



## **BUSINESS STRATEGY**

**B-School Connection (BSC) Curriculum Integration**

**Prepared By:**



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## **BSC CURRICULUM INTEGRATION**

### **Purpose of this Manual**

The purpose of this manual is to provide instructors, faculty, program managers, and curriculum designers with syllabus-based examples of how to integrate the B-School Connection program into the curriculum and the classroom.

### **BSC Program Overview**

The B-School Connection (BSC) program includes a subscription to *Bloomberg Businessweek*, one of the most widely read business weekly magazines in the world, and access to the Education Resource Center, a powerful tool for higher education.

Program objectives include:

1. Provide application-based instructional content.
2. Encourage regular reading of business news.
3. Establish an expectation of better informed and more engaged students.
4. Appropriate for *any course* at *every academic level*.
5. Is a dynamic, comprehensive, and inexpensive weekly business textbook.

The BSC prepares students for success in the global economy by closing the gap between theory and application. The BSC provides a broad range of tools to enhance classroom curriculum, integrate current global news, and supplement theory with real-world application. The Education Resource Center empowers both students and faculty to get the most out of the magazine.

Student learning outcomes for the BSC program include:

1. Encouraging regular reading of business news independent of specific assignments and classroom activities.
2. Establishing an expectation that students will be better informed and more engaged.
3. Students become global thinkers, realizing the connectivity of the world and local impact.

4. Developing more career-ready graduates who are ready to contribute in the workplace with a more thorough understanding of the global business community.
5. Students can link academic theory with real-world practice and application.

The B-School Connection Resource Center (<https://resourcecenter.businessweek.com/>) includes:

- ❖ Weekly Instructor's Guides
- ❖ Reading Buckets with "greatest hits" articles and guides organized by academic disciplines/topics, economic sectors, global regions, and educational competencies
- ❖ Weekly Faculty EDGE Guides
- ❖ Additional classroom integration recommendations

For students, the program results in a competitive edge. Students broaden their business focus, and become engaged, excited, enlightened, and ready to become globally informed students of the world. The Education Resource Center allows students to find current and prior *Bloomberg Businessweek* readings for use in the classroom.

For faculty, the BSC enhances curricula by leveraging real-time, up-to-date business news, and closing the gap between theory and application. Within the Education Resource Center, course instructors have access to weekly articles and guides by disciplines/topics, sectors, regions, and competencies. Additionally, the weekly EDGE guides provide powerful, competency-based case studies based on current events.

## **The B-School Connection Resource Center**

The B-School Connection Resource Center is arranged by 13 Disciplines/Subtopics:

1. **Accounting and Taxation** (Subtopics: Financial Accounting; Taxation)
2. **Business Fundamentals** (Subtopics: Accounting; Management; MIS; Marketing; Operations and Supply Chain Management; Finance)
3. **Business Law** (Subtopics: Securities; Banking and Financial Institutions; Healthcare; Intellectual Property; Environment; Labor and Employment; Anti-trust)

4. **Business Strategy** (Subtopics: Competitive Advantage; Innovation; Industry Structure; Leadership; Corporate Strategy)
5. **Career Readiness** (Subtopics: Discovering Your Options; Sculpting Your Value Proposition; Selling Yourself; Activating Your Plan)
6. **Economics** (Subtopics: Microeconomics; Macroeconomics; International Economics; Monetary Policy; Fiscal Policy)
7. **Entrepreneurship** (Subtopics: Startup Financing; Idea Generation and Opportunity Recognition; Entrepreneurial Characteristics)
8. **Finance** (Subtopics: Corporate Finance; Investments; Markets; Financial Institutions; International Finance; Mergers and Acquisitions; Real Estate)
9. **Information Technology** (Subtopics: E-Commerce; Social Media; Security; Internet; Mobile Apps)
10. **International Business** (Subtopics: Global Strategy; Local Adaptation; Impact of Culture; Government Regulation; Supply Chain Management)
11. **Marketing** (Subtopics: Communications & Social Media; Sustainability; Entrepreneurship; Innovation)
12. **Operations Management** (Subtopics: Supply Chain Management & Logistics; Project Management; Operations Management Leadership and Strategy; Digital Operations Management; Organizational Behavior and Best Practices)
13. **Organizational Behavior & Human Resource Management** (Subtopics: Corporate Social Responsibility; Environmental Responsibility; Reputation; Fraud; Human Resource Management; Conflict & Negotiation; Leadership; Organizational Culture)

The Resource Center is also organized by nine economic Sectors:

1. Consumer Goods and Services
2. Energy
3. Financial Services
4. Government
5. Healthcare
6. Manufacturing
7. Sports and Entertainment
8. Technology
9. Transportation

Geographically, the B-School Connection content is organized into six world regions with country-specific search capabilities:

1. Africa
2. Asia/Oceania
3. Europe
4. Latin America
5. North America
6. The Middle East

The Resource Center is also arranged by seven academic competencies:

1. Communication
2. Critical Thinking/Decision-Making
3. Ethics
4. Global Awareness
5. Innovation/Entrepreneurship
6. Leadership
7. Sustainability

Article reviews and associated instructional tools are categorized based on one or more discipline/topic, economic sector, global region/country, and/or academic competency.

## **Weekly Instructional Tools**

**Instructor Guides** are produced weekly and distributed via e-mail to course faculty. The Guides are written by the BSC Advisory Board, terminally degreed faculty from leading business schools. The Guides provide course instructors with real-time, multi-disciplinary tools to enhance their curriculum. The Guides are archived after 18 months, allowing great flexibility in future lesson planning, while also providing current, relevant, and accurate business news to instructors and students.

**EDGE guides** (Executive Development Guide and Extract) is a B-School Connection Resource Center tool that turns selected weekly articles into powerful academic content for student development. The EDGE is competency-based, relates to accreditation goals for B-Schools, and provides faculty with mini-case studies that address real-world situations. The competencies are based on the outcomes that faculty, business schools, accreditation agencies, and downstream employers want to see in successful graduates of business programs.

## Types of Curriculum Integration

BSC can be integrated into the curriculum using a variety of instructional methods:

1. Discussion Board Posts
2. Short Papers
3. Student Presentations
4. Student Team Projects
5. Case Studies
6. Assessment Activities (Quizzes and Course Exams)

Broadly, each integration method can employ one of two styles of student activities: *continuous* or *issue-specific*.

**Continuous syllabus activities** are not time-bound as the same activity can be used for several academic terms without modification. Such content can be included in the Learning Management System (LMS) and remain largely unchanged for several terms. The activities direct the students to use the current or past edition of *Bloomberg Businessweek* and the ERC to answer the question(s) or activities as required by the assignment.

**Issue-specific syllabus activities** are time-bound and relate to specific articles. Although the assignment can be relatively generic, the course instructor does update the assignment to direct the students towards a specific issue of *Bloomberg Businessweek*.

**Rubrics** are also presented for Discussion Board Responses, PowerPoint Presentations, Written Assignments, and Oral Presentations to help instructors assess how well students meet the criteria for each activity or assignment. Instructors may use more than one rubric for a particular activity or assignment (for example with the Team Project) to assess different aspects of the students work.

The following pages provide examples of syllabus-based activities and assignments that are either continuous or issue-specific.

## CURRICULUM INTEGRATION IDEAS

*Dr. Kristl Davison, University of Mississippi*

In my classes I use Bloomberg Businessweek articles to supplement the textbook and other teaching materials. Typically, I examine the emailed Instructor's Guide to see if there are any articles relevant to the courses I teach. I also go through the hard copy of the magazine to see if there are additional relevant articles that I can incorporate into my classes. I am frequently updating the articles that I assign in my classes, and adding new ones as the semester progresses. Questions from these articles also frequently appear on exams in the courses.

I have added the following new articles to MGMT 371 (Principles of Management) this year to enhance the students' learning:

- Weinstein's (2009) "We Need an Ethics Czar" discusses how to promote ethics in organizations.
- Bakers' (2008) "Managing by the Numbers" discusses how teams can be composed based on database of skills and other characteristics.
- Coy et al.'s (2010) "The Disposable Worker" addresses trends in hiring that causes more employees to be contingent workers.

In MGMT 494 (Compensation), I supplement the lectures with recent articles from BBW to keep students abreast of current national trends and legal and political issues relevant to the field of compensation, especially as they relate to issues of benefits, CEO pay and unemployment. For example, I use the following new articles:

- "Investor 'Say on Pay' Is a Bust" (2011) deals with the shareholders' voting on executive compensation.
- Innovations in health care and health insurance are discussed in "The Doctor Will See You Whenever You Want" (2011) and "The Simplest Rx: Check on Your Patient" (2011)
- "To Boost the Economy, Help the Self-Employed" (2011) addresses issues of taxation and health care coverage for self-employed individuals.

In MGMT 582 (Employee Relations), I will use the following recent articles this semester:

- "The Supreme Court Gets the Wal-Mart Ruling Right" (2011) focuses on the class-action sex discrimination lawsuit against Wal-Mart.
- "The Gender Gap in Government Job Cuts" (2011) discusses layoffs in the public sector.

Additionally, in the spring of 2012, I plan to use BBW articles in a new way in my MGMT 493 (Strategic Management) courses. I plan to assign students difference topics from the course (e.g. Ethics, Corporate Governance, Corporate Strategy, etc.) and then require them to find a BBW article from the last year that is relevant to the topic. Students will be required to present a short summary of the article to the class and explain how it applies to the course material for the topic. I believe that this will help students to understand how the course material is applies in actual businesses.

In sum, I use a variety of Bloomberg Businessweek articles to help illustrate management principles in my classes. I use some of these articles as part of my lectures, some to start class discussions (e.g., by posting several relevant questions from the article on slides), and some as cases or case supplements. In particular, I have found the use of Bloomberg Businessweek articles as cases/examples and as starting points for class discussions to be helpful in enhancing student understanding of course concepts. However, I have also used some of the shorter articles to increase student knowledge of terms and concepts, as well as to elicit their current knowledge of the material. I find that students' responses to the questions about Bloomberg Businessweek articles indicate their understanding of how the course material can be applied to real-world situations.

***Dr. Rich Gentry, University of Mississippi***

The biggest problem I normally run into when teaching strategy is the difficulty of getting students to monitor the realities of the outside world. Strategy is a class about critical thinking, and too often students avoid engaging in analysis of any fashion. Typically, I confront that by telling stories in a way that is humorous and hopefully gets students to think about the outside world and events by focusing on issues they have shared a laugh about.

This semester, I am adding to that approach by introducing Twitter (@OleMissStratF10). I realize that most faculty hate all forms of electronic communication, but the reality is that students demand a lot more stimulation than they ever have in the past. They cannot allow a free moment to creep into their lives, so they find things to stimulate and entertain themselves when they are in a down mode. Unfortunately, for many of us, down modes often occur during lecture. Students begin to drift at random times. In the past, a student would have gone off into day-dreaming and the professor would have been relatively unaware of the student having slipped. Now, because the students have mechano-electric devices, their lack of attention and constant thumb-clicking is easier to monitor. The problem with these devices is that they allow students an easier path to drift down, and it is more difficult to get them back into the present if they are latched onto a Facebook post or a Twitter feed.

Instead of fighting it in class, I have decided to wage a war to get their attention at all hours of the day. I realized that students were drifting not just in my class, but in everyone's class, on the bus, in the movies, and when getting dressed in the morning. There is little to no time during the day when I do not have the opportunity to grab their attention for a little while. Sure, their best friend maybe withdrawing BFF status, but the nature of managerial behavior or compensation or industry boundaries. I won't have their attention for long, but I can raise their awareness of important issues and terminology at almost anytime during the day.

This is where Bloomberg Businessweek fits into my plan. For starters, I will use their access to BBW articles as the foundation of my posts. The BBW Resource Center as well as the more information front-page will help me quickly find articles that students might like. I will also reinforce their awareness of the importance of business publications (BBW, Fortune, the Economist, etc.) by requiring students to submit a one-paragraph statement about a particular article in a business publication at four times during the semester. I will call on the students to discuss their article, and we will use these examples to build out the course content. There is not enough information in a typical article for a full-class case, but BBW articles are the same length or longer than most of the cases that students read in their textbooks. So, the reading should not be too much more demanding.

After I have gotten good at using Twitter as a teaching tool through the fall, I am going to require students to Twitter to post their own articles to a course account every week and as well as follow the discussion and repost or "re-tweet" one article a week. Hopefully, this broad-based exposure will enhance their absorption of a critical perspective on business trends, ethics and events.

## DISCUSSION BOARD POSTS

A discussion board post activity that integrates the B-School Connection program can be article-specific or topically generic. A discussion board post stimulates student engagement and demonstrates application of the concepts within the global context.

There are two (2) types of Discussion Board Posts:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to writing their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

**Grading and Assessment:** To assist in assessing the student's responses, many faculty use a rubric specifically designed for Discussion Board Posts.

### Discussion Board Rubric

**Expectations:**

- Posts and replies submitted by the deadlines.
- Writing style professional and NOT in text or Instant Messaging style.
- Content and tone professional and respectful.
- Contribution to a conversation by:
  - asking good questions
  - making insightful observations
  - avoiding duplication of previous posts
  - adding to what a classmate has said

Criteria	Outstanding	Proficient	Basic	Below expectation (failing grade)
<b>Completeness</b>	Fully meets all assignment requirements as detailed in assignment description.	All required elements completed.	Most required elements completed.	Only satisfies some of the required elements.
<b>Critical Thinking</b>	Rich in content; full of thought, insight, and analysis.	Substantial information thought, insight, and analysis has taken place.	Generally competent information is thin and commonplace.	Rudimentary and superficial no analysis or insight is displayed.
<b>Connections</b>	Clear connections to previous or current content and to real-life situations.	Connections are made, but not really clear or too obvious.	Limited, if any, connections; vague generalities.	No connections are made; off topic.
<b>Uniqueness</b>	New ideas and new connections made with depth and detail.	New ideas or connections lack depth and/or detail.	Few, if any new ideas or connections; rehash or just summarized other postings.	No new ideas, "I agree with ..." statements.
<b>Style and Grammar</b>	Few grammatical or stylistic errors.	Several grammatical or stylistic errors.	Obvious grammatical or stylistic errors which interfere with content.	Obvious grammatical or stylistic errors which make understanding difficult.

## Continuous Syllabus Activities

### Activity 1: Current Issues in Business Strategy

XX Points

What are the major issues in business strategy today? What do you think are some of the current challenges, opportunities, and areas of specific interest regarding the discipline of business strategy? Consider both your local environment, as well as the global context as you consider these questions. Take a few minutes to strategically explore and consider your local community, region, and the global environment relative to business strategy.

Specific to this activity:

- Visit the *Bloomberg Businessweek* B-School Connection Education Resource Center (<http://resourcecenter.businessweek.com>) and read a few current articles related to business strategy. Read articles that apply to your specific region, as well as those outside of your region to broaden your frame of reference.
- Compose a discussion board post that provides your opinion regarding management issues today. Specifically, compose a post that addresses two foundational questions: (1) What are the major issues in business strategy today? (2) What do you think are some of the current challenges, opportunities, and areas of specific interest regarding the discipline of business strategy? The discussion board post should be between 250 and 500 words.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Continuous Syllabus Activities

Activity 2: Competitive Advantage

XX Points

Companies in competitive markets are always seeking to differentiate themselves to gain an advantage against other competitors. What strategies might a company take to gain such an advantage? How could this vary by market?

Specific to this activity:

- Visit the *Bloomberg Businessweek* B-School Connection Education Resource Center (<http://resourcecenter.businessweek.com>) and read a few current articles related to business strategy and competitive advantage. Read articles that apply to your specific region, as well as those outside of your region to broaden your frame of reference.
- Compose a discussion board post that provides your opinion regarding management issues today. Specifically, compose a post that addresses two foundational questions: (1) What strategies might a company take to gain such an advantage? (2) How could this vary by market? The discussion board post should be between 250 and 500 words.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Issue-Specific Syllabus Activities

Activity: Business Strategy

XX Points

Read the following article review: [URL or Name/Location of the Article]. You may also want to read the full article.

Specific to this activity:

- Post your response to the discussion questions included with the article review to the Course Discussion Board. Your post should be between 150 and 200 words.
- Comment on another student's discussion board post. Your comment should be more than just agree/disagree and should provide additional analysis or insights to the other student's post. Your comments should be at least 50 words.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## SHORT PAPERS

A short paper student activity combines both B-School Connection article reviews and *Bloomberg Businessweek* articles with journal articles and books to link theory with practice and promote critical thinking and analysis skill development.

There are two (2) types of Short Papers:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to writing their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

**Grading and Assessment:** To assist in assessing the student's responses, many faculty use a rubric specifically designed for Short Papers.

### Writing Rubric

**Expectations:**

- Submit correctly and on time.
- Adhere to requirements regarding nature of content, length, and format.
- Consistent with APA/academic writing style.

Criteria	Outstanding	Proficient	Basic	Below expectation (failing grade)
<b>Completeness</b>	Fully meets all assignment requirements as detailed in assignment description.	All required elements completed.	Most required elements completed.	Only satisfies some of the required elements.
<b>Style including Structure, Flow, Grammar, and Spelling</b>	Highly professional, excellent clarity, and easy to follow from opening to closing paragraphs. Excellent sentence structure, transitions and flow. Close adherence to APA writing style requirements. Very few or no grammar and spelling errors.	Sound structure and flow. Generally easy to follow with good adherence to APA style requirements. Minimal grammar and spelling errors.	Basic structural elements exist, however flow and logically sequencing of content often disjointed. Frequent non-adherence to elements of APA writing style. Frequent grammar and spelling errors.	Structure/Flow difficult to follow. Numerous grammar/spelling/tense errors. Awkward/not engaging writing style.
<b>Content</b>	Rich in both subject matter and critical thinking. Insightful. Compelling arguments supported using a variety of sound resources.	Good depth and breadth of content displaying thought, insight and analysis of subject matter. Arguments well supported.	Treatment of subject matter somewhat thin/lacking depth. Arguments often not strongly/logically supported.	Rudimentary or superficial treatment of subject matter with little evidence of critical thinking and analysis. Arguments poorly framed or supported.

## Continuous Syllabus Activities

### Activity 1: Innovation

XX Points

The term innovation refers to a new process, idea, or product. Innovations can be applying an 'old' process, idea, or product in a new context or situation. For example, drive through windows were first used by banks then fast food restaurants and pharmacies. In each situation, the first use of a drive through window for that specific context or situation was 'innovative'.

Specific to this activity:

- Read at least five article reviews and perhaps the full articles related to Innovation found on the BSC Education Resource Center.
- Write a 1000-1300-word paper based on your readings that includes a discussion on the following concepts: innovation, invention, process, products, ideas. Use the BSC articles as a basis for the discussions of these concepts.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Continuous Syllabus Activities

Activity 2: Industry Structure

XX Points

Industry structure generally refers to the amount of competition within a specific industry and the relative size of those competitors. Industry structure is usually very dynamic as most industries change frequently enough such that new competitors are often entering the market. This is not always the case however, due to structural barriers to competition.

Specific to this activity:

- Read at least three article reviews and perhaps the full articles related to the Industry Structure found on the BSC Education Resource Center.
- Write a 1000-1300-word paper based on your readings that includes a discussion on the following concepts and how they are used and why they are important to organizations today: industry structure, competition, growth, barriers, regulations, trade. Use the BSC articles as a basis for the discussions of these concepts.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Continuous Syllabus Activities

### Activity 3: Leadership

XX Points

First mover advantage refers to the advantage that the first 'significant' competitor gains in a specific market based on successfully differentiating themselves from other competitors. Examples include firms such as Apple, Microsoft, Uber, Facebook. Note that this does not mean they were the first to necessarily create a specific market opportunity; instead, they came up with an innovation in process, idea, or product that allowed them to emerge as a leader in that segment.

Specific to this activity:

- Visit the *Bloomberg Businessweek* B-School Connection Education Resource Center (<http://resourcecenter.businessweek.com>) and read at least 3 current articles related to business strategy and leadership. Read articles that apply to your specific region, as well as those outside of your region to broaden your frame of reference.
- Compose a discussion board post that provides your opinion regarding global trade today. Specifically, compose a post that addresses the following questions: (1) What is first mover advantage and cite at least 3 specific examples of firms that highlight the advantages of being the first mover in a market segment? (2) Is being the first mover in a market segment sustainable? Cite specific examples to support your position.
- The discussion board post should be between 250 and 500 words.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Issue-Specific Syllabus Activities

Activity: Business Strategy

XX Points

Read the following article review: [URL or Name/Location of the Article]. You may also want to read the full article.

Specific to this activity:

- Write a 1000-1300-word paper that summarizes the article (about a third of the paper), answers the discussion questions included with the article review (about the third of the paper), and offer your own conclusions and reflections regarding the article and its implications in business (about the third of the paper)
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## STUDENT PRESENTATIONS

Using the B-School Connection Education Resource Center, course instructors can require students to develop a presentation based on specific problem-solving questions that integrate both the textbook materials with current events to demonstrate practical application of the concepts.

There are two (2) types of Student Presentations:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to presenting their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

**Grading and Assessment:** To assist in assessing the student's responses, many faculty use a rubric specifically designed for PowerPoint Presentations.

**PowerPoint Presentation Rubric**

<b>Criteria</b>	<b>Exceeds Standards</b>	<b>Meets Standards</b>	<b>Fails to Meet Standards</b>
<b>Background</b>	Background does not detract from text or other graphics. Choice of background is appropriate for this project.	Background does not detract from text or other graphics. Choice of background could have been better suited for the project.	Background makes it difficult to see text or competes with other graphics on the page.
<b>Text: Font Choice &amp; Formatting</b>	Font formats (e.g. color, bold, italic) have been carefully planned to enhance readability and content.	Font formatting has been carefully planned to complement the content. It may be a little hard to read.	Font formatting makes it very difficult to read the material.
<b>Spelling &amp; Grammar</b>	Presentation has no misspellings or grammatical errors.	Presentation has 1-2 misspellings and/or grammatical errors.	Presentation has more than 2 grammatical and/or spelling errors.
<b>Use of Graphics</b>	All graphics are attractive (size and colors) and support the theme/content of the presentation.	All graphics are attractive but a few do not seem to support the theme/content of the presentation.	Several graphics are unattractive and detract from the content of the presentation.
<b>Effectiveness</b>	Project includes all material needed to gain a comfortable understanding of the topic.	Project includes most material needed to gain a comfortable understanding of the topic.	Project is lacking several key elements and has inaccuracies.

## Continuous Syllabus Activities

### Activity 1: Corporate Strategy

XX Points

Corporate strategy refers to the means by which companies create value across different market segments/industry's. Differentiation from competition is also an important concept in corporate strategy. Why is developing a corporate strategy important to the success of large companies? What approaches to executing their strategies do companies take that enable them to remain competitive over time? Cite specific examples from your readings in the BSC Resource Center.

Specific to this activity:

- Read at least five article reviews and perhaps the full articles related to the Business Strategy Subtopic Corporate Strategy found on the BSC Resource Center (<http://resourcecenter.businessweek.com>).
- Prepare a presentation that reviews tax policies for companies in your country. Then, citing at least 2 specific examples, answer the following questions: (1) Why is developing a corporate strategy important to the success of large companies? (2) What approaches to executing their strategies do companies take that enable them to remain competitive over time? Finally, include in the presentation at least one (1) example of a company that has been adapting its corporate strategy. You should be able to explain why and also whether or not you think it is sustainable. (Slide Count?)
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Continuous Syllabus Activities

### Activity 2: Competitive Advantage

XX Points

Famed professor Michael Porter of Harvard University published a book titled "The Competitive Advantage of Nations" in 1990. How can governments influence industry segments? How can this benefit companies from within the country, as well as foreign competitors wishing to compete in another countries markets? Identify specific examples based on industries, companies and countries, and consider the short and long term consequences of government actions.

Specific to this activity:

- Read at least five article reviews and perhaps the full articles related to the Business Strategy, subtopic Competitive Advantage found on the BSC Resource Center (<http://resourcecenter.businessweek.com>).
- Prepare a presentation that answers the following questions: (1) How can governments influence industry segments? How can this benefit companies from within the country, as well as foreign competitors wishing to compete in another countries markets? (2) Identify specific examples based on industries, companies and countries, and consider the short and long term consequences of government actions. (Slide Count?)
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Issue-Specific Syllabus Activities

Activity: Innovation

XX Points

Read the following article review: [URL or Name/Location of the Article]. You may also want to read the full article.

Specific to this activity:

- Prepare a presentation that summarizes the key points of the article and answers the discussion questions included with the article review. Your presentation should include at least 10 slides.
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## STUDENT TEAM PROJECTS

Teams of students can develop oral and/or written presentations based on the current week's *Bloomberg Businessweek* articles. Student teams can also use the Education Resource Center to research a specific topic and present 2-4 related articles in order to demonstrate application and relevance.

There are two (2) types of Student Team Projects:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to writing and presenting their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

**Grading and Assessment:** To assist in assessing the student's responses, many faculty use a rubric specifically designed for Oral Presentations.

### Oral Presentation Rubric

Criteria	Exceeds Expectations	Meets Expectations	Does not meet Expectations
<b>Speaking and Volume</b>	Clear and audible at all times.	Clear and audible most of the time; a few sentences trailing away or not clear.	Not clear and not audible almost throughout.
<b>Speaking versus Reading</b>	Speaks extemporaneously.	Refers to notes but does not read from text.	Reads or relies too heavily on notes.
<b>Mannerisms</b>	No distracting mannerisms.	Few distracting mannerisms.	Fidgets, hands in pockets, excessive nervousness.
<b>Connecting with Audience</b>	Engaging with eye contact, body language, and enthusiasm.	Generally maintains eye contact; shows interest in topic.	No eye contact; shows little or no enthusiasm.
<b>Introduction</b>	Purpose explained along with an attention-getter; self-introduced.	Topic and self-introduced but purpose not clear.	Fails to introduce topic and self; purpose not clear.
<b>Subject Coverage</b>	Fully covered; no factual errors; demonstrates clear understanding of topic.	Covered with reasonable depth with few factual errors; demonstrates good understanding of topic.	Topic not fully covered; inaccuracies; fails to demonstrate understanding of topic.
<b>Conclusion</b>	Main points reinforced; take-away messages re-stated; purposeful conclusion; appropriate referencing.	General summary or wrap up; incomplete referencing; take-away message lacks clarity.	Abrupt ending; no summary or wrap-up; failure to provide references.

**Note to instructors:** For Team Projects, you may use the Written, Power Point, and Oral Presentation Rubrics to fully assess the project and student participation.

## Continuous Syllabus Activities

Activity 1: Industry Structure

XX Points

The B-School Connection Education Resource Center

(<http://resourcecenter.businessweek.com>) includes several articles related to industry structure. In teams of 2-3 students, select three article reviews from within the past 60 days pertaining to the topic of Business Strategy and Industry Structure.

Specific to this activity:

- Each team member should read all three of the selected articles. As a team, decide who will have primary responsibility for a specific article.
- Each team member will prepare written responses to the discussion questions included with the article review.
- As a team, determine the implications of this article on current management.
- As a team, determine which of you will present your results to the rest of the class during a 10-minute classroom presentation.
- Submit both your written summaries and presentation to your course instructor after the presentation.
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Issue-Specific Syllabus Activities

Activity: Leadership

XX Points

In teams as assigned by the course instructor, read the following article reviews found on the B-School Connection Education Resource Center

(<http://resourcecenter.businessweek.com>):

1. [URL or Name/Location of the Article]
2. [URL or Name/Location of the Article]
3. [URL or Name/Location of the Article]

Specific to this activity:

- Each team member should read all three of the selected articles. As a team, decide who will have primary responsibility for a specific article.
- Each team member will prepare written responses to the discussion questions included with the article review.
- As a team, determine the implications of this article on current management.
- As a team, determine which of you will present your results to the rest of the class during a 10-minute classroom presentation.
- Submit both your written summaries and presentation to your course instructor after the presentation.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## CASE STUDIES

Course instructors use the short case studies included with the weekly Edge Guide to promote critical thinking skills. The Edge Guide is fully searchable by Sector, Competency, Region/Country, and Discipline.

There are two (2) types of Case Studies:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to writing and presenting their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

**Grading and Assessment:** To assist in assessing the student's responses, many faculty use a rubric specifically designed for **Case Studies**.

### Case Study Rubric

**Expectations:**

- Submit correctly and on time.
- Adhere to requirements regarding nature of content, length, and format.
- Consistent with APA/academic writing style.

Criteria	Outstanding	Proficient	Basic	Below expectation (failing grade)
<b>Style including Structure, Flow, Grammar, and Spelling</b>	Highly professional, excellent clarity, and easy to follow from opening to closing paragraphs.  Excellent sentence structure, transitions and flow.  Close adherence to APA writing style requirements.  Very few or no grammar and spelling errors.	Sound structure and flow.  Generally easy to follow with good adherence to APA style requirements.  Minimal grammar and spelling errors.	Basic structural elements exist, however flow and logically sequencing of content often disjointed.  Frequent non-adherence to elements of APA writing style.  Frequent grammar and spelling errors.	Structure/Flow difficult to follow.  Numerous grammar/spelling/tense errors.  Awkward/not engaging writing style.
<b>Identification of Main Issues</b>	Identifies and shows understanding of the main issues in the case.	Identifies and shows understanding of <i>most</i> of the issues in the case.	Identifies and shows <i>some</i> understanding of the issues in the case.	Identifies and shows <i>very little or no</i> understanding of the issues in the case.
<b>Analysis of Issues</b>	Presents a thorough analysis of identified issues including necessary calculations and supporting evaluation.	Presents a thorough analysis of identified issues; missing some necessary calculations or supporting evaluation.	Presents an incomplete analysis of identified issues; missing some necessary calculations or supporting evaluation.	Presents an incomplete analysis of identified issues; missing all necessary calculations or supporting evaluation.
<b>Recommendations</b>	Provides a sound recommendation based on strong arguments and well documented evidence; presents a balanced view with a reasonable interpretation.	Provides a recommendation based on limited arguments and some evidence; presents a somewhat biased view with some interpretation.	Provides a recommendation based on weak arguments and limited evidence; presents a biased view with very little to no interpretation.	Presents poorly formed recommendation or no recommendation at all with very little or no support.

## Continuous Syllabus Activities

Activity 1: Business Strategy Ethics Case Study

XX Points

The EDGE GUIDES of the B-School Connection Resource Center

(<https://resourcecenter.businessweek.com/edge-guides/page/1>) include short cases based on Ethics and Business Strategy (from the Search Edge Guides dropdown menu select 'Case Study', then from the Learning Outcome dropdown menu select 'Ethics', and fill in the Keyword Search with 'Business Strategy'). Read one of the cases.

Then, specific to this activity:

- Read and reflect upon the key learning points associated with this case.
- Read the case summary (Abstract).
- Read the full article associated with this case. (Link is next to the Reviewer's name.)
- Search the B-School Connection Resource Center for other articles that may be related to this case.
- Read and conduct the activities listed with the case (including Discussion Questions) and prepare a written response for each activity.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Continuous Syllabus Activities

### Activity 2: Sustainability Case Study

XX Points

The EDGE GUIDES of the B-School Connection Resource Center (<https://resourcecenter.businessweek.com/edge-guides/page/1>) include short cases based on Sustainability and Business Strategy (from the Search Edge Guides dropdown menu select 'Case Study', then from the Learning Outcome dropdown menu select 'Sustainability', and fill in the Keyword Search with 'Business Strategy'). Read one of the cases.

Then, specific to this activity:

- Read and reflect upon the key learning points associated with this case.
- Read the case summary (Abstract).
- Read the full article associated with this case. (Link is next to the Reviewer's name.)
- Search the B-School Connection Resource Center for other articles that may be related to this case.
- Read and conduct the activities listed with the case (including Discussion Questions) and prepare a written response for each activity.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## Issue-Specific Syllabus Activities

Activity: Global Awareness

XX Points

Read the following Edge Guide case: [\[URL or Name/Location of the Case\]](#)

Then, specific to this activity:

- Read and reflect upon the key learning points associated with this case.
- Read the case summary (Abstract).
- Read the full article associated with this case. (Link is next to the Reviewer's name.)
- Search the B-School Connection Resource Center for other articles that may be related to this case.
- Read and conduct the activities listed with the case (including Discussion Questions) and prepare a written response for each activity.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

## ASSESSMENT

### Weekly Quizzes

Course instructors can create weekly quizzes (multiple choice and/or short answer) based on the current week's *Bloomberg Businessweek* articles that cover a variety of topics and/or quizzes that span multiple issues for a specific topic. Each article review has 2-4 Discussion Questions that can be used for essay responses and 2-4 multiple choice/true or false questions.

Instructors can prepare a quiz based on one or more article reviews for a specific edition of *Bloomberg Businessweek* or that cover multiple editions of the magazine. The quiz can be administered in the Learning Management System (LMS) or as a paper, in-class quiz.

### Course Exams

A course exam activity with either/both multiple-choice and essay questions can also be developed using the question test banks found within the B-School Connection Education Resource Center associated with the article reviews.

Faculty can use the Advanced Search fields to locate articles based on specific key words, economic sectors, academic disciplines, and/or learning outcomes (competencies). Based on this search, exam questions are extracted from the editions of *Bloomberg Businessweek* that covered the academic term to create a course-level exam that is specific to the course's learning outcomes. The exam can be administered in the Learning Management System or as a paper, in-class exam.