

## **BUS 253C-750 (Sp23): *Management Capstone***

**Instructor: Dr. Robert Mb. Flak**

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### **Meet the Instructor**

Dr. Flak is a senior HR/Info Systems Analyst with an extensive background in driving organizational performance improvements and providing ethical oversight. He has over 16 years of experience in human resource management, creating sustainable strategies that draw upon market analysis. His expertise is building high-performance cross-functional teams, developing executive-level client relationships, and utilizing best-practice human resource management approaches. Dr. Flak holds a doctorate in organizational change and leadership from the University of Southern California, a master's in organizational leadership from Western Kentucky University, and a bachelor's in organizational management from Ashford University. His doctoral dissertation explored the knowledge-based, motivational, and organizational root causes preventing organizations from implementing executive succession plans. His study further examined the underdevelopment of workplace competencies for employees as potential executive candidates. Dr. Flak teaches within WKU's School of Leadership and Professional Studies in the College of Education and Behavioral Sciences. Dr. Flak serves on the National Board of Directors for the WKU Alumni Association and is a member of the Alumni Recognition and Strategic Planning committees. He also serves on the International Association for Human Resource Information Management Board of Directors and the Harvard Business Review Advisory Council.



### **Office Location and Hours**

Appointments – <https://calendly.com/robertflak/>

I do not have constant access to my phone or WKU email throughout the day (usually 9a – 4p). However, I can briefly check messages/emails during those hours on a sporadic basis. If I see a message/email from you during that brief check, I will respond at that time. To better serve you and respect your time, I ask that you consider scheduling an appointment using the Calendly link above. That link will provide Zoom video conferencing details within the appointment date/time confirmation email. If you prefer a phone call, state that in the confirmation notes, and I will call you during our scheduled meeting time. In general, email is the best way to contact me. You will get an email response within 24 hours (often within a few hours during the week). If I will be out of town or have no email access for some reason, I will alert you to this before it happens unless it is an emergency. I am happy to help you, so do not hesitate to ask.

### **Course Description**

This course is designed to assess student's learning from the courses in their major and other curriculum courses. In addition, this course will allow students to demonstrate that they have acquired the necessary skills for successful business-minded integration into the workplace.

### **Course Purpose**

The purpose of this course is to serve as an assessment tool for the degree of associate in business management.

### **Course Objectives and Student Learning Outcomes**







Upon the conclusion of this course, students should be able to:

1. Demonstrate understanding of the business enterprise.

2. Demonstrate foundational knowledge of the business environment.
3. Demonstrate competency in written and oral business communication.

## Course Grading

Satisfactory completion of the objectives will be measured as follows:

 Case Studies (30x at 25 points each)	750 points
 Book Review (3x at 100 points each)	300 points
 Final Research Paper	200 points
 Introduction Post	40 points
 Syllabus Confirmation Post	5 points
 Grading Policy Confirmation Post	5 points
<b>Total: 1300 points</b>	

The letter grading scheme for points earned in this course is as follows:

<b>1300 – 1200 = A</b>	<b>1199 – 1050 = B</b>	<b>1049 – 885 = C</b>	<b>884 – 768 = D</b>	<b>767 – 0 = F</b>
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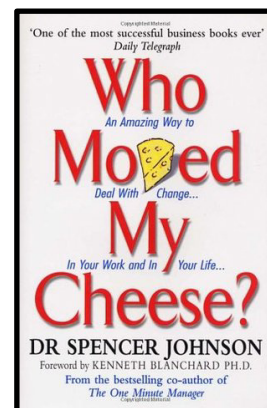
## Required Textbooks (3)

### Who Moved My Cheese? (1998)

**Spencer Johnson** – ISBN13: 978-0743582858

“Who Moved My Cheese?” is a simple parable that reveals profound truths. It is an amusing and enlightening story of four characters who live in a “Maze” and look for “Cheese” to nourish them and make them happy. Two are mice named Sniff and Scurry. And two are “Littlepeople” — beings the size of mice who look and act a lot like people. Their names are Hem and Haw. “Cheese” is a metaphor for what you want to have in life — whether it’s a good job, a loving relationship, money, a possession, health, or spiritual peace of mind. And the “Maze” is where you look for what you want — the organization you work in or the family or community you live in. In the story, the characters are faced with unexpected change. Eventually, one of them deals with it successfully, and writes what he has learned from his experience on the Maze walls. When you come to see “The Handwriting on the Wall,” you can discover for yourself how to deal with change, so that you can enjoy less stress and more success (however you define it) in your work and in your life. Written for all ages, the story takes less than an hour to read, but its unique insights can last for a lifetime.

<https://www.amazon.com/Moved-Cheese-Spencer-Johnson-M-D/dp/0743582853>

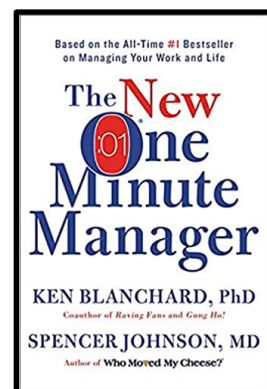


### The New One Minute Manager (2015)

**Ken Blanchard and Spencer Johnson** – ISBN13: 978-0062367549

A new edition based on the timeless business classic—updated to help today’s readers succeed more quickly in a rapidly changing world. The New One Minute Manager offers a way for you to succeed sooner with less stress in changing times—both at work and at home. For decades, The One Minute Manager® has helped millions achieve more successful professional and personal lives. While the principles it lays out are timeless, our world has changed drastically since the book’s publication. The exponential rise of technology, global flattening of markets, instant communication, and pressures on corporate workforces to do more with less—including resources, funding, and staff—have all revolutionized the world in which we live and work. Now, Ken Blanchard and Spencer Johnson have written The New One Minute Manager to introduce the book’s powerful, important lessons to a new generation. In their concise, easy-to-read story, they teach readers three very practical secrets about leading others—and explain why these techniques continue to work so well. As compelling today as the original was thirty years ago, this classic parable of a young man looking for an effective manager is more relevant and useful than ever.

<https://www.amazon.com/New-One-Minute-Manager/dp/0062367549>

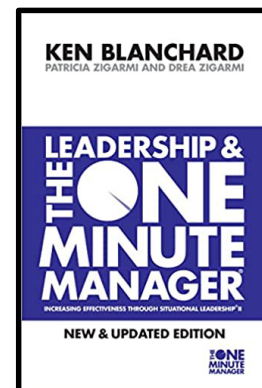


## Leadership and the One Minute Manager (2000)

Ken Blanchard – ISBN13: 978-0007103416

With a new foreword by Ken Blanchard Adapting One Minute Manager techniques to enable successful leadership to happen. Using different ways to motivate different kinds of people. Leadership and The One Minute Manager goes straight to the heart of management as it describes the effective, adaptive styles of Situational Leadership. In clear and simple terms it teaches how to become a flexible and successful leader, fitting your style to the needs of the individual and to the situation at hand, and using the One Minute Manager techniques to enhance the motivation of others.

<https://www.amazon.com/Leadership-One-Minute-Manager-Blanchard/dp/0007103417>



## Course Policies

### Course Software Standards

The course software standards are Word for word processing, PowerPoint for presentations, Excel for spreadsheets and rosters, and Adobe Acrobat for viewing PDF files.

### Blackboard

Blackboard serves as a repository for course documents and communication in mass. Once logged in, students will see a list of all courses they are enrolled in using Blackboard. Select “Management Capstone – (Sp23)” to enter BUS253C. If you have technical issues, please call (270) 745-7000, the WKU IT Help Desk.

### Assignments

All assignments are due by 11:59 PM CDT as listed in the Assignment Schedule at the end of this syllabus.

### Late Submission Policy

Students can only submit late work (discussion posts, assignments, etc.) up to three days past the original due date. However, late submissions will incur incrementing late penalties of 10%, 15%, and 20%. For example, **day one late submissions will receive a 10% penalty; day two late submissions will receive a 15% penalty; day three late submissions will receive a 20% penalty.** Students will receive no credit for submissions after the three-day late submission deadline without prior coordination with the instructor.

### Format for all Assignments

Format for all assignments (except for Discussion Boards and unless a different format is specified) is APA Format, 7<sup>th</sup> edition: double-spaced, Times New Roman or Arial font, 12 pitch, one-inch margins, cover sheet, and reference page – **see the guidance found in the APA Style Help Folder located in the Writing Assistance area of Blackboard.**

### Cheating and Plagiarism






To represent ideas or interpretations taken from another source as one’s own is plagiarism. Plagiarism is a grave offense and is not tolerated. The academic work of students must be their own. Students must give the author(s) credit for any source material used. To copy content directly from a source without giving credit is a flagrant act. To present a borrowed passage after having changed a few words, even if the source is cited, is also plagiarism. Works submitted for any other class are also not acceptable. Assignments that have been plagiarized receive a grade of “F” and could result in a student failing the course. The instructor may check student work by using plagiarism software. Please refer to the “academic offenses” section of the WKU Student Handbook.

## **Incompletes**

A grade of "X" (incomplete) is given only when a small amount of work is not completed because of illness or other reasons satisfactory to the professor. A grade of "X" received by a student will automatically become an F unless removed within twelve weeks of the next full term (summer term excluded). Incompletes must be pre-approved by the instructor.

## **Privacy Matters**

The Internet may change or challenge notions of what is private and what is not. The instructor prefers to provide disclosure up front so students know the possibilities. Although a password protects the course, such tools are imperfect as human beings use them. Passwords relatively protect students, but no one can guarantee privacy online. Part of the privacy of every student depends on each student's actions.

-  The course software lets the instructor know which students have logged in, where in the course site they have visited, and how long they have stayed. The technology support team also has access to the information posted on the site.
-  Course Security: If students use a public terminal (say at a hotel or library), completely close the browser software when finished. This will prevent another person from accessing the course using your identification, making mischief in your name, and violating the privacy of other students.
-  Do not allow access to the course to those not registered.
-  Guard your password and change it from the one assigned at the start of the term. (Go to Student Tools).
-  Participants are expected to represent their course identities truthfully. Falsifying your identity is grounds for disciplinary action for all parties involved.

## **Intellectual Property**

It is a common misconception that material on the Internet is free. Work is the creator's property, even if a copyright notice is absent. The instructor expects students to post only material that is the students by right of creation unless the student gives proper credit and indications. The plagiarism policy applies on the Internet too. Images, sounds, and other multimedia are included in copyright law. (For example, professionally done photos for high school yearbooks belong to the photographer. People only purchase copies.) It is common to receive Emails with amusing articles or other materials. Be aware that it might be an illegal copy, and exercise caution in forwarding it. It may also contain a virus. On the plus side, ideas cannot be copyrighted. Students can share an essential part of a website as long as it is in the student's own words or interpretation.

## **ADA Accommodation**



In compliance with University policy, students with disabilities who require academic and/or auxiliary accommodations for this course must contact the Student Accessibility Resource Center in Downing Student Union, 1074. SARC can be reached at 270-745-5004 [270-745-3030 TTY] or via email at [sarc.connect@wku.edu](mailto:sarc.connect@wku.edu). Please do not request accommodations directly from the professor or instructor without a Faculty Notification Letter (FNL) from The Student Accessibility Resource Center.

## **The Learning Center (TLC)**

Should you require academic assistance with your WKU courses, The Learning Center (located in the Downing Student Union, 2141) provides free supplemental education programs for all currently enrolled WKU students. The Learning Center at Downing Student Union offers certified, one-on-one tutoring in over 200 subjects and eight academic skill areas by appointment or walk-in. In addition, online tutoring is offered to distance learners. TLC is also a quiet study area (with side rooms designated for peer-to-peer tutoring) and a computer lab to complete academic coursework. Please call TLC in the Downing Student Union at (270) 745-5065 for more information or schedule a tutoring appointment. [www.wku.edu/tlc](http://www.wku.edu/tlc).

## **Title IX, Discrimination, Harassment, and Sexual Misconduct Policy**

Western Kentucky University (WKU) is committed to supporting faculty, staff, and students by upholding

 [WKU's Title IX Sexual Misconduct/Assault Policy \(#0.2070\)](https://wku.edu/eoo/documents/titleix/wkutitleixpolicyandgrievanceprocedure.pdf) at <https://wku.edu/eoo/documents/titleix/wkutitleixpolicyandgrievanceprocedure.pdf> and  [Discrimination and Harassment Policy \(#0.2040\)](https://wku.edu/policies/hr_policies/2040_discrimination_harassment_policy.pdf) at [https://wku.edu/policies/hr\\_policies/2040\\_discrimination\\_harassment\\_policy.pdf](https://wku.edu/policies/hr_policies/2040_discrimination_harassment_policy.pdf).

Under these policies, discrimination, harassment, and/or sexual misconduct based on sex/gender are prohibited. Therefore, if you experience sex/gender-based discrimination, harassment, and/or sexual misconduct, you are encouraged to report it to the Title IX Coordinator, Andrea Anderson, 270-745-5398, or Title IX Investigators, Michael Crowe, 270-745-5429 or Joshua Hayes, 270-745-5121.

Please note that you may report an incident of sex/gender-based discrimination, harassment, and/or sexual misconduct to a faculty member. However, WKU faculty are "Responsible Employees" of the University and **MUST** report what you share to WKU's Title IX Coordinator or Title IX Investigator. If you want to speak with someone who can afford your confidentiality, you may contact WKU's Counseling and Testing Center at 270-745-3159.

## **Regular and Substantive Interaction**

The U.S. Department of Education requires that distance education courses include regular and substantive interaction between students and faculty. For more information about Regular and Substantive Interaction at WKU, please visit the [Regular and Substantive Interaction in Online and Distance Learning webpage](#).

In this course, regular and substantive interaction will take place in the following ways:

1. Weekly asynchronous sessions with faculty and students
2. Faculty participation in weekly discussion boards
3. Weekly announcements
4. Timely and detailed feedback on assignments is provided within one week of submission.

## **BUS 253C-750 (Sp23) – Description of Coursework**

### **Introduction and Confirmations**

This course has three discussion-style requirements: student introduction post, confirmation of syllabus understanding, and confirmation of grading understanding. Students must post an introduction to other students and verbatim re-post the understanding statements confirmation of the syllabus and course grading policy.

### **Case Study Analyses**

Case studies enable students to demonstrate their critical thinking and problem-solving abilities by analyzing real-world business cases. Students will read the assigned case studies and then answer the questions at the end of the case study. When answering the questions, students should incorporate key aspects of the lesson into answers and not just answer the question. Each case study is worth 25 points. Please use APA format for your case studies to include a cover sheet and reference page (if references are used). Case study analyses will be submitted via Blackboard for grading by the instructor.

### **Book Reviews**

The three book reviews assigned in this course will expose students to popular management literature. In addition, the literature will help students properly emphasize important concepts in their current and future writings. A critical book review is a thoughtful discussion of a text's contents, strengths, and limitations. A book review should reflect a student's capacity to read critically and to evaluate an author's arguments and evidence. The composition of these book reviews should be similar to an essay, with an argument supported by evidence and a clear, logical structure. Book reviews will be submitted via Blackboard for grading by the instructor.

### **Submission of the name of a Company/Organization for the Final Paper**










































Students will submit, for instructor approval, the name of the company/business/organization they wish to research and write about in their final paper. This submission is due by Week 8 but can be submitted any time before the end of week 8.








### **Final Research Paper**

The final paper will present students with the capstone learning presentational experience. In this paper, students demonstrate their understanding and working knowledge of the business enterprise. Students will develop a research paper evaluating a business organization's different functions. Students will have the choice to select a company for which they have worked or one selected just for research in this course. **The instructor must approve the organization in week eight before students submit their final research paper.** The final research paper will be submitted via Blackboard for grading by the instructor.



## Course Schedule – BUS253C-700 (Sp23)

WEEK NUMBER / DATE	ACTIVITIES / DELIVERABLES <i>(due on the last day of the assigned week)</i>
<b><u>WEEK 1</u></b> January 17 – 23	<ul style="list-style-type: none"> <li> Introduction Post <b>(due on January 18)</b></li> <li> Syllabus Confirmation and Grading Policy Confirmation <b>(both due on January 18)</b></li> <li> Case Study 1 – Shipping and Receiving</li> <li> Case Study 2 – Facing the Challenge</li> <li> <b>Begin “Who Moved My Cheese?”</b> <i>(book review due at end of Week 5)</i></li> </ul>
<b><u>WEEK 2</u></b> January 24 – 30	<ul style="list-style-type: none"> <li> Case Study 3 – Buying Green</li> <li> Case Study 4 – Look Out Ahead</li> <li> Case Study 5 – Buddy Jefferson</li> <li> Continue “Who Moved My Cheese?”</li> </ul>
<b><u>WEEK 3</u></b> January 31 – February 6	<ul style="list-style-type: none"> <li> Case Study 6 – How Come They Make More Than Me</li> <li> Case Study 7 – Blurred Lines</li> <li> Continue “Who Moved My Cheese?”</li> </ul>
<b><u>WEEK 4</u></b> February 7 – 13	<ul style="list-style-type: none"> <li> Case Study 8 – Communication</li> <li> Case Study 9 – The History of E-Kin</li> <li> Continue “Who Moved My Cheese?”</li> </ul>
<b><u>WEEK 5</u></b> February 14 – 20	<ul style="list-style-type: none"> <li> Case Study 10 – Pain in Claims</li> <li> Case Study 11 – Communicating Incentives to Others</li> <li> <b>Book Review 1: “Who Moved My Cheese?”</b></li> </ul>
<b><u>WEEK 6</u></b> February 21 – 27	<ul style="list-style-type: none"> <li> Case Study 12 – The Contradiction of Business</li> <li> Case Study 13 – Improving Performance in Business Services</li> <li> <b>Begin “The New One Minute Manager”</b> <i>(book review due at end of Week 10)</i></li> </ul>
<b><u>WEEK 7</u></b> February 28 – March 6	<ul style="list-style-type: none"> <li> Case Study 14 – Mary Corey</li> <li> Case Study 15 – Yoga Pants</li> <li> Continue “The New One Minute Manager”</li> </ul>
<b><u>WEEK 8</u></b> March 7 – 12	<ul style="list-style-type: none"> <li> Case Study 16 – A Million Little Pieces</li> <li> Case Study 17 – Going Head-to-Head</li> <li> Case Study 18 – Employee Ownership at Parksite</li> <li> Continue “The New One Minute Manager”</li> <li> <b>Submit name of company/business/organization to be used in final paper.</b></li> </ul>
<b><u>WEEK 9</u></b> <i>March 12 – 19</i>	<b><i>SPRING BREAK – NOTHING DUE – ENJOY YOUR TIME OFF!</i></b>
<b><u>WEEK 10</u></b> March 20 – 26	<ul style="list-style-type: none"> <li> Case Study 19 – It Was Really So Simple</li> <li> Case Study 20 – Stepping Up to Your Own Truth</li> <li> <b>Book Review 2: “The New One Minute Manager”</b></li> </ul>
<b><u>WEEK 11</u></b> March 27 – April 2	<ul style="list-style-type: none"> <li> Case Study 21 – Conflict Management</li> <li> Case Study 22 – Diversity</li> <li> <b>Begin “Leadership and the One Minute Manager”</b> <i>(book review due at end of Week 15)</i></li> </ul>
<b><u>WEEK 12</u></b> April 3 – 9	<ul style="list-style-type: none"> <li> Case Study 23 – Teamwork</li> <li> Case Study 24 – HR</li> <li> Continue “Leadership and the One Minute Manager”</li> </ul>
<b><u>WEEK 13</u></b> April 10 – 16	<ul style="list-style-type: none"> <li> Case Study 25 – Amazon.com Inc.</li> <li> Case Study 26 – BP and the Deepwater Horizon Disaster of 2010</li> <li> Continue “Leadership and the One Minute Manager”</li> </ul>

<b><u>WEEK 14</u></b> April 17 – 23	 Case Study 27 – Ecommerce at Yunnan Lucky Air  Case Study 28 – Is It Easy Being Green  Continue “Leadership and the One Minute Manager”
<b><u>WEEK 15</u></b> April 24 – 30	 Case Study 29 – The Financial Crisis of 2008  Case Study 30 – Corporate Social Responsibility  <b>Book Review 3: “Leadership and the One Minute Manager”</b>
<b><u>WEEK 16</u></b> May 1 – 4	 <b>Final Research Paper</b>

