

Course Syllabus

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This course is offered collaboratively through the UW MBA Consortium. Campus specific course information is listed below:

UW-Eau Claire: MBA 714 – Module 4: Focusing on the Future
UW-Oshkosh: MBA 740

Credit Hours: 4.0
Course Term: Fall 2020
Delivery Mode: Online

Instructor Information

Dr. Ashay Desai

University of Wisconsin Oshkosh
College of Business, Sage 2467
Phone: 920-424-7269
Email: desai@uwosh.edu
[Oshkosh Faculty Page](#)

Dr. John Michael Muraski

University of Wisconsin Oshkosh
College of Business, Sage 2444
Phone: 920-606-8815
Email: muraskij@uwosh.edu
[Oshkosh Faculty Page](#)
[LinkedIn](#)

Course Description

What do organizations and individuals need to know about the future? For most firms, the exploration of the future is just another means of coming to understand the current and the expected business environments. This course aims to help prepare such leaders by focusing on four aspects of the challenge:

1. Widening others' intellectual horizons
2. Showing others how the knowledge generated in the exploration of the future has implications for current planning
3. Helping people become aware of their own assumptions
4. Enabling students to leverage these future changes in their own career planning

The course is designed to help you acquire knowledge about the possible future business landscape, whether your work is in a traditional corporate setting, a small company, a start-up firm, or a nonprofit entity. Although the key aspects of future decisions are likely to differ with respect to type of

organization and its relevant environment, the major discussion and debates in this course could be generalized to a wide variety of organizational settings.

The course describes and identifies the factors that dictate the design of the upcoming business environment based on current and multiple perceptions of the direction in which the development is headed, and provides approaches which you can use to better prepare for these potential changes as you consider your own personal and professional future. Although a number of different referents and methods are implicit in the quest to understand the future perspectives, this course focuses on the current environment as a temporal referent that serves as a good starting point and provides insights into the future.

Seven environmental factors are identified: technological, economic, social, physical, global, demographic, and political/legal. These largely determine the design of the resource allocation system. Winning organizations do not dread future prospects but rather are proficient in changing processes, business models, products, and services with rapidity and purpose. The course also discusses different means and methods currently being used by managers to understand the future trends and to prepare the managers and their organizations to deal with the future successfully.

Course Objectives

As a result of completing this course, you will be able to:

- Apply the concept of peer coaching to encourage personal and professional development.
- Deconstruct the current complex business environment and reconcile the different and sometimes conflicting forces.
- Apply techniques that enable us to make studied predictions of the future.
- Project the potential impact that trends in business will have on future managerial practice.
- Describe how an organization becomes adept at inventing the future.
- Explain the major information technology development processes.
- Discuss the business implications of emerging information technologies, especially the impact of information technology on interorganizational alignments.
- Develop powers of managerial judgment to assess business risk.
- Create personal development plans that individuals can adopt as a way of coping with the future.

In addition, this course gives particular emphasis to the following MBA Program learning goals:

- Explore issues and strategies for managing in a diverse and inclusive environment within a domestic and global context.
- Practice effective leadership skills that demonstrate a sense of social and ethical responsibility.
- Identify and evaluate market opportunity.
- Create and sustain competitive advantage.

Required Readings and Other Materials

Textbooks

Textbook: *StandOut 2.0: Assess Your Strengths, Find Your Edge, Win.*

Publication: Buckingham, Harvard Business Review, 2015.

ISBN: 978-1633690745

Textbook: *The Fourth Industrial Revolution.*

Publication: Schwab, Crown Business, 2017.

ISBN: 978-1524758868

Textbook: *No Ordinary Disruption: The Four Global Forces Breaking All the Trends.*

Publication: Dobbs, PublicAffairs, 2015.

ISBN: 978-1610395793

Articles

The readings that are not from the three textbooks are linked directly in each unit overview document in Home/Modules.

Grading Policy

Assessments	Percentage
Unit Discussions	20%
Project 1: Interview Paper	20%
Project 2: Environmental Analysis - Group Paper	25%
Project 3: Personal Needs Assessment and Development Plan (PNADP)	20%
Peer Evaluation	5%
MBA Program Assessment	10%
Total	100%

Each assignment will be assessed on a scale of 100 points. Since all students in this course are Consortium students, we will use the UW-Eau Claire Grading policy when assigning letter grades to your total course percentage:

Percentage	Consortium/UW-Parkside	UW-Oshkosh
93-100%	A	A
90-92.9%	A-	A-
87-89.9%	B+	B+
83-86.9%	B	B
80-82.9%	B-	B-
77-79.9%	C+	C+
73-76.9%	C	C
70-72.9%	C-	C
67-69.9%	D+	F

63-66.9%	D	F
60-62.9%	D-	F
0-59.9%	F	F

Consortium's Excused Absence Policy

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.
 - o **UW Oshkosh**
 - o **UW-Parkside** (see page 31)
2. UW MBA Consortium students will follow the **UW-Eau Claire Authorized Absence Policy**.

If your absence falls into the excused absence category, please contact me as soon as possible. I may request that you provide documentation, and I may need time to make alternative assessments available to you.

Late Work Policy

We do understand that many of you are balancing a lot on your plates between school, work, and family. Sometimes things come up at the last minute and you will need to make a choice between fulfilling your other obligations or submitting an assignment on time. To allow for these situations, you may submit course projects after the due date if necessary. However, there will be a 50% deduction on all late work. Due to the interactive nature of discussions, any late discussion posts will NOT be graded.

If you need to submit your work late, please contact the instructor(s) ahead of time to make special arrangements. We also recognize that sometimes situations occur that require you to have more than a few days extension, for example, a death in the family, hospitalization, etc. In certain cases, late work will be accepted without the penalty. UW MBA Consortium students will follow the **UW-Eau Claire Authorized Absence Policy**.

Student Expectations

Class Participation

Regular class log in is required and expected. However, merely logging in does not constitute class participation. Each student is expected to actively participate in class discussions. Insightful comments and consistent observations in group and class discussions on a regular basis are important to your and others' learning in this class. If a person does not post in the discussions, there will be a proportional drop in the participation grade. We would appreciate your letting us and your group members know in advance of any special circumstances.

Group Formation Process

Because the groups in this class will engage in peer coaching activities, we will form groups a little differently than in most of your classes. Because emotional trust and safety are foundational for successful peer coaching relationships, we want to leverage your collective histories to increase the likelihood that these characteristics will be present in your groups. Therefore, I'd like you to review the **People** and email Dr. Ashay the names of 1 - 2 students in the class with whom you'd like to be in a

group (and if there's anyone you would NOT want to be in a group with based on prior experiences). I will use this information to form the groups for this class.

Academic Misconduct

To foster a productive learning environment, all students are required to accept and adhere to the Student Code of Conduct agreement in order to participate in this course. Academic dishonesty is not acceptable. The UW System subscribes to the definitions of academic dishonesty provided by the National Association of Student Personnel Administrators. These include:

- Cheating - Intentionally using or attempting to use unauthorized materials, information or study aids in any academic exercise.
- Fabrication - intentional and unauthorized falsification or invention of any information or citation in academic exercise.
- Plagiarism - intentionally or knowingly representing the words or ideas of another as your own in any academic exercise. Plagiarism is considered a form of theft and at the university is a serious violation. Penalties can range from a lowered grade to expulsion.
- Facilitating academic dishonesty - intentionally or knowingly helping or attempting to help another commit an act of academic fraud.

Any act of academic irregularity will result in penalties ranging from a minimum grade of F to dismissal. In this course, "academic irregularity" would include not properly referencing works consulted, handing in work previously prepared for another class, and copying work verbatim from another source. Continued enrollment in this course constitutes unconditional acceptance by the student of these policies.

All quotes and direct references (in papers or otherwise) must include citations. We are pretty flexible on referencing format, but we know that American Psychological Association (APA) is something of a default for a lot of folks among faculty and students in the program.

Accommodation for Students with Disabilities

In order to ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with disabilities when posting web-based materials. Canvas is **compliant with W3C's Web Accessibility Initiative** and with **Section 508** guidelines. Additionally, Canvas was certified as a **substantially conformant LMS** by WebAIM, a third-party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support at 1-715-836-6020 or email BIZHelp@uwec.edu and we will work with you to find a reasonable accommodation.

Instructor Expectations

Ashay's Comments:

I typically visit the course site daily Monday-Friday. I often log in for a bit on Saturday, but do not guarantee that I'll do so. I will not be on the site on Sunday.

I strongly encourage you to post questions about course content or assignments to the course site rather than emailing me directly. Like you I get deluged with emails, and if you email me the message may get lost in the email blizzard (as some of you have already discovered from prior courses ;-)). History also suggests that you'll get a quicker response from me if you post your question(s) to the

course site. Besides, by doing this you perform a service for the entire class. Depending on the day you post your question(s), you should get a response from me within 24 hours. That said, questions of a more personal nature should be emailed to me.

Barring unexpected emergencies, you should receive graded assignments within a week of the assignment due date.

Because by this point in the program many of you have had several classes together so this should be common practice, but I'll mention it anyway: **Please check peoples' profiles in the People section so that you'll know what people prefer to be called when addressing them by name in your postings.**

John's Comments:

I would encourage active engagement with the course. This can be accomplished by make a few changes to the settings of the course.

Set up Notification for News Items and Discussion Board Posts

We do not send out emails to the class so it is imperative that you monitor the Announcements. This is how updates and other important information and reminders are communicated. For more information, see the Online Course Resources link on the left side navigation bar, specifically the Canvas Guides and the Canvas Video Tutorials.

Subscribe to Specific Discussion Boards:

Please use the **Raise Your Hand** Discussion Board for any course-related questions. I would encourage all students to monitor this Discussion Board. If you know the answer or can resolve a question, please feel free to reply to another student.

The screenshot shows a discussion board interface. At the top right, there is a green 'Published' button with a checkmark, an 'Edit' button with a pencil icon, and a three-dot menu icon. The main heading is '? Ask the Class/Raise your Hand' with a link for 'All Sections'. Below the heading is a paragraph: 'Please use this discussion board to ask any course-related questions. We strongly recommend that you subscribe to this discussion board. Feel free to answer a question if you know the answer!'. A red arrow points from this text to a green 'Subscribed' button with a checkmark. Below the text is a search bar labeled 'Search entries or author', an 'Unread' button, an eye icon, and two arrow icons (up and down). At the bottom, there is a text input field with a left arrow and the word 'Reply'. Navigation buttons for 'Previous' and 'Next' are at the very bottom.

For more information, see the Online Course Resources link on the left side navigation bar, specifically the Canvas Guides and the Canvas Video Tutorials.

Good luck and please let us know if you have any questions... using the appropriate Discussion Board ;-)

Course Summary:

Date	Details	
	<u>Complete the Code of Conduct</u>	12am
Wed Sep 2, 2020	<u>Unit 1 Group Discussion: Initial Post Interpreting your Self-Assessment Scores Part 1</u>	due by 11:59pm
	<u>Unit 1 Group Discussion: Initial Post What's Your Story?</u>	due by 11:59pm
	<u>Introductions</u>	to do: 11:59pm
	<u>Introductions: Response</u>	to do: 11:59pm
Sat Sep 5, 2020	<u>Unit 1 Group Discussion: Responses Interpreting your Self-Assessment Scores Part 1</u>	to do: 11:59pm
	<u>Unit 1 Group Discussion: Responses What's Your Story?</u>	to do: 11:59pm
Tue Sep 8, 2020	<u>Unit 2 Group Discussion: Initial Post Forecasting & Visualization</u>	due by 11:59pm
Sat Sep 12, 2020	<u>Unit 2 Class Discussion: Summaries Forecasting & Visualization</u>	due by 11:59pm
	<u>Unit 2 Group Discussion: Responses Forecasting & Visualization</u>	to do: 11:59pm
Tue Sep 15, 2020	<u>Unit 3 Group Discussion: Initial Post Interpreting your Self-Assessment — Part 2</u>	due by 11:59pm
	<u>Unit 3 Group Discussion: Initial Post StandOut Assessment</u>	due by 11:59pm

Date	Details	
Sat Sep 19, 2020	<u>Unit 3 Group Discussion: Responses Interpreting your Self-Assessment — Part 2</u>	to do: 11:59pm
	<u>Unit 3 Group Discussion: Responses StandOut Assessment</u>	to do: 11:59pm
	<u>Unit 4 Group Discussion: Initial Post Identifying & Developing Personal Capabilities</u>	due by 11:59pm
Tue Sep 22, 2020	<u>Unit 4 Group Discussion: Initial Post Managerial Competencies & Position Descriptions</u>	due by 11:59pm
	<u>Unit 4 Group Discussion: Initial Post The General Environment & Exploration</u>	due by 11:59pm
	<u>Unit 4 Group Discussion: Responses Focus on Improving Strengths or Weaknesses</u>	to do: 11:59pm
Sat Sep 26, 2020	<u>Unit 4 Group Discussion: Responses Identifying & Developing Personal Capabilities</u>	to do: 11:59pm
	<u>Unit 4 Group Discussion: Responses Managerial Competencies & Position Descriptions</u>	to do: 11:59pm
	<u>Unit 4 Group Discussion: Responses The General Environment & Exploration</u>	to do: 11:59pm
Tue Sep 29, 2020	<u>Unit 5 Group Discussion: Initial Post 3rd vs. 4th Industrial Revolution</u>	due by 11:59pm
	<u>Unit 5 Group Discussion: Initial Post The 4th Industrial Revolution & Davos Conference</u>	due by 11:59pm

Date	Details	
Sat Oct 3, 2020	<u>Unit 5 Group Discussion: Responses 3rd vs. 4th Industrial Revolution</u>	to do: 11:59pm
	<u>Unit 5 Group Discussion: Responses The 4th Industrial Revolution & Davos Conference</u>	to do: 11:59pm
Tue Oct 6, 2020	<u>Unit 6 Group Discussion: Initial Post Tipping Points</u>	due by 11:59pm
	<u>Unit 6 Group Discussion: Initial Post Will Robots Take My Job?</u>	due by 11:59pm
Sat Oct 10, 2020	<u>Unit 6 Group Discussion: Responses Tipping Points</u>	to do: 11:59pm
	<u>Unit 6 Group Discussion: Responses Will Robots Take My Job?</u>	to do: 11:59pm
Tue Oct 13, 2020	<u>Unit 7 Video Discussion Post: Initial Post Larger Impact of 4th Industrial Revolution</u>	due by 11:59pm
Sat Oct 17, 2020	<u>Unit 7 Video Discussion: Responses Larger Impact of 4th Industrial Revolution</u>	to do: 11:59pm
Tue Oct 20, 2020	<u>Unit 8 Group Discussion: Initial Post Approaches to Corporate Sustainability</u>	due by 11:59pm
Sat Oct 24, 2020	<u>Unit 8 Class Discussion: Summaries Approaches to Corporate Sustainability</u>	due by 11:59pm
	<u>Project 2: Start Working on Project 2 - -> Environmental Analysis Group Paper</u>	to do: 11:59pm
	<u>Unit 8 Group Discussion: Responses Approaches to Corporate Sustainability</u>	to do: 11:59pm

Date	Details	
	<u>Project 1: Interview Paper Individual</u>	due by 11:59pm
Tue Oct 27, 2020	<u>Unit 9 Class Discussion: Initial Post Disruptive Dozen</u>	due by 11:59pm
	<u>Unit 9 Group Discussion: Initial Post Emerging Cities</u>	due by 11:59pm
	<u>Unit 9 Class Discussion: Summaries Emerging Cities</u>	due by 11:59pm
Sat Oct 31, 2020	<u>Unit 9 Class Discussion: Responses Disruptive Dozen</u>	to do: 11:59pm
	<u>Unit 9 Group Discussion: Responses Emerging Cities</u>	to do: 11:59pm
	<u>Unit 10 Group Discussion: Initial Post Jobs / Skill Gaps</u>	due by 11:59pm
Tue Nov 3, 2020	<u>Unit 10 Group Discussion: Initial Post What Business Leaders Should Know</u>	due by 11:59pm
	<u>Project 2: Environmental Analysis Paper Group</u>	due by 11:59pm
Sat Nov 7, 2020	<u>Unit 10 Class Discussion: What Business Leaders Should Know — Top 5</u>	due by 11:59pm
	<u>Project 3: Start Working on Project 3 - -> PNADP</u>	to do: 11:59pm
	<u>Unit 10 Group Discussion: Responses Jobs / Skill Gaps</u>	to do: 11:59pm
	<u>Unit 11 Group Discussion: Initial Post Challenges on the Horizon</u>	due by 11:59pm
Tue Nov 10, 2020	<u>Unit 11 Group Discussion: Initial Post Future of Governance</u>	due by 11:59pm

Date	Details	
Sat Nov 14, 2020	<u>Unit 11 Group Discussion: Responses Challenges on the Horizon</u>	to do: 11:59pm
	<u>Unit 11 Group Discussion: Responses Future of Governance</u>	to do: 11:59pm
Tue Nov 17, 2020	<u>Unit 12 Group Discussion: Initial Post Corporate Philanthropy & Corporate Political Activities</u>	due by 11:59pm
	<u>Unit 12 Group Discussion: Initial Post Deliberative Lobbying</u>	due by 11:59pm
	<u>Unit 12 Class Discussion: Summaries Corporate Philanthropy & Corporate Political Activities</u>	due by 11:59pm
Sat Nov 21, 2020	<u>Unit 12 Group Discussion: Responses Corporate Philanthropy & Corporate Political Activities</u>	to do: 11:59pm
	<u>Unit 12 Group Discussion: Responses Deliberative Lobbying</u>	to do: 11:59pm
	<u>Unit 12 Group Discussion: Responses Deliberative Lobbying</u>	to do: 11:59pm
Sun Nov 22, 2020	<u>Unit 13: Overview</u>	to do: 11:59pm
Sat Nov 28, 2020	<u>MBA Program Assessment (DUE NOON, NOV 28th)</u>	due by 12pm
Tue Dec 1, 2020	<u>Unit 14 Group Discussion: Initial Post Identifying and Developing Support Networks</u>	due by 11:59pm
	<u>Unit 14 Group Discussion: Initial Post Managing your "How To's"</u>	due by 11:59pm
Sat Dec 5, 2020	<u>Peer Evaluation for Discussion & Group Project</u>	due by 11:59pm

Date

Details

**Project 3: Personal Needs
Assessment & Development Plan
(PNADP) | Individual**

due by 11:59pm

**Unit 14 Group Discussion:
Responses | Identifying and
Developing Support Networks**

to do: 11:59pm

**Unit 14 Group Discussion:
Responses | Managing your "How
To's"**

to do: 11:59pm

Final Grade
