techniques for project management (plan, brief, execute, debrief).
• Build an understanding and initial skills of managing diversity, including understanding cultural differences, and challenges and opportunities of global business.
• Understand importance of ethics and social responsibility in business and personal settings.

E – Engagement

• Build understanding of importance and practices of networking through interactions with business professionals and guest speakers.
• Develop awareness and appreciation of involvement in social organizations, community service, and professional group opportunities.

IV. Course Materials

**Required Materials:**

All students must sign-up individually for the GlobalDNA simulation, TeamMate product and the CompXM Final exam. The link for purchasing the simulation is as follows: [http://www.capsim.com/globaldna/](http://www.capsim.com/globaldna/) and the industry ID is as follows: G88665.

Team assignments will be based on self-selection. A process for assisting students in identifying team members is shown in the first learning module. See Learning Module 2 for enrollment instructions for the simulation.

**Optional Materials (Not required):**

Some students may find the following paperback useful in helping refresh their knowledge of the business fundamentals in the context of this simulation. The link is as follows: [http://www.amazon.com/Foundation-Hands--Introduction-Business-Fundamentals/dp/1508664102/ref=sr_1_1?ie=UTF8&qid=1462408230&sr=8-1&keywords=book+fundamentals+capsim](http://www.amazon.com/Foundation-Hands--Introduction-Business-Fundamentals/dp/1508664102/ref=sr_1_1?ie=UTF8&qid=1462408230&sr=8-1&keywords=book+fundamentals+capsim)

V. Course Description:

This course is the capstone for your MBA program. Unlike prior capstones which required company and industry analyses, this term you will participate in a global simulation. The simulation will largely be team-based except for the final exam component which is individual. The simulation will test you and your team's ability to utilize and apply your knowledge of business fundamentals in a competitive environment.

GlobalDNA is a realistic, engaging, hands-on learning experience where students compete in international markets. As teams gain insight into multinational operations, they are challenged by differing market conditions and their influence on strategy. GlobalDNA
allows students to apply what they have learned in the MBA curriculum, challenging their understanding of strategic thinking with tactical implementation.

The simulation and course will be implemented online, but students must work in teams to successfully complete the course. Effective teamwork is required for the course. Teams may work together face-to-face and/or utilize digital collaboration tools. The final assignment is a group representation that requires team to use the recording tools in Blackboard. A "How-To" guide will be provided as well a specifics for the format of the final presentation.

VI. Student Learning Outcomes:

Upon successful completion of this course, the learner will be able to:

- Execute business strategy techniques within a global market environment that align with identified company goals.
- Integrate business functions in order to compete effectively across multiple, unique regional markets.
- Understand competitive positioning in a global market environment and demonstrate ability to effectively position products.
- Understand the strategic options for competing globally and the corporate motivations for entering international markets.
- Investigate the strategic complexities introduced by operating across national borders.
- Show understanding of regional currency and taxation issues and how they impact financial planning and decision making.
- Show the importance of aligning decision making across both corporate functions and international business units.

VII. Instructional Methods (Including Description about Bb):

The following course utilizes the Blackboard (Bb) Learning Management System to provide student-centered online learning that will enhance the teaching and learning process. Through a variety of instructional methods (e.g. discussion boards, video lectures, readings, online assessments, etc.) the learner will become immersed and engaged in the learning process. If you are not familiar with these tools, please visit [http://www.uc.edu/ucit/learningtechnologies/mobilelearn.html](http://www.uc.edu/ucit/learningtechnologies/mobilelearn.html).
VIII. Course Communication:

University policy requires that the email set up in Blackboard is the primary means of communication. It is advisable that you use your UC email for this purpose and that you check it often. If you choose to change your email in Blackboard to a non-UC email it is your responsibility to ensure you check it frequently. Please see the attached Student Email Policy for more information: [http://www.uc.edu/content/dam/uc/infosec/docs/general/Policy_StudentEmail.pdf](http://www.uc.edu/content/dam/uc/infosec/docs/general/Policy_StudentEmail.pdf).

IX. Course and Grading Policies:

1. **Course Structure:** Changes to the syllabus, due dates, course requirements or grading requirements will be made as far in advance as possible. Due dates will be clearly marked in Blackboard. All assignments will be submitted via Blackboard using a Word document, PDF document or an Excel document. When completing discussion board assignments please make sure to abide by the rules of netiquette which are posted under course documents.

2. **Academic Integrity:** As with all Lindner College of Business efforts, in this course you will be held to the highest ethical standards, critical to building character. Ensuring your integrity is vital and ultimately is your responsibility. To help ensure the alignments of incentives, the Lindner College of Business has implemented a “Two Strikes Policy” regarding Academic Integrity that supplements the UC Student Code of Conduct (see: [http://www.uc.edu/conduct/Code_of_Conduct.html](http://www.uc.edu/conduct/Code_of_Conduct.html))

   - All academic programs at the Lindner College of Business use this “Two Strikes Policy”;
   - All cases of academic misconduct (e.g., copying other students assignments, failure to adequately cite or reference, cheating, plagiarism, falsification, etc.) will be formally reported by faculty; and
   - Students will be afforded due process for allegations as outlined in the policy.

3. **Disability:** Students with disabilities who need academic accommodations or other specialized services while attending the University of Cincinnati will receive reasonable accommodations to meet their individual needs as well as advocacy assistance on disability-related issues. Students requiring special accommodation must register with the Disability Services Office. [http://www.uc.edu/aess/disability.html](http://www.uc.edu/aess/disability.html)

4. **LCB Weather Related Protocol:**
   When inclement weather threatens the safety of the University of Cincinnati community, the Senior Vice President for Administration and Finance may invoke University Rule 3361: 10-55-01 and declare an emergency closing.
The Lindner College of Business will observe the university emergency closing protocol for all on-campus classes. During a university emergency closing, all college offices will be closed.

Students should clarify with their course instructors how the closure will affect assignments and deadlines, and whether class information from the missed session(s) will be posted on Blackboard, and/or if the class will meet virtually during the closure.

**In the event of inclement weather and the university is closed, the closure will not affect online courses. All course assignments and activities will remain as scheduled in the course syllabus.**

5. **Criteria for letter grades:**
   The capstone course has two grading components; a grade for the course and a Pass or Failure for the capstone requirement. A failure grade in the course and/or the capstone requirement will result in a student not passing the MBA capstone. Students that are asked to leave a team will not successfully pass the capstone requirement. Rubrics for the written assignments will be provided.

   **The course grade will be a function of the following elements:**
   - Team - Overall Simulation performance (50%)
   - Team - Annual Report/Financial Analysis/Strategic plan (5%)
   - Team - Three year forecasts (5%)
   - Team - Final Team Presentation - Strategic Audit (10%)
   - TeamMate Assessment - Will impact all Team based assignments
   - Individual - Self Reflection (10%)
   - Individual - CompXM Final Exam (20%)

   **The Capstone P/F will be assessed based on:**
   - Individual - Self Reflection (25%)
   - Individual - CompXM Final Exam (75%)

   The Graduate School grading scale will be used.

6. **Course Policies:**
   - **Late Assignments:** Written assignments submitted late will be penalized a 10% grade reduction per day. Simulation decisions may not be submitted late.
   - **Problems?:** Contact "ME" immediately if you have team issues and/or questions about the course assignments. Teams may not fire an individual without following due process.
   - **Course Structure:** Changes to the syllabus, due dates, course requirements or grading requirements will be made as far in advance as possible. Due dates will
be clearly marked in Blackboard. All assignments will be submitted via Blackboard using a Word document, PDF document or an Excel document. When completing discussion board assignments please make sure to abide by the rules of netiquette which are posted under course documents.

X. Course Schedule:

The course is divided into two components: the Global DNA team-based simulation and the final exam: Comp-XM. The simulation will comprise the majority of the course. It will be divided into two parts: Practice and Competition rounds. The practice rounds will give your team an opportunity to learn how decisions are made, see the impact of those decisions and explore the sensitivity of the competitive environment to team decisions. Please use the Practice rounds wisely!

The Competition rounds will immerse your team into an environment where you'll compete head-to-head with your classmates. Decisions are made on a weekly basis and results are posted within an hour. A full complement of reports will help your team assess their competitive position in the market as well as your investors perception of your firm's performance. Metrics for firm success are based on financial, market and investor perceptions.

Your team performance will be assessed by your peers. **Team members that do not contribute equitably to their team maybe fired. A team member that has been fired will not successfully pass the capstone requirement.** A tool called TeamMate will be used to conduct periodic peer assessments. These assessments will impact all team grades.

The second portion of the course is the Final Exam. This exam will extend over a two week period and will be completed individually, not in teams. It will test each person's business competency with the business foundations. Students must pass the Final Exam to successfully complete the capstone.

A tentative weekly schedule is shown below:

<table>
<thead>
<tr>
<th>Week(s)</th>
<th>Begin Wk Date</th>
<th>Topic</th>
<th>Primary Assignments (see Modules for Comprehensive List)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>May 8</td>
<td>Introduction</td>
<td>Complete Self Introduction, Team Selection</td>
</tr>
<tr>
<td>Week 2</td>
<td>May 15</td>
<td>GlobalDNA</td>
<td>Practice Round 1</td>
</tr>
<tr>
<td>Week 3</td>
<td>May 22</td>
<td>GlobalDNA</td>
<td>Practice Round 2, TeamMate Eval Practice</td>
</tr>
<tr>
<td>Week 4</td>
<td>May 29</td>
<td>GlobalDNA</td>
<td>Competition Round 1, TeamMate Eval 1</td>
</tr>
<tr>
<td>Week 5</td>
<td>June 5</td>
<td>GlobalDNA</td>
<td>Competition Round 2</td>
</tr>
<tr>
<td>Week 6</td>
<td>June 12</td>
<td>GlobalDNA</td>
<td>Competition Round 3</td>
</tr>
<tr>
<td>Week 7</td>
<td>June 19</td>
<td>GlobalDNA</td>
<td>Annual Report, 3 yr Financial analysis, Strategic plan, 3 year forecasts, Competition Round 4, TeamMate Eval 2</td>
</tr>
<tr>
<td>Week 8</td>
<td>June 26</td>
<td>GlobalDNA</td>
<td>Competition Round 5</td>
</tr>
<tr>
<td>Week 9</td>
<td>July 3</td>
<td>GlobalDNA</td>
<td>Competition Round 6</td>
</tr>
<tr>
<td>Week 10</td>
<td>July 10</td>
<td>CompXM</td>
<td>Final exam</td>
</tr>
<tr>
<td>Week 11</td>
<td>July 17</td>
<td>CompXM</td>
<td>Final exam</td>
</tr>
<tr>
<td>Week 12</td>
<td>July 24</td>
<td>Wrap-Up</td>
<td>Final Strategic Audit, Self reflection</td>
</tr>
<tr>
<td>---------</td>
<td>---------</td>
<td>-------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Week 13</td>
<td>July 31</td>
<td>Wrap-Up</td>
<td>TeamMate Eval 3</td>
</tr>
</tbody>
</table>