

STRATEGIC PLANNING

MBA 687

Online Studies Student Module



Course Description

This course is a capstone course that integrates all of the functional areas of business into the strategic decision-making process and solution development.

In this course your team will make strategic and tactical decisions involving manufacturing, forecasting, sales, customer targeting, R&D, financial operations (debt/equity), and human resources. These decisions are of the same type and nature as decisions that senior executives would make in a real Fortune 100 company. Your team will be in direct competition with others vying for the same customers. One of the key learnings will be how each area of the corporation interacts and affects other areas of the corporation. The course will also examine how a Christian Worldview impacts the strategies and policies implemented in the course business undertakings.

Student Competencies

- Apply a strategic management model to the strategic management process.
- Analyze a business using internal and external management reports.
- Set a strategy for a business and implement that strategy.
- Evaluate and apply alternative forms of capital financing for the firm.
- Apply Biblical principles to the formulation and application of organizational strategy.
- Use Scripture to build the foundation for organizational culture strategy.

Assessment Criteria

	Assignment	Points Possible
Individual Assignments	Individual Writing Assignments ○ Personal Ethics Statement ○ Strategy Worldview Paper ○ Case Analysis (4)	240
	Quizzes (<i>8 @ 10 pts. each</i>)	160
	Peer Evaluations (<i>3 @ 30 pts. each</i>)	90
Project Team Assignments	Team Writing Assignments ○ Company Ethics Statement ○ Strategy Statement ○ Annual Report	300
	Team Project Meeting Report (<i>7 @ 10 pts. each</i>)	70
	Performance on Simulation – Class	100
	Performance on Simulation – National	100
	Total	1060

Grades will be posted no later than Friday following the end of the course week.

Grading Scale:

986+	A	93-100%
954-985	A-	90-92%
922-953	B+	87-89%
880-921	B	83-86%
848-879	B-	80-82%
816-847	C+	77-79%
774-815	C	73-76%
742-773	C-	70-72%
710-741	D+	67-69%
668-709	D	63-66%
636-667	D-	60-62%
0-635	F	0-59%

Resource Inventory

Thompson, Jr., A., Strickland III, A. and Gamble, J. (2014). *Crafting and Executing Strategy*, 19th edition. McGraw-Hill/Irwin. ISBN-13: 978-0078029509

Team Member Guide Capstone Business Simulation. Capsim, Inc.

The Holy Bible

Other materials as provided.

Research Articles: Locate articles by accessing the Belhaven Library Online
<http://belhaven.libguides.com/az.php>

Student Instructions:

CAPSTONE Simulation Assignments

- Go to [Capsim](#) and click on **Register** and then **Create New Account**. You will need a registration number from CAPSTONE. You will find the registration number in the booklet (if you purchased or from bookstore), otherwise you can simply pay with a credit card at this point.
- You also need to input an **Industry ID** to make sure you will be working on the correct simulation for our class. You can find the **Industry ID** for the class when you login to the class in Canvas and look at the top under the *Resources* section.
- After you have registered, complete homework assignments (in CAPSTONE) and take quizzes (to locate assignments, click on *Homework* on left hand side and then click on *Review*. Complete *Getting Started* tutorial and complete and quiz and then complete *Rehearsal Tutorial*. The instructor will go online to validate that you completed the work. You may also wish to look at the tutorial demos.

Expectations of Online Studies Students

Attendance

Attendance will be recorded online by Monday of each unit for the preceding unit. Students are to be marked as present if they interact with the course through submitting a paper or posting to the discussion forum. If the student performs either of these elements then he or she is marked present for that week. If not, the student is marked absent. Viewing a lecture or taking a quiz does not constitute attendance for a student.

Due Dates

A unit is considered to be Sunday (Day 1) – Saturday (Day 7). However, you are encouraged to “Observe the Sabbath day and keep it holy.” Good time management is essential to career and academic success. Early submissions of assignments and discussion responses are encouraged. Assignments submitted late will be subject to a 30% reduction for each day they are late up to two days and will not be accepted late after two days. For Online Studies courses, due dates are posted to the assignments.

Communication

Communicate questions directly to the professor, except in cases where you need to contact technical support. Your Belhaven University email address will be utilized for the class, so check it frequently.

Required Formatting

The required formatting for your papers, assignments, projects, discussions, or anything else that may be research based is the *Publication Manual of the American Psychological Association* (APA). Review the APA Quick Reference Style and Formatting Guide which includes Belhaven University exceptions (https://blazenet.belhaven.edu/academic_help/Documents/The%20Official%20Belhaven%20Quick%20Guide.pdf)

Responsible Research

Responsible research is a critical component of education, and any individual conducting research must learn how to investigate, read, understand, systematize, interpret, and finally explain complex ideas and issues in writing. An individual conducting research must also understand that ideas found in literature, media presentations, interviews or any other form of media do not belong to the researcher and therefore must be given credit through proper documentation. It is required that every person conducting research provides proper credit through correct use of documentation not only to prevent plagiarism, but also to demonstrate respect to the originator of the idea. To ensure that all papers possess originality, faculty members will use Turnitin. Any paper exceeding 20% of non-original material or noticeable undocumented information will be subject to a discount in points at the discretion of the faculty.

Originality

Unit writing and papers will be evaluated for originality using Turnitin. Belhaven University encourages a high degree of originality in writing. Quoted material should seldom be used and must be limited to phrases that cannot be paraphrased or summarized without losing their effectiveness. Students are required to cite and reference all sources of information and images

using APA style. Review the APA Quick Reference Style and Formatting Guide that includes Belhaven University exceptions. (http://www.belhaven.edu/pdfs/student_services/APA-Quick-Guide.pdf). Non-originality exceeding 20% on papers will be subject to discount at the professor's discretion and students may be referred to a writing lab for assistance with originality.

Specific Practices to Avoid

- Do not attempt to get a research paper from the Internet (or anywhere else) and submit as your paper. This is dishonest and unethical.
- Do not copy from any book, article, or encyclopedia and submit this for your paper. This is not acceptable research.
- Include references (including source and page numbers) which document every source upon which you have in any way relied for each paragraph of your paper. If sources are not properly referenced, the student has cheated the sources out of deserved credit and cheated readers out of valuable information.
- Do not use material from any other student's paper or work unless you give that student full credit in reference notes.

Summary of Assignments

Individual Assignments:

Writing Assignments

You will write short papers throughout the semester on class material focusing on: your overview of the pertinent class material, analysis (based on Christian worldview) and application of topic. When writing about cases, assume you are in charge when analyzing and recommending solutions.

One of your individual papers will include a *Personal Strategy Christian Worldview* analysis where you will look at common strategy approaches (from article provided and/or text) and analyze based on the Christian Worldview.

Papers will be evaluated using the Unit Assignments and Portfolio Paper rubric (Appendix A). Be attentive to APA style, grammar and punctuation, adherence to minimum word requirement, integration of required components, and critical thinking. Papers should contain a title page, appropriate citations, and references. The [APA Publication Manual](#) is provided as your reference for style. The professor will post Unit Assignments on the first day of each week (Sunday). Assignments are due no later than 11:59 p.m. (CT) on Saturday (Day 7). Earlier submissions are accepted.

Quizzes

You will take individual quizzes over the reading material and/or Capstone simulation material. During the first week of class, you will review the Capstone demos and take quizzes related to the material. You will receive 100% credit for doing both demos and taking both tests.

Peer Evaluations

Peer evaluations will be performed online as part of the Capstone simulation at **three** points during the simulation. You are required to accurately rate the performance of your teammates. You are expected to rate your teammate poorly, if they performed poorly. Failure to evaluate your peers on time will result in a reduction of your evaluation as rated by your peers. A 10% reduction in your evaluation will be applied for each of the evaluations in which you do not participate. For your evaluation, you should keep in mind the following: effort, dependability, thoroughness of work, preparedness, quality of work, communication.

Team Assignments:

You will be broken up into teams during the first week of class. You have several online options and other tools/options for meeting.

Team Discussions

Your team will meet at least once a week and discuss assignments and make decisions regarding the simulation. You will complete a short *Project Team Meeting* form and submit for each team meeting.

Team Writing Assignments

The team will produce three papers during the class:

1. Company Ethics Statement (foundation of corporate culture)
2. Strategy Statement (foundation of strategy execution)
3. Annual Report (summary of the above and performance in CAPSTONE simulation).

*** Provide outline for what to include in Annual Report!!! ... talk over PowerPoint where you present.

Prepare the paper using the following guidelines:

- A minimum of 10 pages not to exceed 15, typed, double-spaced, Times New Roman font, using APA standard
- Title page, including title of paper, your name, course name and course number, date of submission (Page 1)
- A minimum of 8 pages including a summary of your understanding of the biblical implications for the topic. (Pages 2-13)
- A reference page (Pages 14-15)

Performance on Simulation – Class

The team which ranks the highest will receive 100% credit.

The team which ranks second highest will receive 90% credit.

The team which ranks third highest will receive 85% credit.

All other teams will receive 75% credit.

Evaluation from Capstone “Scores to Date (Relative)” The team will determine its own weighted measures during round 2.

Performance on Simulation – National

Your team must rank above 50% of the teams currently participating in the simulation in 4 of the 7 categories to receive full credit. (There will be approximately 200 to 2000 teams nationally participating at any time.) A team ranking below the 50% level will obtain 70% credit. (Ranking found in Top 10 Teams section of Capstone).

UNIT ONE

- **Reading Assignments**
 - Chapters 1 and 2 of *Crafting and Executing Strategy*
 - Proverbs 2:1-8; Proverbs 6:6-11; Jeremiah 35:1-19
 - The CAPSTONE booklet from Capsim
- **Unit Activities**
 - Review the course page and module.
 - Access the Online Library and become familiar with navigating to and searching in the E-Resource Databases
 - Post your introduction to the discussion forum.
 - View lectures
 - Complete unit quiz
- **Writing Assignment**
 - Personal Ethics Statement
 - Based on this week's scripture passages, describe how the Bible guides us in developing a lasting corporate culture based on 5-7 core values from these passages.
- **CAPSTONE Simulation Assignments**

Student Instructions for Capsim Registration:
Please register for the Simulation at <http://www.capsim.com/signup/account/>.

 - Go to [Capsim](#) and click on **Register** and then **Create New Account**. You will need a registration number from CAPSTONE. You will find the registration number in the booklet (if you purchased or from bookstore), otherwise you can simply pay with a credit card at this point.
 - You also need to input an **Industry ID** to make sure you will be working on the correct simulation for our class. You can find the **Industry ID** for the class when you login to the class in Canvas and look at the top under the *Resources* section.
 - After you have registered, complete homework assignments (in CAPSTONE) and take quizzes (to locate assignments, click on *Homework* on left hand side and then click on *Review*. Complete *Getting Started* tutorial and complete and quiz and then complete *Rehearsal Tutorial*. The instructor will go online to validate that you completed the work. You may also wish to look at the tutorial demos.

TEAM

- **Team CAPSTONE Simulation Assignments:**

AFTER each team member has completed the individual CAPSTONE Simulation Assignments (which are due on Wednesday), meet (virtually) as a team. Here is the agenda for the first meeting.

 - Designate a scribe for the meeting who will fill out the *Team Project Report* during the meeting and submit after the meeting is completed.
 - Introductions
 - Determine a Team Name.
 - Confirm that each team member completed the CAPSTONE Simulation assignments and note in the *Team Project Report* under *Project Update* section.
 - Confirm that each team member completed the **Ethics Statement** assignment and

note in the *Team Project Report* under *Project Update* section.

- Discuss how the team will operate: meeting times, format of meeting (i.e. forum in Canvas, Skype, etc.), roles (includes meeting leader, responsible for agenda and keeping meeting on task while allowing free discussion, and scribe for each meeting, who fills out the *Team Project Report* during the meeting and submits for the team; recommend that these role be rotated for each meeting), business strengths of each individual (whether marketing, finance, accounting ... for example), best methods for communication and code of conduct. You are creating a Team Covenant (a sober commitment based on trust) where you are committing to perform for the team and uphold the guidelines agreed upon and there will be benefits (good grade and hopefully success in the simulation) as well as consequences (team discipline and lower grade) for failing to comply. Normally there is a sign of a covenant that indicates your acceptance of the terms of the covenant, so you can do this verbally and/or in writing.
- Remember the team stages of *forming*, *storming*, *norming* and *performing*. This is the time to be honest about your situation so that you can *storm* now and quickly move to *norming* on common values and goals so that you can *perform* well in the class and learn a great deal as well.
- Discuss which team member will review which CAPSTONE *Tutorials & Demos* module (see #s 2-5) and report back for next meeting. Note that these additional training modules will give more information about how to carry out key functions needed during the simulation.
- Make a note of which team member will review which CAPSTONE training module in *Project Assignments Due* section of the *Team Project Report*.

UNIT TWO

- **Reading Assignments**
 - Chapters 4 and 5 of *Crafting and Executing Strategy*
 - *CAPSTONE Tactical Mistakes to Avoid* handout (*Resources* section of the class in Canvas).
- **Unit Activities**
 - View lectures
 - Complete unit quiz
- **CAPSTONE Simulation Assignments:**
 - Complete your CAPSTONE [Tutorials & Demos](#) module that was assigned and be prepared to report back to your Team. (Due Wednesday)
 - Peer Evaluation #1
 - Login to CAPSTONE and click on *Homework* tab (on left) and then click on *Peer Evals* (will be available on Thursday of this week so you can take into consideration peer performance through Practice Round 1 decisions) and the click on *Review*. (Due Saturday)
 - Each team member will evaluate the work of their peers on the Capstone team project to date. (Individuals are expected to honestly evaluate their peers – individuals who did not contribute sufficiently should be evaluated accordingly. Likewise, those who contributed in a professional manner should be evaluated accordingly.)

TEAM

- Review the CAPSTONE orientation material (see Individual assignments above) and make sure each team member has completed their special assignment in the CAPSTONE *Tutorials & Demos*. It is VERY important that you have a good understanding of the simulation BEFORE this meeting. Here is the agenda for the second meeting.
 - Designate a scribe who will fill out the *Team Project Report* for the week and submit.
 - Confirm that each team member completed their special CAPSTONE *Tutorials & Videos* assignments and note in the *Team Project Report* under *Project Update* section.
 - **Company Ethics Statement:** Review the core values (ethics) statements of each team member (Individual assignment for Unit 1) and come up with an Ethics (Core Values) Statement for your Company. (NOTE: the Covenant that you developed in the previous meeting is for the operation of your team for the class. The Ethics statement is part of the simulation and describes the standards by which you would operate your company if you were actually in charge).
 - Determine how you will function as a team in the simulation (now you are role playing as real business leaders who are running a major corporation and need to make decisions to formulate and execute strategy). Will individuals function as independent product managers each having responsibility for a product? Will you divide work functionally, or will all decisions be made as a consensus effort? Use the questions on pp. 15-16 in *Crafting & Executing Strategy* as a guide for discussion. Make sure you also login to CAPSIM and then click on *Getting*

Started and then go to *The Guide* and choose *The Online Guide* and then click on How can we organize our company? The scribe should note points agreed upon by the team in the *Team Project Report (Discussion section)*.

- Complete Practice Round 1 in the CAPSTONE Simulation by 9:55 pm on Wednesday night of this week.
 - This week, we will have two practice rounds for the simulation. The most important goal is to learn how to use each area of the simulation and how different actions impact both results and other areas of the company. The best way to learn how to use the simulation is not to seek to trick the other teams into thinking you will use a certain strategy. All teams will change inputs for the next week so results will be different. The key is to learn what actions created what results and why. (NOTE: The morning after their inputs are due, the system will run the results for the year. You will be able to look at the results the evening after you submit their results. The team should have analyzed the results of their inputs and be ready to discuss what went right and wrong with both their tactics and those of their competitors before the next Team meeting.)
 - Login to CAPSTONE and click on *Homework* tab and then *Assignments* and *Review*. Complete *Outline Your Strategy* Assignment as a Team.
 - The team should have analyzed the results of their inputs and be ready to discuss what went right and wrong with both their tactics and those of their competitors.
 - Complete Practice Round 2 in the CAPSTONE Simulation by 9:55 pm on Saturday night of this week. (NOTE: The CAPSTONE Simulation will be reset on Monday morning to begin the competitions rounds. This will erase all Practice round information. Please save any information from the Practice Rounds before then).
- **Team Writing Assignments:** (Due Saturday)
 - Team Company Ethics Statement

UNIT THREE

- **Reading Assignments**
 - Chapter 3 and 11 of *Crafting and Executing Strategy*
 - Genesis 1:1-2:1
- **Unit Assignments**
 - View lectures
 - Complete unit quiz
- **Writing Assignments: (Due Saturday)**
 - Strategy Worldview Paper
 - Using this week's scriptures as a guide, discuss common strategic approaches based on principles from these passages. Also, include information from the article provided and/or the textbook.
- **CAPSTONE Simulation Assignments: (Due Saturday)**
 - Login to CAPSTONE and click on *Homework* tab and then *Assignments* and *Review*. Complete *Strategic Goals* Assignment.

TEAM

- Review the CAPSTONE *Team Guide* material. It is VERY important that you have a good understanding of the simulation.
 - Designate a scribe who will fill out the *Team Project Report* for the week. No need to submit.
 - Confirm that each team member completed any Team assignments and note in the *Team Project Report* under *Project Update* section.
 - The team should have analyzed the results of their inputs and be ready to discuss what went right and wrong with both their tactics and those of their competitors.
 - The team should meet and determine its tactics for round one / year one.
 - The team should set its weights for how its team success will be scored for final evaluation. The input for weights is done in Capstone via the left hand column menu homework / success measures / input. The measures should correspond to the team's strategic intent for the company. If inputs are not done prior to the time weekly results are run, the group will operate under the default measurement values. *(NOTE: To access: login to CAPSTONE Simulation and click on *Homework* (on left) and then click on *Success Measures* and *Overview* to begin).
 - Login to CAPSTONE and click on *Homework* tab and then *Assignments* and *Review*. Complete *Strategic Goals Critique* Assignment as a Team.
 - Login to CAPSTONE and click on *Homework* tab and then *Assignments* and *Review*. Complete *Performance Measures* Assignment as a Team.
 - Complete Round 1 in the CAPSTONE Simulation by 9:55 pm on Saturday night of this week.
- **Team Writing Assignments: (Due Saturday)**
 - Team Strategy Statement
 - Review the six basis strategies (in CAPSIM Team Member Guide, also called *The Guide*) and/or the strategies described in *Crafting and Executing Strategy*, Chapter 5. List the overarching strategies a business

could choose from and for each, explain how a Christian Worldview constrains that strategy. Thus, strategies, along with providing firm focus, inherently have the potential for abuses. This assignment is designed for the learner to think about each strategy and how a Christian Worldview should impact operational behavior. Submit an APA formatted paper of approximately 3 pages (900 words).

UNIT FOUR

- **Reading Assignments**
 - Read Psalm 35 and Proverbs 27:23
 - Read Chapter 6 of *Crafting and Executing Strategy*
 - Read *Guide to CASE Analysis* handout (*Resources* section of course page).
Particularly note p. 8 on how to prepare a written case analysis.
- **Unit Assignments**
 - View lectures
 - Complete unit quiz
- **Writing Assignments: (Due Saturday)**
 - Case Analysis: Based on class reading assignments (including Scriptures) and lectures, write a 2-page (minimum 500 words) paper on the following topic:
 - Pick any case from *Crafting & Executing Strategy* (locate in *Part 2: Cases in Crafting Strategy* part of the book). Analyze the case based on the guidelines found in the *Guide to CASE Analysis* handout (see above reading assignment).
- **CAPSTONE Simulation Assignments: (Due on Saturday)**
 - Peer Evaluation #2
 - Login to CAPSTONE and click on *Homework* tab (on left) and then click on *Peer Evals* (will be available on Thursday of this week so you can take into consideration peer performance through Practice Round 1 decisions) and the click on *Review*.
 - Each team member will evaluate the work of their peers on the Capstone team project to date. (Individuals are expected to honestly evaluate their peers – individuals who did not contribute sufficiently should be evaluated accordingly. Likewise, those who contributed in a professional manner should be evaluated accordingly.)

TEAM

- Review the CAPSTONE Simulation results in detail.
 - Designate a scribe who will fill out the *Team Project Report* for the week and submit.
 - Confirm that each team member completed any Team assignments and note in the *Team Project Report* under *Project Update* section.
 - Login to CAPSTONE and click on *Homework* tab and then *Assignments* and *Review*. Complete *HR Module Assignment* as a Team.
 - Complete Round 2 in the CAPSTONE Simulation by 9:55 pm on Wednesday night of this week.
 - Complete Round 3 in the CAPSTONE Simulation by 9:55 pm on Saturday night of this week.

UNIT FIVE

- **Reading Assignments**
 - Chapters 9 and 10 of *Crafting and Executing Strategy*
 - James 2:1-13
- **Unit Assignments**
 - View lectures
 - Complete unit quiz
- **Writing Assignments:** (Due Saturday)
 - Case Analysis: Based on class reading assignments, this week's scripture, and lectures, write a 2-page (minimum 500 words) paper on the following topic:
 - Pick any case from *Crafting & Executing Strategy* (locate in *Part 2: Cases in Crafting Strategy* part of the book). Analyze the case based on the guidelines found in the *Guide to CASE Analysis* handout (see above reading assignment).
- **CAPSTONE Simulation Assignments:** (Open on Thursday and Due Saturday)
 - Login to CAPSTONE and click on *Homework* tab and then *Assignments* and *Review*. Complete *Strategic Goals* Assignment.

TEAM

- Review the CAPSTONE Simulation results in detail.
 - Designate a scribe who will fill out the *Team Project Report* for the week and submit.
 - Confirm that each team member completed any Team assignments and note in the *Team Project Report* under *Project Update* section.
 - Complete Round 4 in the CAPSTONE Simulation by 9:55 pm on Wednesday night of this week.
 - Complete Round 5 in the CAPSTONE Simulation by 9:55 pm on Saturday night of this week.

UNIT SIX

- **Reading Assignments**
 - Chapter 7 of *Crafting and Executing Strategy*
 - Proverbs 4
- **Unit Assignments**
 - View lectures
 - Complete unit quiz
- **Writing Assignment:** (Due Saturday)
 - Case Analysis: Based on class reading assignments (including Scriptures) and lectures, write a 2-page (minimum 500 words) paper on the following topic:
 - Pick any case from *Crafting & Executing Strategy* (locate in *Part 2: Cases in Crafting Strategy* part of the book). Analyze the case based on the guidelines found in the *Guide to CASE Analysis* handout (see above reading assignment).
- **CAPSTONE Simulation Assignments:** (Open on Thursday and due Saturday)
 - Login to CAPSTONE and click on *Homework* tab and then *Assignments* and *Review*. Complete *Strategic Goals* Assignment.

TEAM

- Review the CAPSTONE Simulation results in detail.
 - Designate a scribe who will fill out the *Team Project Report* for the week and submit.
 - Confirm that each team member completed any Team assignments and note in the *Team Project Report* under *Project Update* section.
 - Complete Round 6 in the CAPSTONE Simulation by 9:55 pm on Wednesday night of this week.
 - Complete Round 7 in the CAPSTONE Simulation by 9:55 pm on Saturday night of this week.

UNIT SEVEN

- **Reading Assignments**
 - Chapter 8 of *Crafting and Executing Strategy*
 - Nehemiah 2:1-20
- **Unit Assignments**
 - View lectures
 - Complete unit quiz
- **Writing Assignments:** (Due Saturday)
 - Case Analysis: Based on class reading assignments (including Scriptures) and lectures, write a 2-page (minimum 500 words) paper on the following topic:
 - Pick any case from *Crafting & Executing Strategy* (locate in *Part 2: Cases in Crafting Strategy* part of the book). Analyze the case based on the guidelines found in the *Guide to CASE Analysis* handout (see above reading assignment).
- **CAPSTONE Simulation Assignments:** (Due on Saturday)
 - Peer Evaluation #3
 - Login to CAPSTONE and click on *Homework* tab (on left) and then click on *Peer Evals* (will be available on Thursday of this week so you can take into consideration peer performance through Round 8 decisions) and the click on *Review*.
 - Each team member will evaluate the work of their peers on the Capstone team project to date. (Individuals are expected to honestly evaluate their peers – individuals who did not contribute sufficiently should be evaluated accordingly. Likewise, those who contributed in a professional manner should be evaluated accordingly.)

TEAM

- Review the CAPSTONE Simulation results in detail.
 - Designate a scribe who will fill out the *Team Project Report* for the week and submit.
 - Confirm that each team member completed any Team assignments and note in the *Team Project Report* under *Project Update* section.
 - Complete Round 8 in the CAPSTONE Simulation by 9:55 pm on Wednesday night of this week.

UNIT EIGHT

- **Reading Assignments**
 - Chapter 12 of *Crafting and Executing Strategy*
- **Unit Assignments**
 - View lectures
 - Complete unit quiz
- **Comp XM**
 - Complete in Capsim. This exam takes several hours. The exam results are used to measure program-level learning outcomes. **You are required to complete the exam in order to complete this course.** We need you to do your best in order for us to have the best possible data for our continuous improvement process.
- Complete the **Graduate Survey** in Canvas.

TEAM

- **Team Writing Assignments:** (Due Saturday)
 - Team Annual Report
 - Part 1: Prepare an 8-10 page annual stockholder's report. (You may copy and paste from other such reports for much of your report – if you do so, be sure to cite your sources.) The document should appear credible and professional. The basis of the stockholder's report is the results from year 6. Your team will decide what is important to include and exclude in your report.
 - Part 2: Prepare for your annual stockholder's meeting. You have 30 minutes to make your presentation—submit your PowerPoint presentation slides outlining the key points in your Annual Report. Your presentation should be in line with what would be acceptable at an annual stockholder's meeting for a real company. The basis of the stockholder's meeting is the results from year 6. You should set expectations for the stockholders for year 7 (within that which would be allowable for disclosure by the SEC – thus, very limited).

APPENDIX A

Total Points	Discussion Rubric
20	Excellent – a contribution that demonstrated sound critical thinking skills in analyzing, evaluating, and or applying substance of the weekly content and was submitted on time
18	Very Good – a contribution that fell slightly short of the excellent guidelines and may have either been submitted late or left a few points unaddressed from the discussion criteria
15	Good – a contribution that needed additional development in using sound critical thinking skills in analyzing, evaluating, and or applying substance of the weekly content.
10	Needing Improvement – a contribution that needed additional development in using sound critical thinking skills in analyzing, evaluating, and or applying substance of the weekly content.
5	Unsatisfactory – a contribution that did not reflect the use of sound critical thinking skills in analyzing, evaluating, and or applying substance of the weekly content.
0	Did not submit posts by close of the weekly forum
	Note to student Please use this rubric to support your response and follow-up replies in the discussion forums. It is necessary to also understand the substance of the discussion question and your responses should reflect applying the learning content up to and including the week of the discussion forum. Personal experience, workplace examples, and scriptural support are always encouraged to support your response. However, it is important to avoid any proprietary information from the workplace. If your score is lower than expected, use the rubric as a guide to evaluate your responses for improvement efforts. If unsure as to what steps to take try: 1. Reading the discussion question thoroughly and repeatedly before replying 2. Including additional depth in your responses 3. Tightening your focus; be more concise 4. Working on application of content to your workplace or area of ministry Making sure your response is compatible with a sound Christian Worldview

WRITING RUBRIC

Criteria	Proficient 85-100% of criteria points	Acceptable 75-84% of criteria points	Needs Improvement 50-74% of criteria points	Unacceptable Below 50% of criteria points
Critical thinking 35% of total assignment points	Thoroughly addresses the question or issue posed. Demonstrates a high graduate level of critical thinking, including ability to apply, critically analyze or evaluate concepts of the course. Demonstrates nuance of thought or detailed synthesis of ideas.	Addresses the issue(s) posed. Critical thinking and analysis may be more superficial than high quality, or may lack depth of thinking in some areas.	Addresses the issue(s) posed but done so on a superficial level. May omit analysis of some parts of the question.	Quality below needs improvement level. Does not demonstrate graduate level critical thinking.
Integration of concepts 35% of total assignment points.	Cites and references concepts from the text or other sources. All assertions are supported by high-quality sources. Biblical positions are supported by specific scriptures.	Writer uses concepts from the course, but does not cite and reference them. Writer may make some assertions that lack support. Integration of course concepts may not be consistent. Biblical positions may lack specific scriptural support.	Writer makes assertions that are not supported by sources or scripture. Writer may rely on the writer's own opinion instead of sources.	Paper does not use any concepts from the course.
Writing 20% of total assignment points	Writing is clear and free of mechanical errors. Demonstrates a high degree of proficiency in graduate level communication. Excellent adherence to APA and format rules. Paper meets length and source requirements, if any.	Paper may have APA, format or mechanical errors, but not to a distracting degree. Communication level is good, but may not be as proficient as proficient communication. Paper may fall short of some length or source requirements.	Paper has poor compliance with APA. Writing may have a distracting level of mechanical errors. Does not demonstrate graduate level communication proficiency. Paper may be short of length requirement or may be short of number of required sources.	Paper clearly does not demonstrate graduate level communication.
Originality 10% of total assignment points.	Paper has a low match score or demonstrates the ability to build on the ideas of others without using the original language. Work is clearly that of the learner.	Match may exceed 20%, or writing otherwise demonstrates too much reliance on the words of others. Even if cited correctly, learner may rely too much on direct quoted material rather than one's own critical analysis.	Match is over 30%, or learner clearly appropriates the work of others. Learner recycled large portions of the learner's own previous work without further development.	Most of paper was recycled or appropriated directly from other sources.
Total Points		Note: Instructor may grade the entire paper as zero points if blatant plagiarism is detected.		

Belhaven University – Barton Case Study Rubric

	Subject Area Point Ranges			
Area of Evaluation	4 to 5 points	3 to 4 points	1 to 2 points	0 to 1 points
Principles or concepts identified	3	2	1	<1
Quality of Discussion	Principle is identified clearly and with specificity. Principle has cited support from high-quality resources. Assertions are supported. Application of principle to the facts and circumstances of the case is clear. Evidence of critical thinking and evaluation is present.	Principles are identified, but one of the following conditions exists: 1. Support from resources may be lacking. 2. Assertions may not be supported. 3. Application of principle is unclear or assumed by the writer. 4. Lacks evidence of critical thinking.	Principle may not be clearly stated, and more than one of the following conditions exists: 1. Support from resources may be lacking. 2. Assertions may not be supported. 3. Application of principle is unclear or assumed by the writer. 4. Lacks evidence of critical thinking.	Has multiple shortcomings based on criteria described in “outstanding”. Writing does not demonstrate the quality expected of an MBA graduate.
Recommendation	Recommendation is clearly stated. Recommendation is supported by the principles identified. Recommendation includes brief discussion of expected or desired outcomes, implementation considerations and possible obstacles.	Recommendation is stated, but may not be supported by the principle(s) identified. Discussion of outcomes, implementation and obstacles may not be complete.	Recommendation may be unclear or may not be supported by concepts identified. Discussion of recommendation may be superficial or nonexistent.	Paper lacks recommendation or recommendation does not reflect MBA level knowledge or thinking skills.