Webster UNIVERSITY

Joint Base Andrews, NAF · George Herbert Walker School of Business & Technology · Business Department

Value Creation MBA-5010

S1 2021   Section FL   3 Credits   01/04/2021 to 03/05/2021   Modified 12/23/2020

🕐 Meeting Times

Mondays: 6:30 - 8:30 EST (5:30 - 7:30 CST/4:30 - 6:30 MST/3:30 - 5:30 PST)

January 04 - March 012021

** Class will meet via Zoom - the link will be posted in WorldClassroom ** *in the course shell*

👤 Contact Information

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🖥 Description

The successful business organization correctly identifies and efficiently manages those activities with the potential to generate the greatest possible value, congruent with overall organizational direction. This course lays the foundation for further study by carefully examining the meaning and potential sources of value creation, the interaction of stakeholder interests in the distribution of value created, and the specific role of functional business areas in the generation of value.

There is an additional course fee of $42.

🎯 Objectives

- The student can explain the concept of "value creation" and the role of business in creating value.
- The student can identify value generating opportunities.
- The student can articulate the value proposition.
- The student understands and can identify multiple approaches to value capture.
- The student is familiar with the three primary financial statements
- The student can calculate and analyze measures of profitability, leverage, and efficiency.
- The student is familiar with EVA and ESG
- The student can relate each of the program competencies to the overall theme of value creation

Business Competencies

- Value Creation

Personal Effectiveness Competencies

- Creative problem solving
- Independent learning
- Systemic thinking
- Effective communication

🌐 Required Textbook

Annual textbook purchase

Publisher: Visit Webster bookstore

📘 Materials

This course requires a subscription to Cengage Unlimited, which provides unlimited access to all textbooks used in this course. For more information contact the university bookstore.

- Mankiw, Gregory, Economic Essentials, Select Chapters
- Kuratko, Donald, Entrepreneurship, Select Chapters
- Brigham and Ehrhardt, Financial Management, Select Chapters

📋 Deliverables

MBA Program Assessment - Pretest

Peregrine Assessment Exam Instructions

This course requires the completion of the MBA Program Pretest provided by Peregrine Academic Services. The exam results are used to measure program-level learning outcomes as required by accreditation authorities. We need you to do your best in order for us to have the best possible data for our continuous improvement process.

At the culmination of your MBA program, you will take the exam again. This pre-test/post-test structure helps measure achievement of the program learning outcomes using a testing instrument used by many colleges and universities.

Student Registration Instructions:
To begin the registration process, please follow the on-screen instructions found at the following URL:
[https://micro.peregrineacademics.com/site/webster/login.php (https://micro.peregrineacademics.com/site/webster/login.php)](https://micro.peregrineacademics.com/site/webster/login.php)

Your password is:

WEB-MBA

Please select:

MBA 5010 Value Creation - Pretest Assessment

The registration process should take no more than 5 minutes to complete. Upon completion of your registration you will receive a confirmation email with your exam/course link for taking the exam, at the email address you provide to us. A student guide is available here for reference: [Peregrine Student Guide (http://www.webster.edu/documents/business-and-technology/connections_wsbtcoursechannel_documents/faculty_assessment_packets/peregrine_student_assessment_guides/peregrine_student_guide.pdf)](http://www.webster.edu/documents/business-and-technology/connections_wsbtcoursechannel_documents/faculty_assessment_packets/peregrine_student_assessment_guides/peregrine_student_guide.pdf)

If you have any problems with the registration process, please visit the technical support page at:
[www.peregrineacademics.com/home/technical-support (http://www.peregrineacademics.com/home/technical-support)](http://www.peregrineacademics.com/home/technical-support)

The exam typically takes about 60-90 minutes to complete, with a maximum of 3 minutes allowed per question. Once you begin the exam, you will have 48 hours to complete it; Time is allotted for pauses and breaks. For a comprehensive list of Frequently Asked Questions, visit: https://www.peregrineacademics.com/home/frequently-asked-questions

You will receive a pdf copy of your certificate of completion to submit when you have finished the exam.

✔ Evaluation

Criteria

Participation		
Knowledge Checks		5%
Discussion Participation		20%
Weekly Summations		10%
Pre-Assessment Exam		5%
Graded Content		

Weekly Assignments	50%
Final Exam	10%

Breakdown

Grade Scale:	
A: Superior Performance	89.5% or better
B: Satisfactory Performance	79.5% to 89.4%
C: Acceptable Performance	69.5% to 79.4%
F: Unacceptable Performance	69.4% or less

📅 Schedule

When	Topic	Notes
Week 1	Introduction to Value Creation	- Overview of Value Creation - Overview of the Course
Week 2	Effective Business Communication	- Transactional Communication - Effective Writing - Effective Oral Communication
Week 3	Demand and Supply Analysis	- Demand - Supply - Market Equilibrium - Working with Demand and Supply
Week 4	Economics of Value Creation	- Consumer Surplus - Opportunity Cost - Economics of Value Creation
Week 5	Opportunity Seeking	- Problem Solving – Framing - Problem Solving – Idea Generation - Value Proposition
Week 6	Value Capture	- Producer Surplus - Value Capture - Elasticity - Other Strategies
Week 7	Financial Statement	- Balance Sheet - Income Statement - Statement of Cash Flows
Week 8	Ratio Analysis	- Profitability Ratios - Leverage Ratios - Efficiency Ratios
Week 9	Other Measures of Firm Performance	- DuPont Analysis - ESG Framework

✳ Course Policies

For web-enhanced courses, students are expected to engage with the material and review the assignments prior to their class meeting time.

Please silence all cell phones during class (set to vibrate for emergency calls is acceptable). Even while meeting remotely a ringing phone can be distracting.

🏛 Institutional Policies

Academic Policies

Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves with all academic policies that apply to them. Academic policies for undergraduate students can be found in the Undergraduate Studies Catalog; graduate students should review the Graduate Studies Catalog.

Undergraduate Studies Catalog

The Undergraduate Studies Catalog contains academic policies that apply to all undergraduate students. The *academic policies and information* section of the catalog contains important information related to **attendance, conduct, academic honesty, grades, and more**. If you are an undergraduate student, please review the catalog each academic year. The current Undergraduate Studies Catalog is at:

[http://www.webster.edu/catalog/current/undergraduate-catalog/ (http://www.webster.edu/catalog/current/undergraduate-catalog/)](http://www.webster.edu/catalog/current/undergraduate-catalog/)

Graduate Studies Catalog

The Graduate Studies Catalog contains academic policies that apply to all graduate students. The *academic policies* section of the catalog contains important information related to **conduct, academic honesty, grades, and more**. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

[http://www.webster.edu/catalog/current/graduate-catalog/ (http://www.webster.edu/catalog/current/graduate-catalog/)](http://www.webster.edu/catalog/current/graduate-catalog/)

Grading

The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

Undergraduate
[http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading (http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading)](http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading)

Graduate
[http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades (http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades)](http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades)

Incomplete

There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that he/she understands and follows the policies.

Grade Appeals

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

Academic Honesty Policy

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others' work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The University's Academic Honesty Policy is published in academic catalogs:

Undergraduate
[http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html (http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html)](http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html)

Graduate
[http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html (http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html)](http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html)

As a part of the University commitment to academic excellence, the Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:

[http://www.webster.edu/arc/plagiarism_prevention/ (http://www.webster.edu/arc/plagiarism_prevention/)](http://www.webster.edu/arc/plagiarism_prevention/)

Statement of Ethics

Webster University strives to be a center of academic excellence. The University makes every effort to ensure the following:

- The opportunity for students to learn and inquire freely
- The protection of intellectual freedom and the rights of professors to teach
- The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Undergraduate Studies Catalog and the Graduate and Studies Catalog:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics (http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics)

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/ethics.html (http://www.webster.edu/catalog/current/graduate-catalog/ethics.html)

Contact Hours for this Course

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, the content must be covered at another time.

Important Academic Resources

Academic Accommodations

Webster University makes every effort to accommodate individuals with academic/learning, health, physical and psychological disabilities. To obtain accommodations, students must identify themselves and provide documentation from a qualified professional or agency to the appropriate campus designee or the Academic ADA Coordinator at the main campus. The Academic ADA Coordinator may be reached at 314-246-7700 or disability@webster.edu (mailto:disability@webster.edu).

If you have already identified as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require for this class at the beginning of the course.

Academic Resource Center

Additional support and resources may be accessed through the Academic Resource Center (ARC). Support and resources include academic counseling, accommodations, assistive technology, peer tutoring, plagiarism prevention, testing center services, and writing coaching. Visit www.webster.edu/arc (http://www.webster.edu/arc) or Loretto Hall 40 on the main campus for more information.

Student Success Portal

Webster University's Student Success Portal, powered by Starfish, is a communications tool to connect students with faculty members and campus support services. It allows faculty and staff members to communicate with you regarding academic achievements as well as areas where support may be helpful. You may use the portal to contact faculty and staff members for assistance and to arrange meetings. Activity in the portal will be communicated to your Webster University email account. The Student Success Portal is available via your course home page in WorldClassRoom or via Connections. Learn more about the Student Success Portal at http://www.webster.edu/success/students.html (http://www.webster.edu/success/students.html).

University Library

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the University's worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is http://library.webster.edu (http://library.webster.edu/). For support navigating the library's resources, see http://libanswers.webster.edu/ (http://libanswers.webster.edu/) for the many ways to contact library staff.

Drops and Withdrawals

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html (http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html)

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html (http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html)

Academic Calendar - http://www.webster.edu/academics/academic-calendar/ (http://www.webster.edu/academics/academic-calendar/)

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the "Tuition, Fees, and Refunds" section of Webster's Academic Catalogs:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html (http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html)

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/tuition.html (http://www.webster.edu/catalog/current/graduate-catalog/tuition.html)

Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:

http://www.webster.edu/student-handbook/ (http://www.webster.edu/student-handbook/)

Sexual Assault, Harassment, and Other Sexual Offenses

Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

http://www.webster.edu/sexual-misconduct/ (http://www.webster.edu/sexual-misconduct/)

Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:

http://www.webster.edu/irb/index.html (http://www.webster.edu/irb/index.html)

Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.

Important Technology Information

Connections Accounts

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming University email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

http://www.webster.edu/technology/service-desk/ (http://www.webster.edu/technology/service-desk/)

WorldClassRoom

WorldClassRoom is Webster's Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

[https://worldclassroom.webster.edu/ (https://worldclassroom.webster.edu/)](https://worldclassroom.webster.edu/)

Webster Alerts

Webster Alerts is the University's preferred emergency mass notification service, available free to current students, faculty and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit:

[http://www.webster.edu/technology/services/webster-alerts/ (http://www.webster.edu/technology/services/webster-alerts/)](http://www.webster.edu/technology/services/webster-alerts/)

🌐 Campus Information

Due to the Education Centers not re-opening in the DC region for this term *please* meet via Zoom for the Spring 1 term.

Instructors will post the meetings in WorldClassroom/Canvas for students to log in each week (added security measure). On the left side with all the hyperlinks there will be one for Zoom.

We recommend Chrome for the browser and please mute yourself when not speaking, also only you are able to unmute yourselves in Zoom. If there are many participants it also might be wise to disengage video too (or if bad weather) if low band width messages continually appear.

This is a cross-listed course with **many** sections - connectivity can be an issue at times so muting video will help decrease issues (at times).

Webster University - Fort Belvoir:
Phone (703) 781-7942
belvoir@webster.edu

📋 Additional Items

Emerson Library: library.webster.edu

There is a live chat feature - home page, contact a librarian (middle of page, middle box): Chat with a librarian on left side (might have to scroll down a bit) - accessible 24 hours a day.

The WSBT subject librarian is:

Business & Management		Mary Anne Erwin	800-985-4279	maerwin@webster.edu

Please use these excellent resources

Also please complete the end of term evaluation:

ONLINE EVALUATION: https://evaluation.webster.edu - *available weeks 8 & 9,* posted in WorldClassroom as well