



Lincoln University

Course Title	Business Policies	Instructor: Dr. Walter Kruz
Course No.	BA 290	Contact: wrkruz@lincolnuca.edu
Units	3 (45 lecture hours)	Office Hours: By arrangement
Class Hours	Tues 3:30-6:15 PM	Semester: Fall 2016

Textbook:

- Business model generation, Osterwalder & Pigneur, 2010, Wiley Publishers, ISBN 978-0470-87641-1
- The High Performance Enterprise, Kruz et al, 2004, Trafford Publishers, ISBN 141203104 – 4
- Additional current business literature publications available at the school library and online.

Course Description:

Senior-level integrating capstone course which provides the student with the opportunity to put into practice all the skills, techniques and theories acquired in functional courses such as economics, operations management, marketing, finance, accounting, and management. Emphasis is on the case method of instruction and use of a business game. (3 units)

Learning Objectives:

1. Students will integrate and extend the knowledge and skills that they have developed throughout their undergraduate coursework
2. Students will identify, evaluate and analyze the nature of a firm's strategic advantage
3. Evaluate the principles of management as practiced in industry today
4. Understand how technologies are changing the business environment
5. Evaluate the characteristics of Silicon Valley as a transformative business force
6. Understand the impact of innovation as a key success factor in business

Methodology:

This is a highly interactive learning environment. All students will participate in class discussions, research findings, and class exercises. Short oral presentations may also be assigned. Assignments will be given weekly and will consist of textbook related exercises and research questions. Attendance is highly encouraged as exams include questions from class discussions.

Standards:

All assignments are due on the date indicated and collected during the first 10 minutes of the class. Late assignments will not be collected or graded. Make-up exams are allowed only due to a documented medical excuse. Students are encouraged to study and work in groups for enhanced learning.

Project:

Project work is designed to familiarize students with the tools and practices necessary to execute the strategic management process. Projects may be assigned individually or as a group. If as a group, the grade is the same for all members. Drafts may be evaluated on an agreed upon schedule during the semester. Final deliverable will be turned in as a hard copy. Plagiarism is not allowed; all sources must be referenced. APA style is encouraged.

Testing:

Typically, the class will consist of two or three exams of equal weight as well as homework and quizzes throughout the semester. All exams are individual deliverables. They consist mostly of short answers related to the material being discussed. The exam format is closed book with no electronic devices allowed. Expect that quizzes will be conducted at the beginning of every class and consisting of a question regarding the material discussed in the previous class.

Grading:

Quizzes, homework assignments, exams, and the project allow students to accumulate points throughout the semester. Not all homework assignments will be collected and graded. The accumulated points are added and compared against the total possible as a percentage.

For example; exams and project are typically worth 100 points each (~ 75% of the total points). Homework and quizzes are worth 5-10 points each (~ 25% of the total points). Assuming that 2 exams, one project, and 10 homework and quiz assignments are given, this will mean a total possible of 400 points can be accumulated. The student grade will be calculated as follows:

$$\text{Grade} = \text{Student's score} / \text{Total possible points} = \%$$

A final grade is then assigned as follows:

100 – 95 %	A	76 - 74	C
94 - 90	A-	73 – 70	C-
89 - 87	B+	69 – 57	D+
86 - 84	B	66 - 60	D
83 – 80	B-	59 or less	F
79 - 77	C+		

Classroom Protocol:

Classroom protocol is similar to the one students will find in a professional environment. Students are expected to arrive on time and be prepared to participate. Laptop use is allowed only for a class purpose. No cell phones allowed.

Schedule:

This is a proposed schedule. It may change according to class progress or student interests.

Module	Class activities: Lecture & Discussion	Homework Assignment
Module 1	*Syllabus. Lecture & discussion. *Project discussion & assignment. * The high performance enterprise principles *Analysis and quantification of business models : Understanding what makes Google, IBM, and other industry leaders successful	* Use the Canvas model to describe the business model for a company of your choice * Read the Google Bus model analysis * Write an essay describing the Key Success Factors for Google. * Attend the APA tutorial provided by the school library.
Module 2	Strategy Development and Execution. Lecture & discussion. <ul style="list-style-type: none"> - Tools to craft and execute strategies effectively - Application of strategy tools to develop effective strategies Governance and management principles <ul style="list-style-type: none"> - Benefits of Governance - Structure of business organizations 	*Use the Porter 5 forces model to conduct an analysis of an industry of your choice. *Research and turn a short essay regarding the profitability ranking for 10 Silicon Valley companies *Develop a TOWS matrix for a major company of your choice *Research and write a short essay regarding the competitive strategies for Facebook.
Exam 1		
Module 3	Performance Metrics <ul style="list-style-type: none"> - Financial analysis for measuring business performance - Financial statements analysis - Financial Ratios - Dashboards for reporting business performance Exam review	*Read the assigned materials *Research and write a short essay indicating which are the ten most used metrics to evaluate business success * Develop an executive dashboard for a business model of your choice *Research and write an essay describing the Amazon supply chain metrics.
Exam 2		
Module 4	Silicon Valley Fundamentals <ul style="list-style-type: none"> - Recipe for business success - Elements of a cluster - Technologies / Company capitalizations Innovation <ul style="list-style-type: none"> - Definition - Innovations as a Key Success Factor - Innovation Process Exam review	*Write an essay describing the Key Success Factor for Silicon Valley companies. * Write an essay describing five technologies developed in Silicon Valley *Research and write an essay describing five major innovations currently used in Silicon Valley.
Exam 3		

Instructor Profile:

Academic: BA Physics, BS Mathematics, MS Electrical Engineering, MBA, Doctor of Business Administration. Various Industry certificates; Energy Optimization (Stanford University), Big Data Analytics (Cloudera Inc.)

Professional Experience: Manager with senior and executive experience at high-tech companies in Silicon Valley. International consulting and training experience focused in systems integration and optimization of information capabilities in various industries.

Update: July 22, 2016