Instructor: Shahriar Mostashari, PhD, MBA
Office: Lundy-Fetterman Building, Room 2016
Phone: (910) 893-1390 (o) | (910) 893-1391 (f) | Email: mostashari@campbell.edu
Office hours: M through Friday 10:00AM-2:00PM in person or virtual via Blackboard Collaborate. And, by appointment any other time

SBTDC Liaison: Mike Seibert, EdD, CGBP
Office: NCSU Centennial Campus | 1021 Main Campus Drive | Suite 200 | Raleigh, NC  27606
Phone (919) 515-6148 (o) | (919) 961-6532 (m) | Email: mseibert@sbtde.org
Office hours: by appointment

Business School Embedded Librarian: Dan Maynard
Office: Wiggins Memorial Library Reference Desk
Phone: (910) 893-7930 (o) | Email: maynard@campbell.edu
Office hours: M 4:00PM-6:00PM, T 2:00PM-4:00PM, W 6:00PM -10:00PM, F 10:00AM-12:00PM or by appointment

Information Technology Services: Charlotte Russell Cox, EdD
Office: Kivett Hall 212 or virtual office by request
Phone: (910) 893-7210 (o) | Email: crcox@campbell.edu
Office Hours: Virtual

Course Description
A capstone course for MBA students. In this course, students will be expected to use the knowledge and skills obtained in their graduate coursework in a “live case” consulting project with a local business or organization. Working in a team setting, groups will work with their assigned clients throughout the term to assist with the development of recommendations and strategies to address specific issues experienced by their client. The course will conclude with a professional consulting project document and presentation. (Credit Hours: 3, Prerequisites: Completion of a total of 21 credit hours of MBA courses)

This course reflects the spirit of entrepreneurship in support of the Lundy-Fetterman School of Business’s commitment to being a leader among business schools engaging faculty, staff, and students in both hands-on learning and academic exploration as a community of Christian scholars.

Teaching Method
This course will feature an interactive, learner-centered approach that requires attendance (physical and/or virtual via Blackboard Collaborate), preparation, team participation and critical thinking. Instruction methods will include interactive lectures, guided discussions, structured bridge activities, case studies, in-class/online assignments, written report, and oral presentation.

This course will examine the scholar-practitioner aspects of strategic management and small business management through a consulting practicum with family-owned or privately held small businesses. Your goal is to 1) identify issues, 2) conduct analyses, 3) generate recommendations, and 4) where possible, implement your recommendations to improve the firm’s competitiveness and profitability.
**Student Learning Outcomes (SLOs)**

SLO 1: Interpret the main concepts within the MBA program functional areas: Accounting, Economics, Finance, Management, and Marketing.
Measurement: Students in MBA 790 will complete the ETS Major Field test.

SLO 2: Create professional and effective written documents.
Measurement: Students in MBA 790 will submit written assignments.

SLO 3: Develop and deliver professional and effective oral presentations.
Measurement: Students in MBA 790 will develop and deliver oral presentations of case studies.

SLO 4: Propose business solutions to case studies.
Measurement: Students in MBA 790 will create a SWOT Analysis and propose business solutions.

SLO 5: Build advanced collaboration and team work skills.
Measurement: The local business involved in the MBA 790 will evaluate the student groups on work ethic and collaboration skills.

**Assessment Instruments**
The above learning outcomes will be assessed directly by in-class and online assignments, active participation in team consulting practicum, written report, oral presentation, and client evaluation of team performance.

**Required Textbook**

**Suggested Supplemental Readings—not required:**


**Blackboard**
The Blackboard learning platform will be used in this course to communicate the syllabus all related course performance expectations, tasks, timelines, deliverables and grades. You should check Blackboard regularly for announcements and/or assignments. It is your responsibility to ensure that you have access to Blackboard.

Help Desk Information (8:30-5:00)- [https://www.campbell.edu/information-technology-services/help-desk/](https://www.campbell.edu/information-technology-services/help-desk/)

**Course Objectives**
The BADM 790 Strategic Management – “Live Case Seminar” course is designed to enhance overall consulting competency required of individuals working in the profession or studying for a career related to strategic management, business consulting, entrepreneurship and small business management. Having completed this course, the student will be able to demonstrate:

- Enhanced knowledge about what consultancy is and how it can be translated into practice;
Increased understanding of the theoretical concepts of consultancy;
Applied business models and frameworks in practical situations;
Developed skills that enhance employability;
Identified best practices from practitioners and leading-edge thinkers;
Applied an ethical approach during consultancy activities;
Enhanced consultancy capability and capacity

Grade Policy
The course is designed to be extremely interactive, therefore each student is expected to attend class regularly, participate in guided discussions, structured bridge activities and team rounds. All assignments including quizzes are due at the time and dates scheduled unless I am notified ahead of time and agree to a modification.

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<th>A: Excellent 1,000-900</th>
<th>B: Above Average 800-900</th>
<th>C: Average 700-800</th>
<th>F: Below Average &lt;700</th>
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<td>Quizzes (10%)</td>
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<td>Team Rounds (10%)</td>
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<td>SWOT Analysis (15%)</td>
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<td>Written Report (15%)</td>
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<td>Oral Presentation (15%)</td>
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<td>Client Feedback (10%)</td>
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<td>Case Documentations (10%)</td>
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<td>ETS-MFT &amp; Pre-Post Test (5%)</td>
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Late submissions of assignments receive zero credit. NO exceptions, NO excuses. Please note that NO make-up assignments and/or incompletes will be given unless a written excuse is obtained from the Dean verifying your extenuating circumstances. Moreover, questions about your grade on each assignment must be raised and resolved in a mutually satisfactory manner prior to the receipt of the grade for the next assignment.

Assessment Criteria and Methods of Evaluating Students
There is no specific set of skills that will ensure success; however, paying attention to the right things will serve you well. Active involvement of some kind is a must in this class. During this course we will focus on creating and maintaining five specific cultural goals: communication, integrity, innovation, flexibility, and client focus. Furthermore, these traits are “public goods”—infinitely scalable and nonexhaustible, they are capable of driving effort between students and across teams alike.

Quizzes (10%)
All quizzes will be administered during class according to the syllabus schedule. They may include a combination of true-false, multiple-choice and short essay. There will be no makeup quizzes in this course.

Team Rounds (10%)
Each team must provide a detailed 10-minute briefing of their client project to the class according to the syllabus schedule. Teams are to prepare a one-page summary handout to accompany their briefing. Refer to Blackboard for the MBA 790 Team Round Outline.

SWOT Analysis (15%)
Each team will conduct a strategic factor analysis of their firm’s internal strengths/weaknesses and external opportunities/threats (SWOT). These findings should be reflected in the team’s analysis and recommendations. Refer to Blackboard for the MBA 790 SWOAT Analysis Rubric.

Written Report (15%)
Each team will prepare a written case report to be shared with faculty only. The written report should not exceed 15 pages, exclusive of attachments and exhibits (section VI). Refer to Blackboard for the MBA 790 Writing Rubric.

This report should be organized in the following format:
I. Executive Summary (one-page max)
II. Description of Business
   A. Business Goals and Objectives
   B. Mission Statement
   C. Business Description
III. Identification of Issues
   A. Technical/Business Issues
   B. Personal/Affective Issues
IV. Analysis
   A. Strengths
   B. Weaknesses
   C. Opportunities
   D. Threats
   E. Strategic Factor Analysis
V. Recommendations
   A. Short-Term (Year 1)
   B. Long-Term (Years 2 and 3)
VI. Attachments and Exhibits (documentation)
   A. Summary or Recommendations
   B. Scope Letter
   C. Documentation Log
   D. Team Picture
   E. Other Items as Needed

Oral Presentation (15%)
Each team must present their case to a faculty review panel. The presentation schedule will be determined in class a week in advance. Each team will make a 15-minute presentation followed by a 10-minute round of questioning by the faculty review panel. Refer to Blackboard for the MBA 790 Oral Presentation Rubric.

Teamwork (10%)
Each student must complete and upload their teamwork evaluation to Blackboard prior to arrival to the last class. Refer to Blackboard for the MBA 790 Teamwork Rubric.

Client Feedback (10%)
Each team will receive feedback from their client-company. This client feedback survey will be administered by the SBTDC and shared with the student team. Refer to Blackboard for the MBA 790 Client Feedback Survey.

Case Documentation (10%)
Each team will document their consulting time and effort weekly using a Team Time Log describing what they accomplished and how. This documentation must accompany the written report. Refer to Blackboard for the MBA 790 Team Time Log.
MFT & Pre/Post Testing (5%)
Each student will complete a pre-test and post-test designed to assess their competencies as follows:
   a) Technical skills
   b) Interpersonal skills
   c) Consulting skills

Standards & Expectations
Students by virtue of their enrollment in this course agree to abide by the rules and moral precepts which govern the university community. For better understanding of Campbell University's Code of Ethics, academic regulations, and policies, please review the Campbell University “Online” Catalog: 2018-2019.

Attendance Requirements
You are expected to be punctual and comply with the MBA Program’s class attendance policy as stated in the Lundy-Fetterman School of Business Graduate Programs Bulletin: 2018-2019, page 32. In case of excessive absences, students will NOT receive credit for this course.

Good Housekeeping
Just a friendly reminder that the Lundy-Fetterman building is a “smoke free,” "no pets" complex. No “food” or “beverages” are allowed in classrooms. Students are responsible for the “security/usage” of the electronic equipment and furniture upkeep.

How to Access Electronic Materials through the Norman Adrian Wiggins Memorial Library?
Access to the Campbell Library System databases, e.g., Business Source Premier, MergentOnline, IBISWorld, MintelOxygen, ReferenceUSA, OneSource, SimplyMap, Morningstar, CountryWatch, and Lexis-Nexis Academic, via the internet begins at the library home page www.lib.campbell.edu. You may be asked for an ‘authentication’ before being allowed to use some of the materials. Your user name and password are the same as your Campbell email account. If you forget your password, go to the web access page at www.wa.campbell.edu and click on ‘student’ to request that a temporary password be emailed to you. Click here for instructions for Off Campus Access to Library Materials. The Web Access Help Desk number is 910-893-1208. Click for Library Hours.

Student Services:
Modification or Accommodations:
Students with documented disabilities who desire modifications or accommodations must contact the Office of Disability Services located in the University’s Student Services Building (between Carter Gym and the Wallace Student Center). No accommodations will be made without approval through this office. A medical, psychological or other diagnosis may rise to the level of a disability if it substantially limits one or more major life functions, one of which is learning. A disability may be temporary or ongoing. Please contact Disability Services for more information if you believe you may need services.

For disability services, contact:
Laura Rich, Director, Disability Services
Student Services Bldg.
910-814-4364, or richl@campbell.edu

Academic Support:
To aid in student success, Campbell University also aims to provide exceptional academic student support. Academic Support Services offers tutoring, supplemental instruction, coaching and other academic support programs and services to all students. Students are able to request these services through the Student Success website, Starfish or receive a referral from faculty.

For academic support please contact:
Dr. Bernice Alston, Director
Student Services Bldg., Rm. 113
910-814-4358 or balston@campbell.edu

Mrs. Margarett Herder-Hill, Assistant Director
Student Services Bldg., Rm. 114
910-814-4363 or mherderhill@campbell.edu

Counseling Services:
All main campus undergraduate students can receive free confidential counseling through Counseling Services. To make an appointment, visit the office located at 233 Leslie Campbell Avenue (brick house beside Memorial Baptist Church and across from Bob Barker Hall) or call 910-814-5709
Course Schedule: Mandatory attendance by all students is required for the final presentation.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Activities</th>
<th>Assignments Due</th>
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<tbody>
<tr>
<td>1</td>
<td>06-27</td>
<td>The Campbell Challenge Syllabus &amp; Blackboard</td>
<td>Orientation:</td>
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<td>Chapters:</td>
<td>• Team case assignments</td>
<td>Pre-Test</td>
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<td>1. A Consultant by Any Other Name</td>
<td>• #1 Assessing the balance of responsibility (1)</td>
<td>Standards of Conduct</td>
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<td>2. Techniques Are Not Enough</td>
<td>• #2 Analyzing one of your contracts (4)</td>
<td>Team Roster</td>
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<td>3. Flawless Consulting</td>
<td>• The trust equation</td>
<td>Team Time Log #1</td>
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<td>4. Contracting Overview</td>
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<td>07-04</td>
<td>Phase 1: Entry and Contracting</td>
<td>Flawless Consulting</td>
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<td>Chapters:</td>
<td>• Quiz #1 (1-4)</td>
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<td>5. The Contracting Meeting</td>
<td>• #3 Planning a contracting meeting (5)</td>
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<td>6. The Agonies of Contracting</td>
<td>• The trust creation process</td>
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<td>7. The Internal Consultant</td>
<td>• SWOT-NxLeveL</td>
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<td>3</td>
<td>07-11</td>
<td>Phase 2: Discovery and Dialogue</td>
<td>Flawless Consulting</td>
<td>Team rounds</td>
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<td>Chapters:</td>
<td>• Quiz #2 (5-7)</td>
<td>Checklist #2</td>
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<td>8. Understanding Resistance</td>
<td>• #4 Reviewing a contracting meeting (5)</td>
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<td>9. Dealing with Resistance</td>
<td>• #5 Planning a discovery meeting (13)</td>
<td>Team Time Log #2</td>
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<td>10. From Diagnosis to Discovery</td>
<td>• SWOT-Baldridge</td>
<td>Scope letter – draft</td>
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<td>Email introduction</td>
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<td>4</td>
<td>07-18</td>
<td>Phase 3: Analysis and Decision to Act</td>
<td>Flawless Consulting</td>
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<td>Chapters:</td>
<td>• Quiz #3 (8-10)</td>
<td>Team rounds</td>
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<td>11. Whole-System Discovery</td>
<td>• #6 Reviewing a discovery meeting (13)</td>
<td>Checklist #4</td>
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<td>12. Discovering Gifts, Capacities and Possibilities</td>
<td>• #7 Planning a meeting for action (15)</td>
<td>Team Time Log #4</td>
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<td>13. Get the Picture</td>
<td>• SWOT-ProfitCents</td>
<td>SWOT – draft</td>
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<td>07-25</td>
<td>Phase 3: Analysis and Decision to Act</td>
<td>Flawless Consulting</td>
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<td>Chapters:</td>
<td>• Quiz #4 (11-13)</td>
<td>Team rounds SWOT</td>
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<td>14. Preparing for Feedback</td>
<td>• #8 Reviewing a meeting for action (15)</td>
<td>Team Time Log #5</td>
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<td>15. Managing the Meeting for Action</td>
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<td>Written Report outline</td>
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<td>6</td>
<td>08-01</td>
<td>Phase 4: Engagement and Implementation</td>
<td>Flawless Consulting</td>
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<td>Chapters:</td>
<td>• Quiz #5 (14-15)</td>
<td>Team rounds Recommendations</td>
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<td>16. Implementation</td>
<td>• #9 Preparing for implementation (17)</td>
<td>Team Time Log #6</td>
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<td>17. The Elements of Engagement</td>
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<td>Written Report draft upload</td>
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<td>18. Teacher as Consultant</td>
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<td>7</td>
<td>08-08</td>
<td>Phase 4: Engagement and Implementation</td>
<td>Flawless Consulting</td>
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<td>Chapters:</td>
<td>• Quiz #6 (16-17)</td>
<td>Team rounds Mock case</td>
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<td>19. The Heart of the Matter</td>
<td>• #10 Reviewing an implementation event (17)</td>
<td>Team Time Log #7</td>
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<td>• The trust principles</td>
<td>Written Report final upload and submit 2 copies to faculty</td>
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<td>• Pizza Night</td>
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<td>8</td>
<td>08-15</td>
<td>Phase 5: Extension, Recycle or Termination</td>
<td>Team Presentations</td>
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<td>• Update presentation slides and documentation log with any progress or new information since the written report final</td>
<td>Case presentations upload final presentation and slides and team time log</td>
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<td>• Post-Test</td>
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