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|  | **BUCO/MOR 252 – The Art of Case Analysis and Presentation** |
| **Fall 2013 – Friday 10:00–11:50 am** |
| **Professor: Yolanda Kirk** |
| **Office: Accounting 215 H** |
| **Office Phone: 213 740-4234** |
| **Email:** [**ykirk@usc.edu**](mailto:ykirk@usc.edu)   |  | | --- | | **Professor: Michael Coombs** | | **Office: Bridge Hall 303** | | **Office Phone: 213 740-9290** | | **Email:** [**mcoombs@usc.edu**](mailto:mcoombs@usc.edu) | |

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| Lecture Class | |
|  | Fridays | Section 15155R 10:00 – 11:50 am |
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| Office Hours: By Appointment. | | Please send us an email requesting to meet and we will find a time which meets each of our schedules. |
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**Course Overview**

***The Art of Case Analysis & Presentation offers you the opportunity to experience and learn from a mix of business and communication challenges common to professionals in industries around the world*.** You will take classroom learning and apply it to “real world cases,” developing skills that will make you successful when confronting strategic business issues, analyzing and solving problems, arguing and presenting the results of your case analyses, and competing for the opportunity to participate in international case competitions both in the Unites States and abroad. You will be able to apply your technical knowledge and leadership skills to a variety of case situations, increasing both your learning curve and your confidence.

Four major themes run through this course. The first and underlying theme of this course is ***Case Analysis***. The analysis and discussion of case problems is the most popular method of teaching used in business schools today. Cases present actual business situations and enable you to critically analyze strategic business decisions. The second theme is ***Critical Thinking & Argumentation***. These skills are essential for you to successfully analyze cases, develop appropriate solutions, and convince others to accept your ideas. The third theme is ***Persuasion & Presentation*,** emphasizing the importance of developing communication skills to articulate your views convincingly and persuasively. The fourth theme is ***Teamwork****.* You will learn to work effectively in teams.

**Learning Objectives**   
***The*** ***overall objective of this course is*** ***to give you exposure to case analysis and presentation and practice in developing a set of skills and tools necessary to be successful in analyzing strategic business situations and convincing others that your solutions are viable in today’s global business economy.*** From these experiences, you will learn more about your personal strengths and about the skills and strategies you need to develop further to reach the level of success you envision for yourself.

The specific learning objectives for this course include the following:

* Practice important managerial skills – diagnosing problems, making critical decisions, thinking strategically, listening, and persuading
* Develop a personal system of case analysis, discussion and presentation
* Advance your critical thinking skills to enhance cooperative reasoning and strengthen the logical connections between ideas and constructive tasks
* Broaden your experience base vicariously through exposure (via cases) to a wide variety of organizational and managerial decision situations and enhance your problem-solving skills
* Learn how to ask the “right” questions by focusing on core strategic issues in a case and improving your ability to identify underlying problems rather than focusing on superficial symptoms
* Hone your ability to articulate your views coherently and persuasively in individual and team settings, while sharpening your argumentation skills
* Fine tune your ability to influence and persuade others to your point of view, orally and in writing
* Learn to work effectively and to negotiate conflict in team situations.

**Books & Materials**

**Required: BUCO/MOR 252: Course Reader**, Available at USC University Bookstore

##### **Course Communication: Blackboard Course Management System**

The Marshall School of Business is using the Blackboard Course Management System for faculty – student communication. If you are registered in this course you have access to this CMS through **https://Blackboard.usc.edu.** You can contact any other individual enrolled in this course through the Blackboard email tool. If you are accustomed to using other email services please link them to the USC system so that you receive emails in a timely manner. You should begin the habit of checking Blackboard for additional information on a very regular basis. The course syllabus has been posted. Additional course lecture notes/materials, further details on assignments and position outlines (where appropriate), and general course announcements, will be posted to the folder throughout the semester.

**Course Requirements and Grading Detail**

**Attendance and Punctuality**

You are expected to attend *all* scheduled class sessions and to be in your seat, ready to learn, at the start of class. Should you need to be absent, **both instructors** **expect to receive an e-mail from you PRIOR to the start of class**. Stopping by one office or having a conversation with one of us to say that you will be missing class **does not constitute** fulfilling your obligation of letting us **both** know that you will be missing class. This also brings up the issue that when it comes to email, that keeping one of us out of the discussion will be considered poor behavior on your part. So, be sure to keep us both in-the-know.

Keep in mind that a message in advance of class does not “excuse” your absence – it simply shows us that you are taking responsibility for choosing to do something else during class time. In other words, missing class is about choices. Not attending class to avail yourself of a seminar or other events (i.e. study sessions, extended personal trips, field trips, office visits, etc.) will result in missing important class information or an activity that cannot be made up. In any case, you will be marked absent if you do not show up to class.

This is a graded class so more than two, in-class absences will negatively impact your final grade; and more than one absence from an ELC case presentation date will seriously impact your final grade and you will be asked to withdraw. Multiple absences, even when accompanied by a conscientious notification or a doctor’s note, may be viewed as unprofessional behavior and will negatively impact your participation grade if absences accrue above and beyond what’s considered reasonable and acceptable.

**Please note that ELC dates are non-negotiable – so missing an ELC session will negatively affect your grade since an ELC date involves team work.**

Preparation. You are expected to come to class fully prepared, with all required written assignments and readings completed. *This includes being fully prepared even if you were unable to attend a previous class meeting.* It is imperative that you get a phone number or e-mail address from a class member so you can get the assignments. All individuals involved in this class can be emailed through the email tool within Blackboard. Please do not e-mail to ask us what happened in class if you were absent. You wouldn’t ask your boss to go over what you missed when you were not at work and thus, neither of us expects you to ask us to provide you with a rundown of what you missed.

Evaluation and Grading

Your final course grade will be composed of the following elements:

25% Case Presentation Plans & Outlines

25% Team Case Presentations

20% Team Critiques & Evaluations

15% Class Participation & Contribution

15% Final Team Case Presentation

100%

Grade components are described briefly below. Assignment instructions will include grading criteria and details will be discussed in class as well.

Presentation Plan & Outlines—25%

Your team will provide a hard copy of your team’s outline and presentation plan the week prior to each of the team presentations in the ELC. Two copies: one for each professor.

In addition, printed PowerPoint slides will be provided to each professor on the day of the presentations before team presentations begin. We need this information so we might provide you with critical feed-forward (feedback) comments.

Team Evaluations & Team Critiques—20%

You will provide feedback and critical assessments of individuals and teams throughout the course, verbally and in writing.

Class Participation & Contribution—15%

You will have the opportunity throughout the semester to participate in class discussions, team presentations, team competitions and experiential exercises. Active participation is essential to your success in this course and to your overall learning experience. Active learning is a necessary part of case analysis, discussion, and presentation and cannot be accomplished otherwise. Quizzes on the course materials may be administered throughout the semester—with or without notification.

Team Case Presentations—25%

You will analyze cases in teams throughout the semester. As part of a team, you will present your recommendations and develop your persuasion and argumentation skills.

Final Team Case Presentation—15%

You will compete with your team in a class case presentation at the end of the semester.

**MARSHALL GUIDELINES**

**Add/Drop Process**In compliance with USC and Marshall’s policies classes are open enrollment (R-clearance) through the first week of class. All classes are closed (switched to D-clearance) at the end of the first week. This policy minimizes the complexity of the registration process for students by standardizing across classes. We can drop you from our class if you don’t attend the first two sessions. Please note: If you decide to drop, or if you choose not to attend the first two sessions and are dropped, you risk being not being able to add to another section this semester.

**Retention of Graded Coursework**

The Marshall School of Business policy for returning papers is as follows: “Returned paperwork, unclaimed by a student may be discarded after 4 weeks and, hence, will not be available should a grade appeal be pursued by the student following receipt of his/her course grade.”

**Technology Policy**

Laptop and internet usage is not permitted during academic or professional sessions unless otherwise stated by the respective professor and/or staff. Use of other personal communication devices, such as cell phones, is considered unprofessional and is not permitted during academic or professional sessions. ANY e-devices (cell phones, PDAs, I-Phones, Blackberries, other texting devices, laptops, I-pods) must be completely turned off during class time. Upon request, you must comply and put your device on the table in off mode and FACE DOWN. You might also be asked to deposit your devices in a designated area in the classroom. Videotaping faculty lectures is not permitted, due to copyright infringement regulations. Audiotaping may be permitted if approved by the professor. Use of any recorded material is reserved exclusively for USC Marshall students. Students whose behavior is perceived to be disconnected from class activities or otherwise distracted may not receive credit for participation/contribution for that class period. Be here. NOW!

**Students with Disabilities**

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to faculty as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776.

**Statement on Academic Integrity**

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one’s own academic work from misuse by others as well as to avoid using another’s work as one’s own. All students are expected to understand and abide by these principles. SCampus, the Student Guidebook, contains the Student Conduct Code in Section 11.00, while the recommended sanctions are located in Appendix A. <http://www.usc.edu/dept/publications/SCAMPUS/gov/>

Should there be any suspicion of academic dishonesty students will be referred to the Office of Student Judicial Affairs and Community Standards for further review. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/> Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

**Emergency Preparedness/Course Continuity**

In case of emergency, and travel to campus is difficult, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies. Until new instructions are provided students should continue with the course readings/assignments as listed in the course schedule. When telecommunication is available students should continue to check the course folder within Blackboard for further guidance.

**Lost and Found**

The Lost and Found area for the Marshall School is located in BRI 204. If you leave anything behind after class, it will be taken there. Conversely, if you lose an item, you should report your loss to the Lost and Found. Someone will contact you if your item shows up.

Key Dates—Fall 2013

August 26 Fall Semester classes begin

September 2 Labor Day, university holiday

September 13 Last day to register and add classes

September 13 Last day to drop a class without a mark of “W”

November 15 Last day to drop a class with a mark of “W”

Nov. 27–30 Thanksgiving recess

December 6 Classes end

Dec. 11–18 Final Exams

**Course Readings and Class Schedule**

Listed is a schedule of assignments and topics for this course. Changes may be made as the course progresses depending upon enrollment, ELC schedules, and class needs.

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|  | **BUCO/MOR 252:**  **The Art of Case Analysis & Presentation** | | | **Fall 2013: Friday 10:00 – 11:50 am**  **All classes meet in HOH 302 unless otherwise indicated** | |
| **DATE** | | **CLASS TOPICS / ACTIVITIES** | **DELIVERABLES** | |
| 8/30-1  HOH 302 | | Course Overview  Introductions / Form teams  Issue(s)/Conclusion/Reasons | An Introductory Note on the Case Method  Note on Low-Tech Marketing Math  Note on Business Model Analysis for the Entrepreneur | |

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| 9/6-2  BRI ELC | Team Presentations and Debrief  Audience focus | An Introductory Note on General Management  Notes on Techniques for Analyzing Business Problems  **CASE: Deaver Brown and Cross River**  Hard Copy of Pres. Plan & Outline Form and  Powerpoint slides for all instructors |
| 9/13-3  HOH 302 | Tools of Analysis  Outlining the Issues-Story Boarding / MECE  A/S/M/O/T breakdown | Review previous presentation and bring notes to class.  Visuals & Graphics PPT, Sample PPT (read only)  Hard Copy of Pres. Plan & Outline Form |
| 9/20-4  BRI ELC | Team Presentations and Debrief  Convey Messages through Verbal/Nonverbals | **CASE: Mongols BBQ**  Powerpoint slides for all instructors |
| 9/27-5  HOH 302 | As a team or On a team?  Designing Powerful Power Point slides  Case Analysis Methods  Body Language | Review previous presentation and bring notes to class.  Hard Copy of Pres. Plan & Outline Form |
| 10/4-6  BRI ELC | Research Tools- Ms. Kim Esser, Crocker Library | Presentation Skills for Leaders PPT |
| 10/11-7  BRI ELC | Presentation Skills | **CASE: Rosewood Hotels & Resorts**  Hard Copy of Pres. Plan & Outline Form and  Powerpoint slides for all instructors |
| 10/18-8  HOH 302 | Presentation Skills  The Art of Persuasion & Influence  Case Analysis Methods | Persuasion PPT file  Two articles on Persuasion  Hard Copy of Pres. Plan & Outline Form |
| 10/25-9  BRI ELC | Team Presentations and Debrief | **CASE: Governance and Sustainability at Nike (A)**  Hard Copy of Pres. Plan & Outline Form and  Powerpoint slides for all instructors |
| 11/1-10  HOH 302 | Presentation Skills  Case Analysis Methods | Review previous presentation and bring notes to class.  Answering and Responding to Questions |
| 11/8-11  BRI ELC | Team Presentations and Debrief | **CASE: Netflix: The Public Relations Flop**  Hard Copy of Pres. Plan & Outline Form and  Powerpoint slides for all instructors |
| 11/15-12  HOH 302 | Case Analysis Methods: Market Segmentation | Review previous presentation and bring notes to class. |
| 11/22-13  BRI ELC | Team Presentations and Debrief | **CASE: Time Warner, Inc. vs. The Walt Disney Co.**  Hard Copy of Pres. Plan & Outline Form and  Powerpoint slides for all instructors  Distribute case for Final Exam |
| 11/29-14 | Thanksgiving Recess | NO CLASS Meeting |
| 12/6-15  HOH 302 | Classes end  Course Summary  Final Exam Preparation | **CASE: Unintended Acceleration: Toyota’s Recall**  Hard Copy of Pres. Plan & Outline Form |
| 12/16/  2013 | FINAL EXAM 8:00–10:00 am, Room TBD | **Case: TBD** |