



THIS SYLLABUS COVERS BOTH
BADM 661, ADTP: Executive Project 1 - EMBA Program
Section 7D1 (CRN: 84128)
And
BADM 662, ADTP: Executive Project 2 - EMBA Program
Sections 7D2 (CRN: 84129)
Fall, 2016: 08/17/2016 through 12/06/2016

Instructor:		
David Cale, M.B.A., Ph.D.		3 credit hours total – 16 weeks
Office: B&E 106		Method of Instruction: on-line
Phone: (304) 293-0539		Office Hours: M, T, Thu, & F
E-mail: david.cale@mail.wvu.edu		1:00 pm – 3:00 pm & by appointment

Course Description:

Positioned near the end of the EMBA curriculum (in both content and timing) this course directly contributes to the core mission of the EMBA program – fostering an executive mindset. The course offers you an opportunity to develop and demonstrate your ability to create an effective project plan. Having the ability to do this will enable you think through any workplace project, no matter how large. Though oriented toward the development of a new product or service, it holds the key questions that need to be asked of production oriented projects as well. The temporally based analytical method offered here can be used as a platform for the marketing, production, and financial projections belonging to a full-blown business plan.

Every major project, whether the creation of a small business; the expansion of a large business into a new product line or new location; the development of a new production facility; the creation of a new department; or the acquisition of another company has twelve features addressed by this course: There is always: a need to be met; someone who's viewpoint will determine how well the need has been met; a necessity to conduct effective research into how others are meeting the need; a plan that has to be made and shown to be both feasible and sustainable; licensing and legal considerations; skilled people needed to implement the project; the need for coherence and cooperation; logistical considerations; an initial cost budget; an operating budget; ROI considerations; and someone who is to be pleased by the project's final product, services, or outcome. The plan, when completed, will showcase your skills in corporate structuring, marketing, production planning, and financial planning.

Expected Learning Outcomes

At the conclusion of this program students will be able to:

1. Create a major project plan and the platform for a business plan
2. Write a concise business plan or project summary
3. Write an effective mission statement
4. Prepare an effective marketing plan
5. Conduct effective research in end user demographics
6. Create an effective production plan
7. integrate logistical requirements with attendant HR needs
8. Develop a capitalization plan for a new business or large project
9. Explain what is meant by product differentiation analysis
10. Explain how a Porter Five Forces analysis relates to market sustainability
11. Identify the steps needed to create a meaningful initial balance sheet
12. Prepare the financial reports needed for a project's external financiers

BADM 661-662 Course Policies

1. All involved in the presentation of this course are fully committed to the policies of West Virginia University, especially with regard to those for social justice and learning enhancement. Student suggestions on how they might be better assisted in meeting the learning objectives of this course are welcomed. Most WVU student resources can be accessed through <https://mix.wvu.edu/campuslife>.
2. Student-professor interaction with regard to course material is welcomed. The time between 1:00 pm and 3:00 pm, is set aside on every Monday, Tuesday, Thursday, and Friday for the purpose of either in-office visits or phone calls (304-293-0539) to discuss course related issues. If these times are not convenient, an e-mail to david.cale@mail.wvu.edu to create a time of appointment can be made.
3. Due to the large number of e-mails received each day, one is sometimes missed. E-mails to david.cale@mail.wvu.edu are preferred since these are checked much more frequently. If an e-mail has no reply within 1 day there has been an oversight; send a follow-up or call 304-293-0539.
4. All deadlines and late penalties will be strictly followed. However, if the College approves a request for a grade of Incomplete, accumulated late points will be capped so as to not deprive a student of the opportunity to earn a B. A grade of incomplete will require a letter from the university as will any extensions in assignment deadlines.
5. Privacy rules prevent your professor from making student by student rules with regard to deadlines due to personal issues. All personal issues affecting your ability to meet a deadline must be presented to WVU Student Life (<http://studentlife.wvu.edu>) or other appropriate WVU agency for the purpose of sending your professor a letter.
6. All course materials, including everything on e-campus, class notes, assignments, handouts, PowerPoint presentations, and other materials provided to students for this course are protected intellectual property. As such, the unauthorized purchase or sale of these materials may result in disciplinary sanctions under the Campus Student Code.
7. The course is to be accessible. Alternative means of access to course materials in formats that meet the needs of diverse learners are provided at: <http://www.microsoft.com/enable/products/ie6/>;
<http://www.adobe.com/content/dam/Adobe/en/accessibility/products/acrobat/pdfs/acrobat-xi-pro-accessibility-best-practice-guide.pdf>
https://help.blackboard.com/en-us/Learn/9.1_SP_14/Student/040_In_Your_Course/040_Accessibility
Students aware of additional resources that might enhance the accessibility of this course are requested to bring them to the attention of the instructor so that they might be added to the above list.
8. All assignments but the financials are to be turned in through e-campus/course content/assignment #/Turnitin. Each assignment is to be the work of one individual. Team submissions will not be accepted.
9. Inclusivity is important. WVU is committed to creating and fostering a positive learning and working environment based on open communication, mutual respect, and inclusion. If you are a person with a disability and anticipate needing any type of accommodation in order to participate in this class, please advise me and make appropriate arrangements with the Office of Disability Services (293-6700). For more information on West Virginia University's Diversity, Equity, and Inclusion initiatives, please see <http://diversity.wvu.edu>; also visit: <http://studentlife.wvu.edu>.
10. In developing your project, you might need specialized help from someone who has expertise in its more esoteric areas. While you are free to contact others for help, particularly those outside the university, you should avoid contacting other faculty members as much as possible. Other faculty members are not formally charged with responsibility for this course; and, while all want to be as helpful as they can be, some of the more congenial are being somewhat overloaded with things that impact their time for their primary responsibilities.

PROJECT FEASIBILITY STUDY – BADM 661 (1 credit hour)

(Note: the word product will be used to refer to both goods and services)

The outline and terminology set forth below are to be followed to help assure originality. Use it, do not use a business plan outline as you do for the Venture Capital Fair. This course requests that you think out your business project temporally, rather than categorically. Though having many elements found in a business plan, a project plan is smaller and more detail oriented; it is closer to real life.

Use only Word or Excel documents for assignments.

Assignment 661: 100 points – Post to Turnitin by 11:59 pm, Monday, September 26, 2016

Feasibility (In this you give your vision for the project – why you think it will succeed) (3,000 words minimum)

- A. Executive Summary** – Explain why you chose this particular project. Is it **asset based** (I have certain skills, real property, financial resources, inventories, etc. and want to find a need they can serve.) or is it **need based** (I have recognized the existence of a particular need and seek to acquire or apply the assets necessary to fulfill it. If asset based, describe the assets you have (omit or generalize sensitive facts) and the needs you think they might fill. Then choose the need you feel best optimizes the asset use and tell why. If need based, identify the need and the assets you feel you can bring to bear in meeting the need. (2 pages)
- B. Company Structure**
1. State the company/organization’s name, legal structure and professional or industry category
 2. Identify the key members of your management team, give their background, and responsibilities
 3. Tell about how other employees or contractors will be involved.
 4. Give your project’s mission statement and the values it will promote
- C. Unit Cost to Price analysis**
1. What is the unit cost to produce your product or service? Explain how you obtained this
 2. Use steps D, E, & F to create your expected per-unit sale price; then determine unit profitability
- D. Consumer Analysis** – Answer the questions below and end-note your sources.
1. How is your customer defined as a segment of the population? (E.g. the elderly)
 2. How is your customer defined geographically? (E.g. lives within 30 miles of store)
 3. What numerical volume expectations can you assign to the demand for your product?
- E. Need Analysis** – Answer the questions below and end-note your sources.
1. How is the need being met by existing suppliers or providers?
 2. How large is the industry currently serving this need or want? (Size and profitability)
 3. What is the industry’s current trend line? (Expanding, steady, contracting)
 4. What evidence do you have this need is not already fully met?
- F. Competitive Analysis** – Answer the questions below and end-note your sources.
1. What is the price tag placed by existing providers on their solution?
 2. Who is competing in this industry or could compete?
 3. What is the competitive intensity, i.e. # of competitors, cooperativeness, and strategies used?
 4. What is the economic environment faced by key players in this industry?
- G. Market Sustainability Analysis**
1. Given what you have learned from the above, provide a Porter Five Forces analysis.
 2. What does research say with regard to the stages of the life cycle of your project’s outcome?
- H. Provide your conclusions regarding feasibility**

The items below belong to BADM 662 (2 credit hours)

Assignment 662-1: 50 points – Post to Turnitin by 11:59 pm, Monday, October 31, 2016

MARKETING

(3,000 word minimum)

- A. Marketing Summary** (Write this part last since it is an overview of your market findings)
1. Product – What is its field of consumer need or service, e.g. legal services? What are you selling?
 2. People – who will this product or service serve? Why will they want it?
 3. Promotion – how will the above come to know about your product?
 4. Placement – how do you plan to link promotion to the public’s physical access to the product?
 5. Profit – Why do you feel you can price your product so that is both competitive and profitable?
- B. Differentiation Analysis**
1. Describe your product or service as it will appear to your consumers, e.g. an online “law office”.
 2. In what ways will your project differ from existing solutions to the need? What makes it better?
 3. What factors within your project assure that it will be cost/price competitive?
 4. Key success factors? (The “must dos” to be successful in this field)
- C. Price Implementation**
1. What is the unit cost to produce your product or service? Explain how you obtained this.
 2. What is your pricing strategy? (How might marketing increase your price answer in 661-C-2?)
- D. Promotion & Placement Implementation**
1. What is your public relations/advertising budget for start-up? Break it down in categories.
 2. What themes, logos, etc. will you want to have in place to open? Explain their rationale.
 3. In what location(s) will your clients/customers encounter your product?
 4. What is your strategy for building goodwill and assuring fairness in marketing?

Assignment 662-2: 50 points – Post to Turnitin by 11:59 pm, Wednesday, November 30, 2016

START-UP COSTS

(3,000 word minimum)

- A. Operations Plan**
1. What "supply chain" for your project must be in place on opening day?
 2. What facilities and equipment are needed?
 4. What challenges face design & production? (E.g. usage risks, intellectual property, etc.)
 5. What insurances will you need to have in place?
 6. What are the logistical challenges facing distribution and how will they be overcome?
- B. Start-up Analysis**
1. Prepare a list of everything that has to be in place in order to meet the requirements of the first sale
 2. For each item on this list provide *who – what – when* statements
 3. Provide a timeline outline for deadlines to be met between now and the “opening” day
- C. Start-up Budget** (If you use an Excel sheet, paste it in your Word document as a picture)
1. To each “who” in the start-up analysis provide the HR cost associated with their start-up contribution
 2. To each “what” in the start-up analysis provide its cost. This and the above give the start-up cost.
 3. Determine how much of this cost can be met internally, i.e. through existing shareholders.
 4. Summarize the above to get your start-up costs, fixed costs, cost of products sold, and variable costs?
 5. If outside funding is needed, create a plan for how and when those funds will be sought.
 6. Using everything you have gleaned from 661 and 662, create a budget for opening day
 7. Explain how you will recapture this start-up investment through your post-opening operations

Rubric for All BADM 661 and 662 assignments

To see your professor’s comments on each assignment go to Turnitin, open your assignment, and click on GRADEMARK. Small blue boxes will appear. Click on these for your comments.

All BADM 661 and 662 assignments carry the following weighted expectations.

If all expectations are met the assignment will be given all points.

Each 100 or 50 point assignment will be graded with its parts collectively considered.

The percentages shown below are those given for the expectation met.

1.	Timeliness		The paper met its deadline for submission. No positive points are given for timeliness since it is a basic expectation. For a late paper a negative .2 points will be subtracted from the positive points for each day late.
2.	Neatness	10 %	Attention has been given to how the paper is set-up so that each part in this assignment is easily identified. Grammar and spelling mistakes do not exist.
3.	Thoroughness	60 %	The paper fully addressed the assignment as outlined. An alternative format was not given. Note: No positive points are given for meeting word count since it is a basic expectation. If word count falls short, the positive points given will be reduced proportionally.
4.	Originality		No positive points are given for originality since it is a basic expectation. Note: plagiarism scores above 15% will proportionally affect total score.
5.	Research and References	30 %	The presentation provides proper APA in-text and endnote citations for all facts and statements not a matter of general knowledge. Properly cited, outside reference are used where needed. (For APA formatting guidelines go to libguides.wvu.edu/apa/business .)

Comment: Were this a business plan, you would be expected to make financial projections. As a project plan, all that you are being asked to do is create what can be called either “opening day” or “turn-key” conditions. It can be said that the start-up of a new business really needs three documents: (1) a feasibility that determines whether or not the project should even be done {BADM 661} (2) if feasible, a plan covering the production, marketing, staffing, and other start-up elements needed to be in place on opening day {BADM 662} and (3) a long range financial analysis projecting what will take place after the doors open {Your business plan for the Venture Capitalist Fair}. In this way the EMBA program thoroughly prepares you to create a business.

Learning Outcome Measurement for BADM 661 and 662

Each student's achievement in meeting this course's expected learning outcomes will be measured and weighted by the number of points associated with each. BADM 661 has one assignment totaling 100 points as does BADM 662. Grades will be determined from the following point system:

- 90 – 100 points A
- 80 – 90 points B
- 70 – 80 points C
- 60 – 70 points D
- Points < 60 F

CAMPUS RESOURCE CENTER

Please open and review the tab called “Campus Resource Center” in the upper left box on the e-campus homepage. There may be things there which might be of help to you.

COURSE TEXTS and RESOURCES

There are no required texts associated with this course. However, the following references are provided to aid you in this course.

1. Business Plans That Work, 1st Edition. Timmons, Zacharakis, and Spinelli. McGraw-Hill, 2004.
 2. Preparing Effective Business Plans, 1st Edition. Barringer. Pearson Prentice Hall, 2009.
 3. Business Plan Kit for Dummies, 3rd Edition. Peterson, Jaret and Schenck. Wiley, 2010.
 4. Project Management in Practice, 4th Edition. Mantel, Meredith, Shafer and Sutton. Wiley, 2011.
 5. Getting Started in Project Management. Martin and Tate. Wiley, 2001.
 6. The Little Black Book of Project Management, 2nd Edition. Thomsett. AMACOM, 2002.
 7. Fundamentals of Project Management, 2nd Edition. Lewis. AMACOM, 2002.
 8. www.bplans.com/sample_business_plans.php
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SOCIAL JUSTICE STATEMENT

“West Virginia University is committed to social justice. I concur with that commitment and expect to maintain a positive learning environment based upon open communication, mutual respect, and nondiscrimination. Our University does not discriminate on the basis of race, sex, age, disability, veteran status, religion, sexual orientation, color or national origin. Any suggestions as to how to further such a positive and open environment in this class will be appreciated and given serious consideration. If you are a person with a disability and anticipate needing any type of accommodation in order to participate in this class. Please advise me and make appropriate arrangements with Disability Services (304-293-6700).”

ACADEMIC INTEGRITY STATEMENT

The integrity of the classes offered by any academic institution solidifies the foundation of its mission and cannot be sacrificed to expediency or blatant fraud. Therefore, I will enforce rigorous standards of academic integrity in all aspects and assignments of this course. For the detailed policy of West Virginia University regarding the definitions of acts considered to fall under academic dishonesty and possible ensuing sanctions, please see the Student Conduct Code <http://studentlife.wvu.edu/officeofstudentconduct/studentconductcode>. Should you have questions concerning improper research citations or references, or any other activity that may be interpreted as an attempt at academic dishonesty, please see me *before* the assignment is due to discuss the matter.

DISCLAIMER

Though projects prepared for this course may be actualized, the course itself is only designed to measure a student's ability to think out and structure a project. All grading and approvals are limited to this and cannot be construed as an assurance by the professor or University that the project will succeed or play-out as planned by the student.