

PENN STATE ERIE
 THE BEHREND COLLEGE
 BLACK SCHOOL OF BUSINESS
B ADM 502 - Demand, Operations, and Firm Performance
 Tuesdays and Thursdays 6:00-8:45 PM
 Spring 2009

Instructors:	Dr. Mary Beth Pinto	Dr. Christina Scott-Young	Dr. Eric Jackson
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Office Hours:	<i>For 1/13/08-2/12/08</i> Tues./Thurs. 10-11:00AM and 5:00-6:00PM Or by appointment	<i>For 2/1/08-3/26</i> Tues./Thurs. 9.30–11:00AM and 5:15-6:00 PM Or by appointment	<i>For 3/31-4/30</i> Tues./Thurs 4:00-6:00PM Or by appointment
Classroom:	002 REDC	002 REDC	002 REDC

PREREQUISITES: None

COURSE OBJECTIVES:

- 1) To provide tools for substantive analysis of marketing strategies.
- 2) To provide students the tools necessary in evaluating marketing plans.
- 3) To introduce students to the concepts and tools required to transform resources into goods and services to meet customers' demands.
- 4) To introduce students to theories of human behavior in organizations.
- 5) To assist students in finding applications of the theories to their own organizational experiences.
- 6) To provide students with the opportunity to examine their own motivation, personality, and behavior in order to become more effective.
- 7) To provide the opportunity to learn to predict human behavior in groups.
- 8) To provide students an understanding of operations strategy as well as product and process design, operation, and control.
- 9) To provide students an understanding of how operations should interact with other functional areas.

CLASS STRUCTURE: This course will be divided into three sections: marketing, management, and operations. The final section of the course will include a comprehensive case discussion.

QUIZZES AND ASSIGNMENTS: 50 minute quizzes will be given – two quizzes in Marketing, Management and Operations. Quizzes will cover the text and assigned readings and material presented in each session.

CASE PROJECT: Student teams will analyze the Harvard Business School Case – Porsche (A) and (B). **Case Report:** The case report must include your comprehensive analysis of the issues pertaining to marketing, management, and operations. Each report should include recommendations to Porsche.

Case Presentation: Each team will complete a presentation of their case analysis. The scenario for the presentations will be as follows: Consider that each team has been called in as consultants to Porsche. You are presenting to the Board of Directors. You will have only 10-12 minutes for your presentation. Limit your presentation to your “recommendations.” See attached evaluation sheet.

PLEASE NOTE: ALL POWERPOINTS SLIDES MUST BE DOWNLOADED INTO THE ANGEL DROP BOX BY 12AM ON APRIL 30.TH

PEER REVIEWS: Peer evaluations will be conducted at the end of the term of you and your teammates (see attached evaluation sheet).

GRADING: Your course grade will be based on the following team and individual activities:

		<u>Possible Points</u>
Individual:	Quizzes (6 @ 100 points each)	600
Team:	Case Presentation	100
	Case Report	200
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	Total	900

Grading Scale:

A	93% or higher
A-	90-92%
B+	88-89%
B	84-87%
B-	81-83%
C+	78-80%
C	71-77%
D	65-70%
F	Below 65%

ATTENDANCE: **MBA students are expected to attend every scheduled class.** Students who must miss a class should speak with the professor(s) as soon as they learn of the potential absence. Students who **miss 4 classes** in this course will receive a **failing grade**. Students are encouraged to drop the course as soon as they realize that they cannot maintain an acceptable attendance level. Exceptions will be made on a case by case basis and will be allowed **only** when there is a documented evidence of personal or family emergency, military service, or jury duty. Work-related travel is *not* considered a personal emergency.

ACADEMIC INTEGRITY: Academic integrity is the pursuit of scholarly activity free from fraud and deception and is an educational objective of this institution. Academic dishonesty includes, but is not limited to, cheating, plagiarism, fabrication of information citations, facilitating acts of academic dishonesty by others, unauthorized prior possession of examinations, submitting work of another person or work previously used without informing the instructor or tampering with the academic work of other students. Any violation of this policy will be thoroughly investigated, and when warranted, punitive action taken. For more information, visit the website: www.pserie.psu.edu/faculty/academics/integrity.htm. **We enforce this policy!**

The Career Development Center (CDC) can assist students with the process of career and life planning through a full range of programs and services. You may schedule appointments with CDC staff to discuss issues including interests, skills, values, and goal setting as well as how to find career information, internships, full-time jobs, and graduate schools. You are encouraged to utilize the services of the CDC every year from first semester to graduation.

CDC Location: First Floor - Reed Building

CDC Phone: 898-6164

CDC Web Site: <http://pennstatebehrend.psu.edu/cdc>

TENTATIVE COURSE SCHEDULE

		<u>Topic</u>	<u>Readings (Chapter)</u>	<u>Cases/Assignments/ Presentations</u>
Jan.	13	Introduction Formation of Teams and Team Dynamics Team Charter	Gibson - 8	
	15	MARKETING Introduction Marketing Research	P&D - 2	
	20	Market Segmentation	P&D - 5	
	22	Consumer Behavior	P&D - 3	
	27	ASSESSMENT #1 Product Strategy	P&D - 6 Also, pages 169-174	Marketing Quiz 1
	29	Product Strategy (Continued) New Product Development	P&D - 7	
Feb.	3	Integrated Marketing Communications	P&D - 8	
	5	Distribution Strategy	P&D - 10	
	10	Pricing Strategy	P&D - 11	
	12	ASSESSMENT #2 Team work on Case		Marketing Quiz 2
	17	MANAGEMENT Individual Behavior and Differences	Gibson - 4	
	19	Group and Team Behavior	Gibson - 8	
	24	Motivation: Background and Theories	Gibson - 5	
	26	Motivation: Organizational Applications	Gibson - 6	
Mar.	3	ASSESSMENT #3 Power and Politics	Gibson - 10	Management Quiz 1
	5	Film - Twelve Angry Men - Power and Conflict		
	10	Spring Break	No class	
	12	Spring Break	No class	
	17	Leadership	Gibson - 11 & 12	
	19	Managing Communication Processes	Gibson - 15	
	24	Managing Organizational Change and Learning	Gibson - 17	
	26	ASSESSMENT #4 Team work on Case		Management Quiz 2
	31	OPERATIONS Operations Strategy	Chase, Jacobs, Aquilano, CH. 2	
Apr.	2	Product and Service Design and Process Analysis	C-J-A, CH. 4 & 6	
	7	Process - Manufacturing, Process - Services	C-J-A, CH. 7, Ch. 8	
	9	Begin Six-Sigma Quality ASSESSMENT #5	C-J-A, CH. 9	Operations Quiz 1
	14	Continue Six-Sigma Quality Process capability and SPC	C-J-A, CH. 9 & 9A	
	16	Supply Chain Strategy	C-J-A, CH. 10	
	23	Logistics and Facility Location	C-J-A, CH. 11	
	21	Lean Manufacturing Inventory Control	C-J-A, CH. 12 & 17	
	23	Team work on Operations section of Case ASSESSMENT #6		Operations Quiz 2
	28	Team work on Case		
	30	Team case presentations		

Note: The schedule is subject to change. Changes will be announced in advance.

B ADM 502: Presentation Evaluation Form

GROUP ISSUES

(Poor = 1 to Excellent = 7)

1. Clarity of presentation/development of ideas	
2. Fully addressed project topic	
3. Research conducted (primary and secondary sources)	
4. Emphasized analysis over retelling of the case.	
5. Feasibility and implementability of recommendation	
6. “Polished” and well-practiced Presentation, Meets time limit (10-12 minutes)	
7. Presentation flow (transition between speakers, time flow)	
8. Quality of presentation materials (slides layout/design, punctuation, typos, crowded)	
9. Level of audience engagement	
TOTAL GROUP SCORE:	

INDIVIDUAL ISSUES

(Poor = 1 to Excellent = 7)

	<u>Student 1</u>	<u>Student 2</u>	<u>Student 3</u>	<u>Student 4</u>	<u>Student 5</u>
1. Professional Business Attire – Professionalism					
2. Interest/Enthusiasm					
3. Eye Contact/ Reliance on notes/computer					
4. Pacing – Speed – Volume – Grammar					
5. Confidence with Material Presented					
INDIVIDUAL SCORE: <i>(possible 35 points)</i>					
+ GROUP SCORE: <i>(possible 63 points)</i>					
+ 2 points (to round up)	<i>+ 2 points</i>	<i>+ 2 points</i>	<i>+ 2 points</i>	<i>+ 2 points</i>	<i>+ 2 points</i>
= TOTAL GRADE <i>(100 points)</i>					

Comments:

PEER EVALUATIONS

Your Name _____

Team Name _____

Name	Cooperation	Dependability & Commitment	Participation	Quality of Work	Total

In the table above, list each member of your team, *including yourself*, in alphabetical order. Then evaluate each member, *including yourself*, on the 4 dimensions using the descriptions below. For each person on your team and each dimension, specify a number from 1 to 5 that corresponds to your best assessment of how well that person performed on that dimension. Enter the number in the table and total all evaluations for each person in the column on the left labeled **Total**. You may use half points (e.g., 2.5). Finally, briefly respond to the last two questions regarding group processes.

COOPERATION

1. Makes no attempt to work with others. May totally dominate work or be otherwise destructive to positive group relations. Not open to ideas other than his/her own.
2. Some attempt to work with others, but still has strong tendency to want to do things his/her way. Conversely, may not make much effort to get involved. Not particularly conducive to team spirit.
3. Generally works well with others, but still has some tendency to dominate project or to stand on the sidelines.
4. Maintains positive relationship with group members. Helps to facilitate team spirit.
5. Maintains positive relationship with group members. Encourages equal involvement by others by bringing less dominant members into the process and discouraging others from dominating.

DEPENDABILITY & COMMITMENT

1. Cannot be relied on for deadlines. Does not regularly attend meetings. Does not regularly communicate with team.
2. Often does not meet deadlines. Is not prepared for meetings. Misses meetings without prior notice.
3. Generally dependable, but may occasionally miss deadlines, miss meetings or come to meetings unprepared. Informs group if he/she is going to be late or unable to attend a meeting.
4. Meets deadlines. Attends meetings and is prepared.
5. Exceptional commitment to team. Can always be relied on in a crises to undertake additional responsibility.

PARTICIPATION

1. Makes no effort to contribute ideas at meetings or to offer constructive criticism of others' ideas.
2. Participation limited to criticism of others' ideas with few original contributions.
3. Regularly participates in meetings by offering own ideas and commenting on those of others. Ideas, however, are not especially creative or insightful.
4. Regularly contributes creative and insightful ideas in meetings and constructively comments on others' ideas.
5. Contribution to group is exceptionally creative and insightful. Constantly helps others to more fully develop their own ideas.

QUALITY OF WORK

1. Very little work performed. Work has numerous grammatical and spelling errors. Work is not complete and indicates very little effort expended.
2. Some effort expended, but shortcuts are evident. May not produce acceptable quantity or quality of work. Little attempt made to portray deep understanding.
3. Work is complete, but not particularly insightful or interesting. Focuses too much on surface explanations.
4. Considerable effort expended. Work is complete, of acceptable quality and well thought out.
5. Exceptional effort expended. Work is complete, of high quality and exceptionally insightful.

GROUP PROCESSES

1. How well did your group work together?

2. What could have been done differently by your team to improve its processes?

B ADM 502 Team Charter Information

Although teams usually have some unwritten rules about assigning roles, dividing up the work, deadlines etc., research shows that teams perform better and run more smoothly when they establish agreed upon rules at the beginning of the team's life in the form of a written "contract" which is signed by all members. If conflict arises, the team can then refer back to the team contract as a reference point to help resolve issues.

Drawing up a team contract enables your team to *discuss* and *agree* to your common team goal(s), how you intend to divide the work, the roles of each member, communication channels, deadlines, rewards, grievances procedures etc.

You can use the following suggested areas to draw up your team contract.
Make sure every team member has input into each point.

1. **Establish common goals** – e.g. to get a high grade (specify), to learn from each other, to understand more about international business etc.
2. **Establish roles** – who is the leader, who is the coordinator, who is the researcher/writer/ppt. presentation designer/presenter(s)? **Or** will you decide there are no defined roles in the group?
3. **Establish operating procedures and deadlines**
 - i. **Meetings**
 - a. Where and when?
 - b. How much advanced notice required?
 - c. Acceptable reasons for missing? How many misses allowed?
 - ii. **Communication**
 - a. E-mail/phone call/SMS
 - b. Develop calling tree
 - iii. **Rules of Behavior**
 - a. Attendance
 - b. Participation
 - c. Performance (including submitted materials) – define expectations clearly and specifically
 - d. Interpersonal interaction – expectations for attitudes, listening, respect for other's opinions
 - iv. **Quality Control Processes**
 - a. How will you evaluate each other's work?
 - b. How will you ensure work is completed on time?
 - c. How will you circulate the completed work?
4. **Establish a reward system** – What behavior will be rewarded? How? Rewards can be at group level (e.g. meet up for coffee and cake when each step of the assignment has been submitted) *and* individual level (e.g. a night off for member who contributed above expectations)
5. **Establish a "grievance method"** – Be very *specific* here.
 - i. What behaviors are unacceptable to the team? (e.g. coming late/missing meetings; not replying to communication; not completing work on time etc.; not listening/being respectful to others; etc.).
 - ii. How will you communicate your grievances?
 - iii. Agree upon specific sanctions for each unacceptable behavior (e.g. first violation results in formal written warning. Second violation results in deduction of 5% for individual's assignment grade etc.)

Formalizing the Team Contract

1. After team discussion is completed, write up your agreed **Team Contract** document for every member to then sign.
2. Each member receives a signed copy.
3. Submit the *original signed* copy of the contract to the instructor in class on Tuesday, January 20th.