



# 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, 11AM-12PM, Tues/Sat
Class Hours	Tues 3:30-6:15 PM	Revised: 10 August, 2017
Semester	Fall 2017	

## Required Textbook:

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

## Catalog 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, operation managements, marketing, finance, accounting, and management. Emphasis is on the case method of instruction and use of business game. (3 units) *Prerequisites: Senior standing.*

## Detailed Course Description

The current business environment is increasingly complex. Business success is increasingly dependent on the design of a business model and how well that design takes advantage of contemporary economic and social trends. This course enables students to analyze various business models and compare these models against current business trends to understand key success/fail factors encountered by leading companies.

## Course Learning Outcomes

	<b>Course Learning Outcome</b>	<b>Assessment Activities</b>
1	Analyze business models to understand key success factors in business	Midterms, Final exams, Presentations
2	Implement business models	Midterms, Final exams, Presentations
3	Evaluate industry trends to identify business opportunities	Midterms, Final exams, Presentations

## Instructional Methodology

This course consolidates principles of marketing, strategy, and management principles into a practical view of contemporary business challenges.

Lectures are delivered in 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.

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.

### 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 and some mathematical problems. The exam format is closed book with no electronic devices allowed.

### Grading:

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

For example; exams and project (if assigned) 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:

Point/Grade Conversion

100 - 95	A	76 - 74	C
94 - 90	A-	73 - 70	C-
89 - 87	B+	69 - 67	D+
86 - 84	B	66 - 60	D
83 - 80	B-	59 or less	F
79 - 77	C+		

## Course Outline and Assignments

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

Module	Class activities: Lecture & Discussion	Homework Assignment (10 pts each)
Module 1	*Syllabus. Lecture & discussion. * The high performance enterprise principles *Analysis and quantification of business models : Understanding what makes Google, IBM, and other industry leaders successful	*4 steps for High Performance *Canvas model description *Google Bus model analysis *Quantification of Google Bus model. *Read assigned business press article
Module 2	Strategy Development and Execution. * The high performance enterprise principles Lecture & discussion. <ul style="list-style-type: none"> <li>- Tools to craft and execute strategies effectively</li> <li>- Application of strategy tools to develop effective strategies</li> </ul>	*Strategy Development process. *Porter 5 Forces model * Balanced ScoreCard * TOWS matrix *Strategy map *Project research
<b>Exam 1</b>		Read Metrics Development Chapter
Module 3	Business Metrics Development for a sound business model. Lecture & discussion. <ul style="list-style-type: none"> <li>- How to develop meaningful metrics</li> <li>- Types of metrics</li> <li>- Dashboards</li> <li>- Financial ratios</li> <li>- The EVA model</li> </ul>	*Vertical &Horizontal metrics *Financial ratio analysis *Dashboard development * Balanced Scorecard metrics * TOWS matrix * Project Draft review (50% completion)
<b>Exam 2</b>		Read Process Improvement chapter
Module 4	Business Process Improvement <ul style="list-style-type: none"> <li>- Business /Management processes</li> <li>- Reengineering processes for improved performance</li> <li>- Visio tutorial</li> </ul>	*Business processes using Visio *Management processes *Reengineering processes *Documenting processes with Visio *Read Innovation Chapter
Module 5	Innovation Management <ul style="list-style-type: none"> <li>- How to implement innovation as a process</li> <li>- Quantifying innovation value</li> </ul>	*Innovation model
<b>Exam 3.</b>		

### **Instructor Profile:**

Academic: BS Physics/Mathematics, MS Electrical Engineering, MBA, DBA

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 business performance in various industries.

**Appendix. Program and Institutional Learning Outcomes.**

<b>Institutional Learning Outcomes (ILOs)</b>	
<i>Graduates of the BA program of Lincoln University should be able to:</i>	
<b>1a</b>	Develop the habits and skills necessary for processing information based on intellectual commitment, and using these skills to guide behavior.
<b>2a</b>	Raise important questions and problems, and formulate them clearly and precisely in oral or written communication
<b>3a</b>	Act with dignity and follow the principles concerning the quality of life of all people, recognizing an obligation to protect fundamental human rights and to respect the diversity of all cultures.
<b>4a</b>	Focus on individual and organizational benefits; communicate to co-workers and company's leadership in facilitation of collaborative environment; to be honest and transparent with regard to their work, and to be respectful of the work of others.
<b>5a</b>	Display sincerity and integrity in all their actions, which should be based on reason and moral principles; to inspire others by showing mental and spiritual endurance
<b>6a</b>	Show creativity by thinking of new and better goals, ideas, and solutions to problems; to be resourceful problem solvers.
<b>7a</b>	Define and explain the boundaries, divisions, styles and practices of the field, and define and properly use the principal terms in the field

<b>Program Level Outcomes (PLOs)</b>	
<i>Students graduating our BA program will be able to:</i>	
<b>1</b>	Demonstrate knowledge in the principle areas of general business and specific areas of concentration, which include: general business, management, entrepreneurship, and management information business.
<b>2</b>	Determine the information needed to evaluate a business problem. Apply critical thinking and reasoning skills to recognize credibility and accuracy.
<b>3</b>	Demonstrate the ability to communicate with others using written and oral communication tools.
<b>4</b>	Demonstrate the ability to use analytical skills to understand business problems and make well-informed decisions.
<b>5</b>	Apply and comply with ethical and legal principles and evaluate different ethical perspectives.