

EMBA 535 EXECUTIVE DECISION MAKING

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Lloyd Basham

Hello, my name is Lloyd and welcome to EMBA 535, Executive Decision Making with Texas A & M University-Commerce. I am looking forward to being your instructor in the future ten weeks. There is no doubt that after the conclusion of this course we will look back upon this period as being a personally enhancing experience for each of us. My challenge to you, as a mental preparation for this class, is to give thought to "significance" and its meaning to you and its application to the forthcoming material in EMBA 535. It is my objective to make a difference in your educational experience and likewise I hope to make a lasting impression on you as I am sure that you will with me. Let us begin the journey!

Special Note on the Class Schedule:

Please note the course is scheduled to run from March 31, 2014 to June 8, 2014. Each week will begin on Monday (weekly forums will be opened prior to 10:00am) and conclude the following Sunday evening at 11:59pm. The final day of the course will be Sunday, June 8th at 11:59pm with the submission of the Summary Activity-Final Exam

Course Description:

This course provides a case study approach to executive decision making with a cross-functional approach to strategy and tactical operations as key integrated processes are leveraged to achieve visibility and transformation across the entire organization and throughout the corporation. Course includes a study of those factors that contribute to the competitiveness of businesses, industries, and societies operating within a world economy. Primary focus is on the interaction of management, employees, stakeholders and government policies.

Learning Objectives and Measurements

- Identify models and theories of decision making applied to operational issues
- Identify critical success factors for Operations/Marketing solutions.
- Anticipate the implications of stakeholder Behavior.
- Presents Marketing/Management approaches and orientations across sectors, industries, and marketplaces.
- Identify key external trends (technology, economic, legal, political, etc.

Requirements of course: All communication, instructions, assignments, exams, feedback, etc. will utilize eCollege. An individual's personal email address (other than the one assigned by the university); will NOT be utilized for communication, instructions, assignments, exams, feedback, and activity in this course and class. Instead we will use the Virtual office within the course in eCollege and the email address as assigned by the university will be forum for communication.

Due Dates and Late Assignments

All assignments and papers are due on the assignment day and must be turned in to the respected week's assignment dropbox by 11:59pm on date as designated in each Week's assignment instructions. Assignments are late if not submitted on the due date and designated time. No exceptions or extensions are given for the scheduled due dates regardless of reasons (including personal, illness, medical emergencies, computer hardware, software, connectivity issues, etc, so plan and organize accordingly). If not submitted on time or prior to or on the due date they will not be graded and accordingly zero points will be assigned to that assignment. *The Summary Activity –Exam is due on Sunday, June 8th at 11:59pm without any exceptions and/or extensions.*

Turning in assignments during the course:

Unless instructed to do so later in the term, assignments must be turned into the respected week's dropbox by 11:59pm on the designed date as specified in the assignment instructions.”

All assignments should follow the formatting instructions presented below. When providing feedback on assignments and reporting grades, the instructor usually reports grades on a feedback scorecard one week following their submittals. This week period is needed to provide the instructor an adequate amount of time to read thoroughly each assignment submission. Please review the applicable assignment Rubrics in the Document sharing files. Assignment requirements will have FULL TEXT page requirements from top to bottom margin of each page for all members of the class. Instructor utilizes a scorecard form (instead of eCollege's Grade book) that allows detail feedback – an example of which will be provided in the first week of class.

Style and format for assignments:

Students are expected to write skillfully and professionally in the workplace. Accordingly, the instructor intends to hold students accountable for the quantity and quality of the written work they turn in. Use the following guidelines for all assignments that will be turned in to the instructor during the course. Points will be taken off for not following the format requirements.

The papers must be:

Typed (word processed)

Margins: one inch on the top, bottom, and both right and left sides

Spacing: double-space

Font: Times New Roman 12-font

Page size = letter; Use a standard 8-1/2 by 11 inch paper format

APA 6th Edition Format (Any Web site will provide examples, particularly the references page) (Every student should have taken Research 595 as the first course of the program; therefore, compliance with APA formatting should not be an issue).

Use headings to identify the parts of the assignment

Course Policy for Drops and Incomplete Grades:

Student discipline to meet due dates for course assignments, exam and the summary activity are required. We will move quickly and intensely throughout this course so be prepared to dedicate a minimum of seven to ten hours per week of your life between now and June 8. Incomplete (I, which are reserved for Thesis and Dissertation courses and X) grades will not be assigned in this course. Any student not participating and/or attending class in Week One and Week Two will be administratively dropped from the class roster the beginning of Week Three, April 14th.

**This is graduate level study and research so there is no such thing as make-up, redoing or resubmitting an assignment or additional credit work; especially as substitutes for late assignments. One or both of the following is applicable. As an employee of your professional organization of products and services; the organization expects quality, accountability and responsibility in your performance; thereby, the same expectation and standards are applicable to all work in this course. As a consumer of products and services you expect quality, reliability, and functionally, thereby the same expectation and standards are applicable to all work in this course. And this also applies to submitting your assignment in the appropriate week and assignment dropbox. Submitting an assignment in the wrong dropbox indicates that a student is not following instructions and/or not diligent in their work habits and reflects on the quality of their work.

Academic Honesty

Academic honesty is highly valued at the Texas A & M University – Commerce. You must always submit work that represents your original words or ideas. If any words or ideas used in a class posting or assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Words or

ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Please see the Texas A & M University – Commerce Graduate Catalog for more information about academic honesty, including consequences of academic dishonesty.

Course Texts:

Students will need the below texts for this class. This course provides a comprehensive and practical application of executive decision making and the texts supplement practical application with theory. Earlier editions of these texts are not acceptable substitutes for the below as their organization and coverage of issues, topics, and cases have changed.

TEXT 1: Jack R. Meredith and Scott M. Shafer. Operations Management for MBAs, 4th Ed. John Wiley & Sons, 2010.

TEXT 2: Philip Kotler and Kevin Keller: Marketing Management, 13th Ed. Pearson/Prentice Hall, 2009.

Additionally, and you should have this text from your first course in the program:

Text 3. Publication Manual of the American Psychological Association: Sixth Edition (Commonly referred to as the APA Manual, 6th Edition). It can be found online as well as in any book store and the University book store.

APA writing style is the standardized writing format for all written assignments for Graduate work for any graduate institution of higher learning that is offering both a value and quality program. Accordingly this style (APA) is required for ALL written assignments for this course. In addition, the style will be required for all additional graduate courses; and was specifically required for Research 595.

In summary, you will need the three above texts for the course.

Required Readings:

Mo Wang, Hui Liao, Yujie Zhan, and Junqi Shi, Volume 54, Number 2, (April 2011). Daily Customer Mistreatment and Employee Sabotage against Customers, The Academy of Management Journal.

Roy Sudaby, Cynthia Hardy, and Quy Nguyen Huy, Volume 36, Number 2, (April 2011). Where are the New Theories of Organization, The Academy of Management Review.

David B. Montgomery and Catherine A. Ramus. Volume 10, Number 1 (March 2011). Calibrating MBA Job Preferences for the 21st Century, Academy of Management Learning and Education.

Arrangement and Structure of Course:

The course material will be organized around week lessons. Some lessons may be slightly more heavily weighted in the grading than others. Each week lesson will include reading assignments and either a written assignment for the Theme (Case) or as a written assignment for a Topic in addition to a weekly discussion Question.

The course will be structured around practical themes/cases as well as concept models applicable to functional and daily application in the life of the executive who has the scope of responsibility and authority over both operations (design, developing, creating and setting up process to ensure the channel flow of products and services) in addition to the functional responsibility of marketing and selling of these products and services.

For instance, five of the weeks (Odd numbered weeks 1, 3, 5, 7, 9) will begin with a practical case which will present an issue or situation that the executive is confronted with beginning his/her week on Monday morning. The student assignment is to review the circumstances, assess the implications on the whole organization, both external and internal and make a decision as to how handle the situation and action to be taken.

In addition, there will be required readings from each of the texts and/or the Document Sharing files. From these readings there will be five weeks (Even numbered weeks 2, 4, 6, 8, 10) that require an assignment paper (Topic) that will require further outside research for developing the application of a theory/model and its application to the concept that is under review.

Each week will have a Discussion question which will allow you to provide your insights to the question which will be derived from your readings, research and practical experience.

In the final week, will be an exam entitled Summary Activity-Final Exam. This is comprehensive of all the materials covered in the course and will seek your comprehensive of the information covered in the previous ten weeks.

In all of the above, the student will be “placed” in the role of an executive, either as the Chief Marketing Executive and/or the Chief Operations Executive and/or as the President/General Manager of an Operational entity. Specifically, it will place the student in the role of “running” his/her organization on a daily basis with all of the external influences and stresses (especially time) that an executive is challenged with.

Specific information

A page limit will be strictly enforced for the written lessons. If the assignment calls for a minimum of 4 (Cases) or 7 (Research Topics) pages (from top margin to bottom margin of the page) of text it means exactly that – 4 or 7 *FULL text pages of content; not 3 and ½ or 6 and 1/2*. Please review the Rubrics in the Document sharing files]. There will not be any restriction as to the maximum amount of pages that the student may wish to submit with the assignment. Also, an Appendix is a required and mandatory part of the each assignment other than the discussion questions.

Theme CASES: Each student will be required to submit a minimum 4 FULL page double-spaced type-written case analysis (TEXT only). Also, an Appendix is a required and mandatory part of the assignment. Please review the Rubric Case in the Document sharing files]. The wrong or right decision making is not what is being evaluated. What is being evaluated is your deductive logic and explanation as to what factors you used in the decision and what understanding do you have of the impact upon the organization with the implementation of the decision. The submission of these cases must be in APA format.

Research Papers.-Topic. Assigned at the beginning of the five applicable weeks (see schedule) they will come from the Weekly assigned readings. These will be evaluated on the basis of your application of the concepts//theories from the readings in the text, research and Document Sharing files in addition to the applicability of the supplementary data/information that is included from outside research sources. Each Research Topic paper *will have a minimum of 7 full text pages from top to bottom margin with a minimum of 4 references (two of which must be our texts) in the reference page. Also, an Appendix is a required and mandatory part of the assignment. Please review the Rubric Topic in the Document sharing files.].* The submission of these Research Topic papers must be in APA format.

Discussion (Weekly):

Given the pace of this class, “attendance” in the eCollege course is very important. In addition, I expect significant discussion during class with the weekly discussion questions. I expect to receive relevant input from the posted discussion questions and it should pertain to the subject matter. Simply “threading” and/or “coat-tailing” on another student’s thought with comments “I agree” have no value. Your response could be based on the materials you have read, experiences you may have had, and just simply – curiosity but your response should be your independent thought supported with practical logic. Please see Document sharing files on Example of Discussion posting as well as Rubric on Discussion Question. . All discussion questions are due by 11:59pm on Sunday at the conclusion of the respective Week being covered.

Summary Activity-Final Exam of the course will be essay and comprehensive. It will have a minimum and maximum page requirement of FULL page TEXT. Also, an Appendix is a required and mandatory part of the exam. It will be due on Sunday, June 8th by 11:59pm (the last day of class). No exceptions and/or extensions will be granted for any reasons because of the length of time that has been given for its completion. It will be posted on Monday morning (June 2nd) at 8:00am at the beginning of Week Ten, no sooner or later; so students should plan their schedules accordingly.

Because of the magnitude of the course load in Week Ten, those that are employed full time might give thought and plan to take vacation during this week as it has a full complement of topic, plus a discussion question as well as the Summary Activity-Final Exam.

Turnitin tool:

All assignments, Cases, Topics and Summary Activity-Final Exam will be reviewed by the research tool Turnitin. Instructor’s cut-off acceptance is less than 25%. If your submittal reflects a Turnitin percentage higher than 25%, then the assignment will be viewed and graded as a plagiarism submittal and assigned zero points. Accordingly you should avoid any cut and paste and write your assignment in your own words. Avoid multiple words and continual words within a phrase, sentence, or paragraph from reference sources which will activate the Turnitin indicator of use of other authors or sources of copyrighted work. Also, avoid cut and paste from previous course assignments as this will also increase your turnitin percentage. To review your work and the percentage calculation, post your submittal earlier than the cut-off date and time. It will reflect the percentage. Therefore, if you have a high percentage you can rework and replace sentences, etc. into your own words. Then, post your assignment again prior to the cut-off date and time. Instructor will grade the last posted submittal prior to the cut-off day and time. Any submittal posted after the cut-off date and time will not be graded. If the late submittal is the only submittal then accordingly it will be assigned zero points. Thus, submit early instead of waiting until the “last minute.” Also, please do not email me as to why your percentage is greater than 25%. All you have to do is click on the “color” of Turnitin and it will list all the sources/reasons as to why your percentage is causing the over the 25% and you can go back and correct your causes of the percentage.

Point Values for the Course Assignments:

ASSIGNMENTS	Due	Points
Individual		
Cases-Themes:		
Week One - Climate of Diversity		4
Week Three - CEO Resigns		4
Week Five - Ethics and Integrity		4
Week Seven - Economic Challenge		4
Week Nine - Management with Uncertainty		4
Research Topics Papers		
Week Two		10
Week Four-		10
Week Six		10
Week Eight		10
Week Ten -		10
Discussion – 1 point per Week		10
Summary Activity – Final Exam		20
Total		100

The instructor does not “grade on the curve.” The instructor does not recognize the sometime expectations of students that grades and/or a certain grade are an entitlement. Instead, the instructor’s philosophy is a student’s grade is earned based on his/her performance.

How points equate to grades

89.5-100	A
79.5-89.4	B
69.5-79.4	C
59.5-69.4	D
<59.5	F

Tentative Schedule:

Lesson	Assignment Day/date	
Week One	Monday, March 31	
Case		Sunday, April 6
Discussion		Sunday, April 6
Week Two	Monday, April 7	
Topic Paper		Sunday, April 13
Discussion		Sunday, April 13
Week Three	Monday, April 14	
Case		Sunday, April 20
Discussion		Sunday, April 20
Week Four	Monday, April 21	
Topic Paper		Sunday, April 27
Discussion		Sunday, April 27
Week Five	Monday, April 28	
Case		Sunday, May 4
Discussion		Sunday, May 4

Week Six	Monday, May 5	
Topic Paper		Sunday, May 11
Discussion		Sunday, May 11
Week Seven	Monday, May 12	
Case		Sunday, May 18
Discussion		Sunday, May 18
Week Eight	Monday May 19	
Topic Paper		Sunday, May 25
Discussion		Sunday, May 25
Week Nine	Monday, May 26	
Case		Sunday, June 1
Discussion		Sunday, June 1
Week Ten	Monday, June 2	
Topic Paper		Sunday, June 8
Discussion		Sunday, June 8
Summary Activity Final Exam		Sunday, June 8

Instructor Bio

Dr. Lloyd M. Basham, currently Assistant Professor, within the department, Marketing and Management and previously Department Head from August 2009 through September 2013. . My practical experiences are as an early corporate America executive retiree with 30 years of corporate background including global and international responsibilities. These associations were with Fortune 100 firms in the Computer/Telecommunications -Motorola and Nortel - and Security/Risk and Financial Services -The Pittston Company- industries in various executive positions both in financial and operational capacities. Presently I am founder/President of a consulting firm LMB LLC. The practice offers financial and management services for organizations experiencing change and need assistance with process changes, structural development, and strategic direction as well as assisting start-up ventures with the development of business plans. Recent clients include a Fortune 400 firm with a Lean Sigma initiative project as well as merger and acquisition endeavor and a NASDAQ firm with a business development (marketing strategy) project. The firm's offerings to higher education include: Development of

courses and curriculum for the marketing and management department. Management of the members of the faculty for the department of marketing and management, Graduate faculty status as well as graduate faculty instruction in business courses with accredited institutions of higher learning; affiliation with Texas A&M University-Commerce as Executive Director of President's Cabinet, Chairman of Foundation Board, Advisory Board member for the College of Business and Entrepreneurship and drafter/developer of a co-education agreement between TAMU-Commerce and China University Geosciences Beijing China (CUGB). Have lectured in Beijing, China on the benefits/practices of doing business with an American firm. Assisted Chinese venture firm in the development of a business plan and obtainment of a loan to provide products/services during the 2008 Olympics. Obtained an Ed D in Organizational Leadership which was confirmed in May 2010 from Texas A&M University-Commerce. Dissertation was Presidents as Transformation or Transactional Leaders in Higher Education. Graduated from East Texas State University with a BBA in Accounting and MBA in Marketing/Management. In addition, have a MA in International Management from the University of Texas at Dallas. My instructing experiences began as a graduate teaching assistantship while pursuing my MBA. The courses were in Introductory Accounting I and II. Post-graduation, while an officer in the USAF, taught Immediate Accounting courses at night at local universities and on assigned military base accredited affiliations. Received initial online instructional experience as a member of the faculty for the University of Phoenix in 2002 with approval and experience in teaching online graduate courses in Organization Leadership and Change Management, Marketing Management and Management. Also approved and experienced in teaching on premise undergraduate courses in Critical Thinking and Decision Making and Marketing. In addition have taught, since 2002, on premises and online undergraduate and graduate classes as a Professor at Texas A&M University-Commerce. Currently Department Head, Assistant Professor for the Department of Marketing and Management in the College of Business and Entrepreneurship. These classes have been in Entrepreneur Strategy, Strategy Management, Operations Management, Introduction to Business Finance, Marketing, Distribution Management for Global Markets, Transforming Organizations, Managing on the Edge, Executive Development, Marketing Management, Marketing Environment and Operations and Organizations. Developer of EMBA 535-Executive Decision Making and EMBA 555, Executive Coaching and first instructor to instruct original co-hort group with these particular courses. In the Fall 2011 instructed Marketing Management at the International Institute for Higher Education in Morocco. Currently have published in five separate journal articles related to the leadership within higher education as related to university presidents.