



Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT

BAM 410: Business Operations

15 Credits

Effective: Spring 2020/2021

Access to the Internet is required.

All written assignments must be in Microsoft-Word-compatible formats.

See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

Students will study a number of key operational processes that are utilized in contemporary organizations including marketing and public relations, budgeting, financial tracking, and project management. Using generally accepted project management methodologies, students will organize operational and strategic tasks into projects that will produce products to meet stakeholder demands. They will also study methods to promote and market an organization's products or services. Students will also learn the fundamental budgeting and financial skills necessary for cost-effective management of teams, projects, and products. Under the guidance of a mentor, students will work independently to complete the list of assignments associated with this block. Through their coursework, students will be required to demonstrate competence on the outcomes and core concepts, knowledge and skills associated with this block.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). The reading list can be found under *Course Information* in Blackboard as well as from the library homepage ("Find Your Textbook" button).

Note: Required resources that must be purchased by the student are tagged "Purchase from a vendor of your choosing." Required resources with a direct link, "Available through CityU Library", are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity
- Strong communication and interpersonal skills

COURSE OUTCOMES

In this course, learners:

- Effectively manage working capital and project budgeting.
- Develop professional documents and persuasive presentations utilizing communication technologies that convey key concepts to internal and external stakeholders.
- Apply forecasting concepts and principles.
- Assess and examine key drivers that satisfy consumer wants and needs, while delivering value-driven customer strategies via integrated marketing communications.

- Utilize a number of project management tools throughout the Project Life Cycle to manage risk, cost, and communication of project status to key stakeholders.
- Develop a Risk Management Plan that analyzes and manages risk associated with cost, communication, and change management.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- 4P's
- Advertising
- Advertising budget
- Advertising media
- Advertising strategy
- Apply sensitivity Analysis
- Backward pass
- Behavioral segmentation
- Brand equity
- Brand positioning
- Branding
- Budget breakdown structure
- Budgeting
- Business segmentation
- Calculation of yield to maturity
- Change control
- Change management plan
- Communication plan
- Competition
- Competitive advantage
- Competitive analysis
- Competitive strategies
- Competitive-parity method
- Consumer attitudes
- Consumer behavior
- Cost estimation
- Cost management
- Critical path
- Cultural attitudes
- Customer equity
- Demographic segmentation
- Describe financial instruments
- Direct marketing
- Discount future uneven cash flows
- Distribution
- E-commerce
- Effectively communicate financial information
- Evaluate budgeting
- Explain the time value of money
- Fixed costs
- Forward pass

- Frequency
- Global marketing
- Horizontal marketing system
- Identify most profitable mutually exclusive project
- Informative advertising
- Integrated marketing communications
- International segmentation
- Interpret Pro Forma financial statements
- Lifestyle
- Macro environmental forces
- Market challenger
- Market demand
- Market follower
- Market leader
- Market nicher
- Market offering
- Market penetration
- Market research
- Market segmentation
- Marketing channels
- Marketing intermediaries
- Marketing logistics
- Marketing mix
- Maximize financial float
- Media channels
- Media schedule
- Micro environmental forces
- Mission statement
- Monitoring and control systems
- Net Present Value (NPV) analysis
- Network diagram
- New product development
- Objective-and-task method
- Online marketing
- Opinion leader
- Percentage-of-sales method
- Personal selling
- Personal selling process
- Persuasive advertising
- PEST analysis
- PMBOK knowledge areas
- Positioning
- Positioning strategy
- Pricing objectives
- Pricing strategies
- Produce a cash budget
- Product life cycle
- Product mix

- Product portfolio
- Project life cycle
- Project planning
- Project strategic planning
- Project work breakdown structure
- Project, programs, and portfolio management
- Promotional mix
- Psychographic segmentation
- Public relations
- Pull strategy
- Push strategy
- Reminder advertising
- Resource assignment
- Risk assessment/analysis
- Risk breakdown structure
- Risk management plan
- Risk matrix
- Risk mitigation
- Risk register
- Sales force management
- Sales force structure
- Sales promotion
- Scenario analysis
- Schedule estimation
- Scope management
- Scope of work
- Selling process
- Social class
- Stakeholder management
- Supply chain management
- SWOT
- Target market identification
- Total costs
- Utilize the Capital Asset Pricing Model (CAPM)
- Value chain
- Variable costs
- Vertical marketing system
- Wants/needs
- Weighted cost of capital application

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Integrated Marketing Plan	16%
Project Plan	16%
Risk Management Plan	16%
Budget Management Project	16%
Multi-Project Financial Comparison	16%
Communication Development for Final Marketing Plan	20%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Integrated Marketing Plan

Students will develop a marketing plan based on a product or service that they choose. (Students should keep the product or service idea simple. Example ideas: restaurant, single product web store, product kiosk, travel agency, fruit stand, small retail store, coffee shop, a bakery, etc. Should the student have a business idea of his or her own, please use that to build the plan.)

For each assignment, students will compose a written analysis along with a top line summary in PowerPoint. In all plan assignments, students should incorporate marketing terminology, include graphics, charts, and/or outlines when that form of communication is warranted; additionally, include a discussion of the logic and reasoning for all decisions made and directions taken.

The information included in the 8-10 page marketing plan will be based on information from public secondary sources, company or personal web sites, as well as professional experiences and insights. Surveys and primary research are encouraged but not required. All assignments need to properly cite all research included.

Prior to starting the marketing plan, students will need to prepare a marketing plan synopsis for mentor approval.

Research portion of the plan:

1. Target Market Analysis
2. Environmental and SWOT Analysis
3. Competitor Analysis
4. Budget Analysis
5. Pricing and Distribution Strategy

Marketing Mix portion of the plan:

6. Marketing Mix
7. Schedule for the Promotion Strategy
8. Sales Strategy

Students may propose an alternative project of their own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Assignment Requirements	30%
Organization	10%
Content	20%
Creativity and Presentation	20%
Writing Mechanics	10%
References	10%
TOTAL	100%

Project Plan

Students will develop an overall project plan to accomplish the project goals that includes a number of project management tools that help manage risk, cost, and communication throughout the Project Life Cycle.

Requirements include:

Scope or Statement of Work (SOW) of the Project

Work Breakdown Structure (WBS) - high level hierarchical chart that breaks down the scope/SOW into deliverables. Students should include 5 out of the 10 knowledge areas.

Schedule - either in Excel or MSProject down to 3 levels that include work packages; Schedule must match the WBS and encompass the scope; Schedule will need resource assignment; Time and duration determined.

Communication Plan - take the audience/competitive analysis outputs and develop a communication plan based on key stakeholders

Budget - Cost Analysis based on the schedule, resources, fixed cost, etc.

Students may propose an alternative project of their own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Application of Fundamental Project Management Practices (Id PM practices)	70%
Writing Mechanics	20%
Organization	10%
TOTAL	100%

Risk Management Plan

Students will develop a risk register to assess risk throughout the project life cycle.

Requirements include:

Risk register - central repository for all risks identified by the project or organization and for each risk include information on risk category and risk name. Provide a probability/impact matrix, establish probability and impact for each risk and calculate a risk score for each risk. Provide mitigation actions, contingency plans, establish risk owner, and assessment date. Risks should be evaluated in terms of cost, communication, and change management.

Students may propose an alternative project of their own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Writing mechanics	10%
SWOT analysis	10%
Risk identification	25%
Risk assessment analysis	25%
Risk response	20%
Risk communication	10%
TOTAL	100%

Budget Management Project

Students will be given relevant data of a hypothetical business, and create a budget report that includes three months of project cost and revenue projections, including a breakdown of cash flow uses and sources. Students will also discuss factors that could cause a deviation from the projection, and what steps should be taken to appropriately deal with these factors.

Students may propose an alternative project of their own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Working Capital and Budgeting	75%
APA Style (citations/references)	25%
TOTAL	100%

Multi-Project Financial Comparison

Students will compare a set of proposed mutually exclusive projects and select the best project based on discounted cash flow analysis. Students will account for the probability of cash flows, how various scenarios could affect assumed cash flows, and the timing of the cash flows. Students then must then recommend which project to implement, and support that recommendation with their analysis. Students may propose an alternative project of their own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Application of quantitative literacy	50%
Financial Theory	40%
APA Style (citations, references, formatting)	10%
TOTAL	100%

Communication Development for Final Marketing Plan

The final marketing plan students complete will be a professionally written document and a professionally designed presentation based on the previously completed Marketing Plan Assignment. This plan will contain information about the company that students chose to market, including a description of its products or services, marketing objectives and strategies, an assessment of the micro and macro environments, as well as how success of the marketing activities will be measured. The Plan should describe all the marketing activities intended to be performed during a specified time period (usually one year), and should assess what is going on in the marketplace and how it affects the business. Students

should also include any background information and research results used to select those marketing activities. Finally, students should document the costs associated with planned marketing activities as well as the measurements to be used.

Students will prepare a 12- to 15-page written document, which includes a cover page, table of contents, a reference page, and section headings with content from each element of the plan. The marketing plan is to utilize APA conventions with proper citations.

Students will also prepare a 12-15 slide presentation detailing the key points of the marketing plan in a persuasive and logical manner. The presentation will incorporate a cover page, all required assignments, references, and include properly referenced citations.

Students may propose an alternative project of their own design that shows attainment of the corresponding course outcome. The mentor must approve the alternative project.

<i>Components</i>	<i>% of Grade</i>
Assignment Requirements	30%
Organization	10%
Content	20%
Creativity and Presentation	20%
Writing Mechanics	10%
References	10%
TOTAL	100%

COURSE POLICIES

Late Assignments

This is a self-paced course. There is no late assignment policy.

Participation

Students who engage actively with their mentor are the most successful. There are opportunities to participate with other students in the same course via the discussion board, though this is not required.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender

identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's

policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

SUPPORT SERVICES

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.edu to request a user name and password.