



**BADM 661, ADTP: Executive Project 1 - EMBA Program**  
**Section 7D1 (CRN: 85215)**  
**Fall, 2015: 08/17/2015 through 12/08/2015**

<b>Instructor:</b>		
David Cale, M.B.A., Ph.D.		1 credit hour – 16 weeks
Office: B&E 106		Method of Instruction: on-line
Phone: (304) 293-0539		Office Hours: T-Thu: 1:00 pm – 4:00 pm
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**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 business 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 project as well. If your tuition is partially or fully paid by your employer, you may wish to create a hypothetical project that has the ability to strengthen managerial skills required by your employer.

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.

This course (BADM 661) is valued at one hour of academic credit. A companion course (BADM 662) follows in the next semester and is valued at two hours of academic credit. This initial part is focused on the business plan's product description and market analysis. The plan, when completed at the end of the next semester will showcase your skills in corporate structuring, marketing, production planning, and financial planning.

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**Expected Learning Outcomes**

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

1. Create a full business or major project 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

## 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 4:00 pm, is set aside on every Tuesday and Thursday 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](mailto: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](mailto: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 minimally 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.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](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. Assignments 1, 2, & 3 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.

## **NEW PRODUCT BUSINESS PLAN – 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. But, sample business plans can be helpful. The best site for this is: [www.bplans.com/sample\\_business\\_plans.php](http://www.bplans.com/sample_business_plans.php).**

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### **Assignment 1: 300 points – Post to TurnItIn by 12:00 pm, Monday, September 28, 2015**

#### **I Project Overview (2,000 word minimum)**

**A. Executive Summary** – Concisely summarize Sections B, C, D, & E (1 page)

**B. Company Description** (2 pages)

1. State the company/organization’s name, legal structure and professional or industry category
2. Provide the names and a brief background on the top people in its leadership
3. Tell about how it came to be, its projected employee count, and location
4. Give its mission statement and the values it will promote

**C. Marketing Summary** (2 pages)

1. Product - describe the product, product line, service, or service line. 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?

**D. Production Plan** (2 pages)

1. Product origin – will you be producing the product, modifying a product, or reselling?
2. Logistics – provide a light overview of your supply chain
3. Comment on any major logistical features, e.g. a manufacturing process or warehouse
4. Job creation – briefly discuss your vision for your project’s HR component

**E. Conclusions** (1 page)

1. Feasibility – explain why you believe you can get this project up and running
2. Sustainability – explain why, after it is up and running, it will endure as an on-going venture

#### **II Capitalization Plan (1,000 word minimum)**

**A. 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

**B. Financial Need Analysis**

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. If outside funding is needed, create a plan for how and when those funds will be sought.

## The items beyond this point belong to BADM 662 (2 credit hours)

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### Assignment 2: 300 points – Post to TurnItIn by 12:00 pm, Monday, October 26, 2015

#### III Marketing Plan

(3,000 word minimum)

##### A. Consumer Analysis

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?

##### B. Need Analysis

1. Primary research (customer surveys, focus groups, etc)
2. Secondary research (demographic/census data, forecasts, etc)
3. How large is the industry currently serving this need or want? (Size and profitability)
4. What is the industry's current trend line? (Expanding, steady, contracting)

##### C. Competitive Analysis

1. How is the need being met by existing suppliers or providers?
2. What is the price tag placed by existing providers on their solution?
4. Who is competing in this industry or could compete?
5. What is the competitive intensity, i.e. # of competitors, cooperativeness, and strategies used?
6. What is the economic environment faced by key players in this industry?

##### D. Differentiation Analysis

1. Describe your product or service as it will appear to your consumers
2. In what ways will your project be similar to existing solutions to the need?
3. In what ways will your project differ from existing solutions to the need?  
What makes it unique or better?
4. What factors within your project assure that it will be cost/price competitive?
5. Key success factors? (The “must dos” to be successful in this field)

##### E. Market Sustainability Analysis

1. Provide a well-researched Porter Five Forces analysis  
(Buyers, suppliers, substitutes, new entrants, rivals)
2. What does research say with regard to the stages of your product's life cycle?

##### F. 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? (Your markup and the rationale for that choice)

##### G. Promotion & Placement Implementation

1. What is your public relations/advertising budget? Break it down in categories.
2. What themes, logos, etc. will you be using in your advertising? 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?
5. What values will you be projecting to the public.

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**Assignment 3: 300 points – Post to TurnItIn by 12:00 pm, Monday, November 30, 2015**
**IV Production Plan**

(2,000 word minimum)

**A. Company Structure**

1. Identify the key members of your management team and their responsibilities
2. Discuss other factors important to the HR component of your project, e.g. assessment policies

**B. Operations Plan**

1. What is the "supply chain" for your project?
2. What facilities and equipment are needed?
3. Describe your operations model (procedures).
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 will be your start-up costs, fixed costs, cost of products sold, and variable costs?

**V Financial Plan**

pages as needed

1. Assumptions
  2. Initial Sources and Uses of Funds (Capital Requirements)
  3. Estimate of Annual Sales (1st three years) and Market Share
  4. Pro-forma Income Statement (1<sup>st</sup> year)
  5. Pro-forma Balance Sheet (end of 1<sup>st</sup> year)
  6. Pro-forma Cash Flow (projection for years 2 & 3)
  7. Break-even point, ROI and other meaningful ratio analyses
- Appendices (if needed)
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**Assignment 4: 100 points – Due by 12:00 pm, Monday, December 7, 2015**

**VI Project Overview Completion** – revisit your project overview using your newly learned information with an eye to any changes now needed. Submit your completed plan to [david.cale@mail.wvu.edu](mailto:david.cale@mail.wvu.edu) as a Word document or PDF.

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**Learning Outcome Measurement**

Each student's achievement in meeting this course's expected learning outcomes will be measured with the above four assignments and weighted by the number of points associated with each.

Grades will be determined from the following point system:

900 – 1000 points	A
800 – 900 points	B
700 – 800 points	C
600 – 700 points	D
Points < 600	F

### Rubric for BADM 661

**Each of the first three assignments is worth 300 points and carries the following weighted expectations. If all expectations are met the assignment will be given 300 points. Assignment #4 is worth 100 points and will only be graded on the timeliness expectation.**

1.	<b>Neatness</b>	<p><b>Headings are used part in the assignment so that its Assignment number and student name are clear.</b></p> <p>The assignment is given a heading, student name, title, and date submitted. Its sections are easily distinguished. Grammar and spelling mistakes are minimal. Thought is given to neatness. Up to 30 points can be lost for failure in this expectation.</p>
2.	<b>Focus</b>	<p><b>The explanation stays on topic and is structured in a coherent way. It is clear the assignment was given thought.</b></p> <p>Up to 50 points can be lost for failure in this expectation.</p>
3.	<b>Originality</b>	<p><b>The student did not heavily rely on wording provided by the professor or an outside source.</b></p> <p>The use of pasted material to fatten submitted work will not be counted in calculating word count (see thoroughness). A plagiarism score above 15%, as determined by TurnItIn will result in a percentage reduction based on word count expectation. (E.g. TurnItIn says 25% of the paper is plagiarized. <math>25\% - 15\% = 10\%</math>. <math>.10 \times 300 = 30</math> pts. 30 points are deducted for plagiarism.)</p>
4.	<b>Professionalism</b>	<p><b>The task of topic research is met where needed. Written work is at the level of a graduate program paper.</b></p> <p>There is no failure to link to a supporting set of references using either endnote notation or words, a statistic, numerical claim, quote, or other statement, requiring a cited reference. Each reference to an outside source gives the author, article title, date of publication, and clearly tells the reader how to get to the source if it is a retrieval. Up to 60 points can be lost for failure in this expectation.</p>
5.	<b>Thoroughness</b>	<p><b>All assignment sections are thoroughly covered.</b></p> <p>The omission of any assigned section will result in the loss of points, proportionally to its share of the assignment. If an assignment section does not apply to your project, explain why it does not.</p> <p>Note: Assignment #1 has a minimal count of 3,000 words as does Assignment # 2. Assignment # 3 is also measured by its depth of financial analysis. Students who fall below minimal word count or the necessary analysis level will have points deducted proportionally. (E.g. A student turns in Assignment 2 with only 2,250 words. <math>2,250/3,000 = 75\%</math>. <math>100\% - 75\% = 25\%</math>. <math>.25 \times 30</math> pts. = 7.5 pts. 7.5 points are deducted.)</p>
6.	<b>Timeliness</b>	<p><b>The assignment is turned in on time.</b></p> <p>Half a point is deducted for each day an assignment is late and no assignment can be accepted after December 8<sup>th</sup>.</p> <p>Note: Barring a letter from the College or University (e.g. <a href="http://studentlife.wvu.edu">http://studentlife.wvu.edu</a>), students cannot erase timeliness points lost by requesting a grade of incomplete (I). This is unfair to the program and your fellow students. Timeliness points lost will be carried forward into the grading of incomplete work.</p>

## 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.

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### Course Texts and Authors:

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, 1<sup>st</sup> Edition. Timmons, Zacharakis, and Spinelli. McGraw-Hill, 2004.
  2. Preparing Effective Business Plans, 1<sup>st</sup> Edition. Barringer. Pearson Prentice Hall, 2009.
  3. Business Plan Kit for Dummies, 3<sup>rd</sup> Edition. Peterson, Jaret and Schenck. Wiley, 2010.
  4. Project Management in Practice, 4<sup>th</sup> 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, 2<sup>nd</sup> Edition. Thomsett. AMACOM, 2002.
  7. Fundamentals of Project Management, 2<sup>nd</sup> Edition. Lewis. AMACOM, 2002.
  8. [www.bplans.com/sample\\_business\\_plans.php](http://www.bplans.com/sample_business_plans.php)
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### Inside Tip:

**You may, in developing your project idea and its feasibility, need specialized help from someone who has expertise in the more esoteric areas of your project. 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.**

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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.

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### Disclaimer:

Though projects prepared for this course may be actualized, the course itself is only designed to measure a student's ability to 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.