

# GSBA 520 – Business Fundamentals for Non-Business Professionals

# Online Syllabus - Summer 2017

**May 17 – August 16**

**Wednesdays 5:00 pm to 6:20 pm**

**3 units**

**Instructors**

* Michael Mische (Business Strategy & High Performance Organizations)

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* Ken Simmonds (Accounting Principles & Business Finance)

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**Office Hours *by Appointment***

## **Required Readings**

* Dyckman, Magee and Pfeiffer, Financial/Managerial Accounting for Decision Makers Accounting, 2nd Ed., Cambridge Business Publishing; ISBN 978-1-61853-106-3
* Katzenbach, J. R. and Smith, D. K. (2015). *The Wisdom of Teams: Creating the High-Performance Organization*. Harvard Business Review Press. ISBN 978-1633691063
* USC Course Reader: Strategy & High-Performance Organizations (*link and instructions for downloading course reader will be made available within the course)*
* USC Course Reader: Marketing (*link and instructions for downloading course reader will be made available within Blackboard)*
* USC Course Reader: Operations (*link and instructions for downloading course reader will be made available within Blackboard)*

## Course Description

Business Fundamentals for Non-Business Professionals is an interdisciplinary course taught by a team of USC Marshall School of Business faculty members. The course is designed to introduce key concepts, tools, and principles of business management to current graduate students who have little or no previous background in business and who want to be better prepared to assume general management positions in their respective fields.

The key strategic business decisions of concern in this course include maximizing evolving business opportunities, creating competitive advantages, choosing competitive strategies, securing and defending sustainable market positions, and allocating critical resources in pursuit of specific goals and objectives.

This course helps students develop an understanding of business fundamentals that require both analytical skills and an integrative point of view. Together, we will learn how to conduct in-depth examination of companies within a variety of industries, predict competitive behaviors, and explore the use of both quantitative and qualitative analysis to develop and sustain competitive advantages over time.

The course is divided into modules which correspond with weeks. Students are required to complete all of the reading assignments, pre-recorded lectures, interactive exercises, and homework assignments at their own pace during the week *before* attending the live video conference (aka MarshallTALK) session, where they will interact with one another and with faculty at the same time to apply the concepts they’ve learned throughout the week. It is estimated that students will spend approximately 9 hours per week to complete each module in a 3-unit course.

**Check the course syllabus for dates and times and only register for this class if you can complete all class work and log on via computer and webcam to the weekly MarshallTALK sessions.**

## Learning Outcomes

**Business Strategy**

* Identify theories and methods for analyzing and developing strategy.
* Critically evaluate cases: to analyze case facts using appropriate tools/frameworks, to identify key underlying issues, and to formulate congruent recommendations (and to explain to us how/why you’ve done it).
* Demonstrate critical thinking skills related to strategy.
* Utilize a set of tools/frameworks/concepts, such as: “generic” business strategies, environmental analysis, five forces, strategic groups, value chain, resources—capabilities—competitive advantage, threats to sustainability.
* Recognize the various interconnections that exist within organizations.
* Anticipate sources that undermine long term competitive advantage.

**Operations**

* Compare the key issues, concepts, problems of operations, and process analysis in order to solve problems in:
  + Business process management & improvement
  + Customer service (internal & external)
  + Supply chain management

**Marketing Management**

* Evaluate the conceptual and procedural aspects of marketing management
* Critically examine the four elements of the marketing mix
* Formulate marketing strategies
* Clearly communicate marketing strategies to others
* Evaluate the marketing recommendations of others

**Accounting Principles & Business Finance**

* Explore fundamental financial and management accounting concepts (financial accounting) relating to:
  + - Financial statements and their interrelationships
    - Financial statements reflecting the accrual basis of accounting
* Make decisions related to cost-volume-profit relationships and capital budgeting (managerial accounting) including:
  + - Management use of cost-volume-profit relationships when making decisions
    - Costing and improvement opportunities
    - Budgeting as part of the planning process
* Analyze modern theory and practice of financial management as well as fundamental financial decisions involving:
  + - Discounted cash flow analysis
    - Valuation of stocks, bonds and individual budgeting projects
    - Risk and return, portfolio diversification, Capital Asset Pricing Model
    - Issues in financing decisions – capital markets, financing sources, debt and dividend policy, options
    - Capital budgeting basics in a decision-making environment

**High Performance Organizations**

* Evaluate the behavior and performance of people in formal organizations at the following levels:
  + - Individual level, including leadership
    - Group level, including the design and development of high performance teams
    - Organizational level, including understanding of strategic organizational effectiveness and design principles that lead to high performance in organizations

## **Grades**

The course grade is based on class participation, discussion forums, homework assignments, case studies, and exams. In order to earn full participation points, students must actively participate in all synchronous sessions by asking thought-provoking questions, offering relevant comments, and answering questions from faculty in a clear and concise manner. In order to earn full discussion forum points, students must write thoughtful, robust posts as well as substantive responses to their peers. Unless otherwise stated, all work is to be completed individually.

*Synchronous Sessions (MarshallTALK)*

In order to earn full participation points, students must actively participate in all synchronous sessions via computer or laptop, with a webcam and headset/speakers. Students are expected to be visually present and to ask thought-provoking questions, offer relevant comments, and answer questions from faculty in a clear and concise manner. If students do not have their webcams on, it will be assumed that they are not present.

| **Course Components** | **Points** | **Percent of Grade** |
| --- | --- | --- |
| **Business Strategy** | 190 points total | 19% of total course grade |
| MarshallTALK | 20 |  |
| 7 Discussion Forums | 70 |  |
| Strategy & Strategic Thinking Assignment (week 1) | 35 |  |
| SWOT & Porter’s 5 Forces Assignment (week 2) | 35 |  |
| Quiz (covers weeks 1 and 2) | 30 |  |
| **Operations** | 130 points total | 13% of total course grade |
| MarshallTALK | 13 |  |
| Assignment Questions (6 sets) | 42 |  |
| Porcini Case | 30 |  |
| Quiz (covers weeks 3 & 4) | 45 |  |
| **Marketing Management** | 200 points total | 20% of total course grade |
| MarshallTALK | 20 |  |
| Volkswagen in India Analysis (Week 5) | 50 |  |
| Annie’s: Growing Organically Analysis (Week 6) | 50 |  |
| Quiz (covers weeks 5, 6, & 7) | 80 |  |
| **Accounting Principles & Business Finance** | 340 points total | 34% of total course grade |
| MarshallTALK | 35 |  |
| Discussion Forums | 105 |  |
| Homework Assignments | 85 |  |
| Quizzes | 115 |  |
| **High Performance Organizations** | 140 points total | 14% of total course grade |
| MarshallTALK | 15 |  |
| Character, Personality & Behavior Assignment (week 12) | 10 |  |
| Teamwork & Culture Assignment (week 12) | 10 |  |
| “12 O’Clock High” Assignment | 75 |  |
| Quiz (covers weeks 12 and 13) | 30 |  |

## System requirements

**Technical Support**

* For Blackboard support go to [USC ITS Services Website](https://itservices.usc.edu/) or call USC ITS at 213.740.555
* For MarshallTALK (Zoom) support go to Zoom Support or call (888) 799-9666 ext. 2

**Required Equipment**

* Computer (PC or Mac)
* Headset or built-in speakers & microphone
* HD Webcam
* High speed Internet connection
* Up-to-date internet browser (Chrome, FireFox, Safari, or Internet Explorer)

## Statement on Academic Conduct

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one’s own academic work from misuse by others as well as to avoid using another’s work as one’s own (plagiarism). Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences.  All students are expected to understand and abide by the principles discussed in the *SCampus*, the Student Guidebook ([USC SCampus](http://www.usc.edu/scampus)). A discussion of plagiarism appears in the University Student Conduct Code (section 11.00 and Appendix A).

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at: [USC Student Judicial Affairs and Community Standards](http://www.usc.edu/student-affairs/SJACS/) . Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in [*SCampus* in Part B](https://policy.usc.edu/scampus-part-b/), Section 11, “Behavior Violating University Standards”.  Other forms of academic dishonesty are equally unacceptable.  See additional information in [*SCampus*](https://policy.usc.edu/student/scampus/)and [USC policies on scientific misconduct](http://policy.usc.edu/scientific-misconduct/).

## Support Systems

*USC Emergency Information -* [*USC Emergency*](http://emergency.usc.edu/)

If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.

*The Office of Disability Services and Programs –* *(213) 740-0776*

[The Disability Services and Programs](http://dsp.usc.edu/) (DSP) office provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with DSP each semester.

*Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call*

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention. Go to: [USC Engemann Student Health Center Website](https://engemannshc.usc.edu/counseling/)

*National Suicide Prevention Lifeline - 1-800-273-8255*

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. Go to: [National Suicide Prevention Lifeline](https://urldefense.proofpoint.com/v2/url?u=http-3A__www.suicidepreventionlifeline.org_&d=DwMFAg&c=clK7kQUTWtAVEOVIgvi0NU5BOUHhpN0H8p7CSfnc_gI&r=_36nnFETM-Q6pZ6iq9FbkRLnOqB2hAKf3hpB7emICZo&m=E2UsZJRCMqi9OEfKUeqk9Y1uY3eDgl_cjSeDni9P-3s&s=twu831aNHupJnoiSEzsXZ1lmq9yCzJvEv35V5v5dYAY&e=)

*Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call*

Free and confidential therapy services, workshops, and training for situations related to gender-based harm. Go to: [USC Engemann RSVP Services](https://engemannshc.usc.edu/rsvp/)

*Sexual Assault Resource Center*

For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the Website: [Sexual Assault Resource Center](http://sarc.usc.edu/)

*Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086*

Works with faculty, staff, visitors, applicants, and students around issues of protected class. See: [Office of Equity and Diversity Website](https://equity.usc.edu/)

*Bias Assessment Response and Support*

Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. Go to: [USC Student Affairs - Bias Assessment Response and Support](https://studentaffairs.usc.edu/ssa/bias-assessment-response-support/)

*Student Support & Advocacy – (213) 821-4710*

Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. Go to: [USC Student Affairs - Student Support and Advocacy](https://studentaffairs.usc.edu/ssa/)

*Diversity at USC –* [*Diversity Matters*](https://diversity.usc.edu/)

Tabs for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

*American Language Institute -* [*ALI*](http://ali.usc.edu/)

Students whose primary language is not English should check with the *American Language Institute,* which sponsors courses and workshops specifically for international graduate students.

## Course Schedule (subject to change)

***Students are expected to complete all readings, lectures, activities, and assignments prior to MarshallTALK.***

|  |  |
| --- | --- |
| **Module 1 (May 10 - May 17)**  **Introduction to Key Concepts, Terms and Frameworks**  **Instructor: Michael Mische, MBA** | |
| **Readings/Videos** | 1. **READ** Casadesus-Masanell, R. (2014). Introduction to strategy. HBSP #8097-HTM-ENG. 2. **READ** Rivkin, J. (2006). Why do strategies fail? HBSP #9-706-433. 3. **READ** Garthwaite, C., Busse, M., Brown, J., and Merkley, G. (2012). Starbucks: A story of growth. HBSP **#**KEL665-PDF-ENG. 4. **WATCH** Introduction to Strategy & High Performance Organizations 5. **WATCH** Change is the Law of Life 6. **WATCH** What is Strategy? 7. **WATCH** the High Performance Imperative 8. **WATCH** Summary |
| **Activities/Assessments** | 1. Self-Assessment Activity 2. Discussion 1 3. Discussion 2 4. Discussion 3 5. Strategy and Strategic Thinking Write-up |
| **MarshallTALK** | **Wednesday May 17, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Mische and your classmates.  A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 2 (May 18 - May 24)**  **Competitive Dynamics, Frameworks & Models**  **Instructor: Michael Mische, MBA** | |
| **Readings/Videos** | 1. **READ** Porter, M. (1996). The five competitive forces that shape strategy. HBSP #96608. 2. **READ** Casadesus-Masanell, R. (2015). Strategy reading: competitive advantage and cooperative dynamics. HBSP #8131-HTM-ENG. 3. **READ** Bradley, S. P., Ghemawat, P., Foley, S. (2002). Wal-mart stores, Inc. HBSP # 794024-PDF-ENG. 4. **WATCH** Intro to Module 1 5. **WATCH** Introduction to Case Analysis and Writing Skills 6. **WATCH** Case Analysis Introduction to the Case Pro-Method 7. **WATCH** Case Analysis: Case Pro Phrases 1 and 2 8. **WATCH** Michael Mische's 15 Steps Case Pro-Method 9. **WATCH** Formulating Findings, Conclusions, and Solutions 10. **WATCH** Presenting Your Case 11. **WATCH** Summary |
| **Activities/Assessments** | 1. Self-Assessment Activity 2. Discussion 1 3. Discussion 2 4. Discussion 3 5. Discussion 4 6. SWOT to Porter’s 5 Forces Write-Up 7. Quiz |
| **MarshallTALK** | **Wednesday May 24, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Mische and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 3 (May 25 - May 31)**  **Introduction to Operations**  **Instructor: Sriram Dasu, PhD** | |
| **Readings/Videos** | 1. **READ** “The Superefficient Company” by M. Hammer, “Harvard Business Review,” September 2001. Reprint R0108E, (10 pages) 2. **READ** “Products, Processes and Performance.” Ravi Anupindi, et. al., Managing Business Process Flows: Principles of Operations Management, 2nd ed. Prentice Hall, 1999, Chapter 1, pp. 2-17 3. **READ** “A Note on Process Analysis,” Sriram Dasu. (7 pages) 4. **REVIEW** Swatch Case Slides(1).pptx 5. **WATCH** Introduction to Operations Management 6. **WATCH** Connecting Operations Decisions to Firm’s Goals: Operational Measures 7. **WATCH** Connecting Operations Decisions to Firm’s Goals: Process Analysis 8. **WATCH** Capacity and utilization calculations 9. **WATCH** Time and Queuing |
| **Activities/Assessments** | 1. Self-Assessment Activity 2. Stakeholders and Value Questions 3. Operations Measures Questions 4. Process Questions 5. Swatch Case Assignment Questions |
| **MarshallTALK** | **Wednesday May 31, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Dasu and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 4 (June 1 – June 7)**  **Quality and System Design**  **Instructor: Sriram Dasu, PhD** | |
| **Readings/Videos** | 1. **READ** “Want to Perfect Your Company’s Service? Use Behavioral Science,” Richard B. Chase and Sriram Dasu, “Harvard Business Review,” June 2001. Reprint R0106D. 7 pages. 2. **READ** “Porcini’s Pronto: Great Italian pizza without the wait,” Harvard Business School Case 4277-PDF-ENG, April 4, 2011, 12 pages 3. **WATCH** Quality and System Design |
| **Activities/Assessments** | 1. Self-Assessment Activity 2. Capacity and Utilization Questions 3. Time and Queuing Questions 4. Porcini’s Pronto Case 5. Quiz |
| **MarshallTALK** | **Wednesday June 7, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Dasu and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 5 (June 8– June 14)**  **Introduction to Marketing Management; Marketing Innovation Alternatives & Strategies; Marketing Analyses—Understanding Customers and Markets**  **Instructor: Miriam Burgos, MBA** | |
| **Readings/Videos** | 1. **READ** “Broadening the Concept of Marketing,” Philip Kotler and Sidney J. Levy, Journal of Marketing, 33, January 1969, 10-15 2. **READ** “Eager Sellers, and Stony Buyers,” John T. Gourville, Harvard Business Review, June 2006, 99-106. (Reprint R0606F pp. 1-8) 3. **READ** "Wal-mart Stores, Inc.," Bradley, S. P., Ghemawat, O., Foley, S. (2002) 4. **READ** “The Innovator’s Challenge,” Dilip Soman, Rotman Management Magazine, 2014 5. **WATCH** Introduction to Marketing Management |
| **Activities/Assessments** | 1. Self-Assessment Activity 2. Review Discussion Prompts |
| **MarshallTALK** | **Wednesday June 14, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Burgos and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 6 (June 15– June 21)**  **Designing and Marketing Strategy—Market Segmentation, Target Selection and Product/Brand Positioning**  **Instructor: Miriam Burgos, MBA** | |
| **Readings/Videos** | 1. **READ** “Note on Marketing Strategy,” Robert J. Dolan, Harvard Business School, #9-598-061, Rev. November 1, 2000, 17 pp. 2. **READ** “Market Segmentation, Target Market Selection, and Positioning,” Miklos Sarvary and Anita Elberse, Harvard Business School, #9-506-019, Rev. April 17, 2006. 5 pp. 3. **READ** “Note on Innovation Diffusion: Rogers’ Five Factors,” John T. Gourville, Harvard Business School, #9-505-075, Rev. April 17, 2006, 6 pp. 4. **READ** General background on VALS, PRIZM (currently being updated), and ESRI Tapestry: 5. **READ** “Volkswagen in India”, by Seema Gupta, Indian Institute of Management Bangalore; December 1, 2013, 33 pp. 6. **WATCH** Introduction to Designing Marketing Strategy 7. **WATCH** Researching Consumer Attitudes & Applying Consumer Insights to Marketing Strategy 8. **WATCH** Tools & Methods to Research Consumer Attitudes 9. **WATCH** VALS, AIOs, Geodemography, and PRIZM: An In-Depth Look 10. **WATCH** How to Apply the Findings of Consumer Research to Your Marketing Strategy |
| **Activities/Assessments** | 1. Self-Assessment Activity 2. Case Analysis (Volkswagen) |
| **MarshallTALK** | **Wednesday June 21, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Burgos and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 7 (June 22– June 28)**  **Integrating the Marketing Plan; The “4 Ps” and Beyond**  **Instructor: Miriam Burgos, MBA** | |
| **Readings/Videos** | 1. **READ** “Growth Patterns in the U.S. Organic Industry”, by Catherine Greene, USDA, Economic Research Service; October 24, 2013 2. **READ** "Organic food sales growing." Environmental Nutrition Feb. 2014. (Brief Article) 3. **READ** “Annie’s: Growing Organically,” Bill Fanning, Berkeley-Hass Case Series, Case #B5802, March 3, 2014. 4. **WATCH** Integrating the Marketing Plan |
| **Activities/Assessments** | 1. Case Analysis (Annie’s: Growing Organically) 2. Quiz |
| **MarshallTALK** | **Wednesday June 28, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Burgos and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 8 (June 29– July 5)**  **Accounting**  **Instructor: Ken Simmonds, MBA** | |
| **Readings/Videos** | **TBD** |
| **Activities/Assessments** | **TBD** |
| **MarshallTALK** | **Wednesday July 5, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Simmonds and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 9 (July 6– July 12)**  **Accounting**  **Instructor: Ken Simmonds, MBA** | |
| **Readings/Videos** | **TBD** |
| **Activities/Assessments** | **TBD** |
| **MarshallTALK** | **Wednesday July 12, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Simmonds and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 10 (July 13– July 19)**  **Accounting**  **Instructor: Ken Simmonds, MBA** | |
| **Readings/Videos** | **TBD** |
| **Activities/Assessments** | **TBD** |
| **MarshallTALK** | **Wednesday July 19, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Simmonds and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 11 (July 20– July 26)**  **Accounting**  **Instructor: Ken Simmonds, MBA** | |
| **Readings/Videos** | **TBD** |
| **Activities/Assessments** | **TBD** |
| **MarshallTALK** | **Wednesday July 26, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Simmonds and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 12 (July 27 – August 2)**  **Creating and Leading High Performing Teams (Part 1)**  **Instructor: Michael Mische, MBA** | |
| **Readings/Videos** | 1. **READ** Bernard Bass. “From Transactional Leadership To Transformational Leadership: Learing To Share The Vision.” Organizational Dynamics, Vol. 18(3), pp. 19-31. (1990) 2. **READ** Jon D. Katzenbach & Douglas K. Smith. “The Wisdom of Teams.” HBSP #93207. (1993). 3. **READ** David B. Yoffie; Penelope Rossano. “Apple, Inc.in 2012.” HBSP # 712490-PDF-ENG. (2012). 4. **WATCH** Introduction 5. **WATCH** Rethinking the problem of performance and high performance 6. **WATCH** Defining the high performance organization 7. **WATCH** Organizational agility and operational excellence 8. **WATCH** Summary 9. **WATCH** Introduction 2 10. **WATCH** High performance leadership 11. **WATCH** Strategy of change 12. **WATCH** Defining organizational development 13. **WATCH** Summary 2 |
| **Activities/Assessments** | 1. M12 L1 Self-Assessment Exercise 2. M12 L2 Self-Assessment Exercise 3. M12 L3 Self-Assessment Exercise 4. M12.2 L1 Self-Assessment Exercise 5. M12.2 L2 Self-Assessment Exercise 6. M12.2 L3 Self-Assessment Exercise 7. Character, Personality, & Behavior Assignment 8. Teamwork and Culture Assignment |
| **MarshallTALK** | **Wednesday August 2, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Mische and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 13 (August 2 – August 9)**  **Creating and Leading High Performing Teams (Part 2)**  **Instructor: Michael Mische, MBA** | |
| **Readings/Videos** | 1. **READ** Edward M. Hallowell. “The Cycle Of Excellence: A Summary Of The Five Steps To Peak Performance-And Helpful Hints For Putting Them Into Practice.” HBSP # 4257BC-PDF-ENG. (2011). 2. **READ** Edward M. Hallowell. “Grapple And Grow: Reinforcing The Cycle Of Excellence-Encouraging Peak Performance By Making Work Challenging And Fun.” HBSP # 4255BC-PDF-ENG. (2011). 3. **READ** John Gabarro, et. al. “Erik Peterson at Biometra.” HBSP #9-411-031. (2011). 4. **WATCH** Introduction 5. **WATCH** Motivating employees: the basic dilemma 6. **WATCH** Working as a team 7. **WATCH** Conducting team meetings 8. **WATCH** Summary 9. **WATCH** Summary of GSBA 520 Overall |
| **Activities/Assessments** | 1. M13 L1 Self-Assessment Exercise 2. M13 L2 Self-Assessment Exercise 3. M13 L3 Self-Assessment Exercise 4. Twelve O'Clock High Analysis 5. Quiz |
| **MarshallTALK** | **Wednesday August 9, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Mische and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |
| **Module 14 (August 10 – August 16)**  **Faculty Wrap Up**  **Instructor: All Faculty** | |
| **Readings/Videos** | None |
| **Activities/Assessments** | Complete Course Evaluation |
| **MarshallTALK** | **Wednesday August 16, 5:00 – 6:20 p.m. PDT** A synchronous live video conference via Zoom with Prof. Mische and your classmates. A Zoom link will be posted in Blackboard under “MarshallTALK.” |