

Preview: MBA6028 : Business Integration Skills

Syllabus

Course Overview

In this course, you will synthesize the theories, practices, and models of foundational business disciplines you learned in your previous courses in the MBA program. You will also create a project proposal for your capstone course, the final course in the MBA program.



[MBA6028 Course Alignment Map](#)

Capstone Proposal

During this course, you will prepare a proposal for the project you will complete during your capstone course to demonstrate your achievement of the MBA program outcomes. By identifying and planning your project in this course, you give yourself more time to execute the project and enhance the likelihood of success in the capstone course. Your instructor will provide feedback on the appropriateness of your project in demonstrating the program outcomes, as well as the feasibility of the project.

Note: Successful completion of an acceptable proposal will facilitate a smooth transition into your capstone course and help you make timely progress toward the completion of your degree. Be sure to contact your instructor with any questions or challenges you have about completing your proposal.

Course Alignment Map

Use the *MBA6028 Course Alignment Map* to understand how this course supports the outcomes of the MBA program. Select **MBA6028 Course Alignment Map** to view the map.

Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Analyze strategic issues to guide overall business decision making.
- 2 Integrate findings of strategic, environmental, and core business function analysis to provide input to decision making and planning.
- 3 Formulate business decisions for immediate actions based on integrated analysis.
- 4 Integrate and apply core knowledge, skills, and attitudes to plan for resolution of key business challenges.
- 5 Communicate in a manner that is professional and consistent with expectations for members of the business professions.

Course Prerequisites

Prerequisite(s): MBA6028 or MBA-FP6028, and MBA6900 or MBA-FP6900 must be taken in sequence. Further Prerequisites: MBA6004 or MBA-FP6004 or MBA6010; MBA6006 or MBA-FP6006 or MBA6020; MBA6008 or MBA-FP6008; MBA6012 or MBA-FP6012; MBA6014 or MBA-FP6014; MBA6016 or MBA-FP6016; MBA6018 or MBA-FP6018 or MBA6140; MBA6022 or MBA-FP6022; MBA6024 or MBA-FP6024; MBA6026 or MBA-FP6026. Cannot be fulfilled by transfer or prior learning assessment.

Syllabus >> Course Materials

Required

The materials listed below are required to complete the learning activities in this course.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Evans, C., & Wright, W. (2009). [How to conduct a SWOT analysis](#). *Manager: British Journal of Administrative Management*, 65, 10–11.
- Marketline. (2020, January 13). [Company profile: Cargolux Airlines International S.A.](#)

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

External Resource

- Mindtools. (n.d.). [Crafting an elevator pitch](https://www.mindtools.com/pages/article/elevator-pitch.htm). Retrieved from <https://www.mindtools.com/pages/article/elevator-pitch.htm>

Projects

Project >> Final Capstone Proposal

Project Overview

This course is the penultimate one in your MBA program. Your next course, MBA6900, is your final course; the capstone of your MBA journey. Because the MBA courses are six weeks in length, it is extremely important that you have a solid, workable plan in place before you begin the final course.

In this course, you will review the requirements for the capstone project and develop a detailed overview of your proposed capstone project. To successfully complete your proposal during the course, you will need to devote time each week toward activities such as exploring potential organizations, reviewing the literature, and drafting your prospectus and proposal. **Note:** Successful completion of an acceptable proposal is a requirement for passing MBA6028, and no one will be admitted to MBA6900 without an accepted proposal.

The Unit 3 assignment, the first draft of your proposal, comprises 10 percent of your final grade in this course. Use the example and template in Appendix A of the [MBA Capstone Guidelines](#) document to develop this first proposal draft. The feedback you get from your instructor can help you define the focus of your capstone project.

In Unit 5, you will broaden your proposal draft into a full proposal that will account for 30 percent of your final grade in this course. Provide as much detail as possible using the outline template in Appendix C of the MBA Capstone Guidelines document. The more detailed your plan is now, the smoother your project will progress in MBA6900.

Project Topic

Choosing a topic for your capstone project does not need to be stressful. Start by considering your interests, the resources available for you to use, and how you can best demonstrate what you have learned throughout your MBA program. You should also consider the scale of a potential topic to the project timeline. Can you complete the project within the timelines of the six-week capstone? Also, consider whether you will have access to the data required to help you demonstrate mastery of the program outcomes. If your scope is too large, or you do not have access to the required information, you may need to redefine the focus of your project. The feedback you receive on your proposal draft (the Unit 3 assignment) and the final proposal (the Unit 5 assignment) will help you refine this focus.

NOTE: Your actual capstone project, which you will create in your next class (MBA6900) is to be created using secondary research only. No first-hand research is allowed. This means that you will read journals, books, websites, and so forth, and analyze that information in writing your paper. You may not conduct any first-hand research—no surveys, interviews, etc.

You may choose nearly any real company that you wish. However, some companies have been done so many times that it is difficult to find a fresh angle or avoid reusing the same materials faculty have seen again and again. Thus, when choosing your topic, you may NOT select any of the following companies:

- Proctor and Gamble.
- Johnson and Johnson.
- Harley Davidson.
- Pepsi or Coca-Cola.
- Amazon.
- Netflix.
- Apple.
- Starbucks.
- Google.
- Kellogg.
- Target or Walmart.
- McDonald's or Burger King.
- Auto Companies Ford, Tesla, Volkswagen, or Toyota.
- Airlines SouthWest, American, or Delta.

Written communication: Written communication is free of errors that detract from the overall message.

APA formatting: Resources and citations are formatted according to [APA style and formatting](#).

Font and font size: Times New Roman, 12 points.

Unit 1 >> Brainstorming Your Capstone Project

Introduction

This course has two distinct components.

For one part of the course, you will synthesize the theories, practices, and models of foundational business disciplines that you learned in previous MBA program courses through a variety of assessments, all based on a single scenario. Acting as president of an airline, you will analyze, strategize, and make business decisions, supporting your work with what you have learned in your courses and research. The critical thinking, business evaluation, and research in this course will further prepare you to be successful in your final course and the capstone project.

The second element of the course involves preparing for your capstone project that you will complete in your next course, MBA6900. Because the MBA courses are six weeks in length, it is extremely important that you begin your preparation now. Having a solid foundation for your capstone by the end of this course means you can begin your capstone with confidence. Thus, in this course you will work individually to create a proposal and plan for your capstone project so you are fully prepared to complete the actual project in your next course.

In addition, this unit introduces the capstone project to be completed in MBA6900, and the planning activities that you will complete during this course. The discussion of potential capstone projects can help you refine your understanding of the requirements, so be sure to actively participate in the second discussion.

Learning Activities

u01s1 - Studies

Capstone Project Proposal – Preparation

Think about and research potential organizations to use for your capstone project. Review the [MBA Capstone Project Guidelines](#) document. One of the key factors to consider is the type of data and other resources you will need, and whether this information is available to you. The discussion in this unit will give you a chance to share your idea with your peers and get feedback and suggestions from them.

u01s2 - Course Preparation

A Strategic View of Your MBA Program

The Capella MBA program is designed to help you develop the skills and knowledge to meet the needs and future challenges of your current or desired profession. Capella's approach aligns specific activities within each course and across your program, allowing you to track specifically where and how you will gain competency in the program. Click **MBA6028 Course Alignment Map** for more information about how your current course contributes to your academic and professional development.

Bloom's Taxonomy: Enhance Your Critical Thinking Skills

Critical thinking is an important skill to cultivate for both your coursework and professional development. Many learners do not initially realize there are different ways of thinking and levels of depth in understanding. Bloom's taxonomy provides a structure to help conceptualize these different levels. Awareness of different ways to approach information helps you move beyond basic understanding to more effectively analyze, evaluate, and synthesize important concepts. It also helps you to clarify expectations and provide an appropriate level of response for your MBA coursework. Review the [Bloom's Taxonomy](#) presentation to see how the levels are defined and to explore how this can help in your academic and professional work.

Capella University Library

In today's marketplace, identifying, analyzing, and synthesizing information to support operational and strategic decisions for organizations is critical. While there are many resources readily available online, it is important to use appropriate and high-quality information to support academic and professional activities. This process includes not only locating information but also ensuring that the information is sound, appropriate, and worthy of academic use. The [Research Guide – MBA](#) provides guidance for accessing and using the rich resources available in the [Capella University Library](#) and beyond.

The Writing Center

Professional communication is essential for a business leader. When you start the Capella MBA program, you complete a writing assessment. The purpose of this assessment is to provide feedback on your writing performance, and resources to enhance your writing skills. Visit [The Writing Center](#) for a variety of tools to help you improve your written communication and presentation skills. You may also send papers to the [Smarthinking](#) tutoring service to receive feedback and revision suggestions prior to submitting assignments.

Note: Additional resources and discussions are also available in the [MBA Central](#) page to help support your progress in the MBA program.

Course Resources

MBA6028 Course Alignment Map

u01d1 - Identifying Airline Issues

Activity Context

This discussion helps you develop the skills to master the following course competencies:

- Integrate and apply core knowledge, skills, and attitudes to plan for resolution of key business challenges.

Revisit the *MBA6028 Course Alignment Map* to review how all activities assist you in achieving the course competencies and overall program outcomes.

Activity Instruction

Airlines are an excellent case study to apply what you have learned about leadership, change, growth, marketing, analytics, evidence based decision making, and more. For the assignments in Unit 2 and Unit 6, you will be writing about a real-life airline of your choice, applying what you have learned throughout your program to better understand that airline and demonstrate MBA competence.

In preparation for those assignments (and our airline related discussions throughout this course), do some research on airlines. Choose one airline that you find particularly interesting and feel will be valuable to study. Then, locate a specific article about that airline. Create a discussion post summarizing what airline you are choosing to study, why you chose this airline, and highlighting one issue (with citations) about the airline that is curious or concerning. Is this issue specific to this airline, or does it apply to the airline industry as a whole?

Response Guidelines

Reply to at least two classmates. Keep in mind that next week you will each be creating a SWOT analysis of your own chosen airline. You might share resources about SWOT analysis, about specific airlines, or simply ideas for strengths, weaknesses, opportunities, or threats on the airlines your peers have chosen.

Course Resources

Graduate Discussion Participation Scoring Guide

[MBA6028 Course Alignment Map](#) | Transcript

u01d2 - Capstone Project Preliminary Ideas

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Integrate and apply core knowledge, skills, and attitudes to plan for resolution of key business challenges.

Revisit the *MBA6028 Course Alignment Map* to review how all activities assist you in achieving the course competencies and overall program outcomes.

Activity Instructions

Read the MBA Capstone Project Guidelines document, paying careful attention to the template and example of a proposal located in Appendix A. In your post, describe what you think may be a viable capstone project for you. You may use the template from Appendix A of the document to organize your thoughts. Include the following in your post:

- A brief description of the business you are choosing.
- A description of your project and expected outcome (recommendations, business plan with next steps, and so on).
- Your reason for choosing this project. For example, what problem exists within the organization that you feel needs to be solved, or what question do you have about the organization that you want to investigate?

Remember to consider the scalability of your project. For example, you may wish to write about Barnes & Noble, but that would require hundreds of pages. However, you could choose to focus on how Barnes & Noble has managed to survive the Internet age when Borders crumbled. Use this opportunity to gain valuable feedback from your peers and instructor on focusing your project. Keep in mind that your capstone project must result in evidence-based recommendations, takeaways, or next steps.

Keep in mind that your capstone project must result in evidence-based recommendations, takeaways, or next steps. However, your actual capstone project, which you will create in your next class (MBA6900) is to be created using secondary research only. No first-hand research is allowed. This means that you will read journals, books, websites, and so forth, and analyze that information in writing your paper. You may not conduct any first-hand research—no surveys, interviews, etc.

NOTE: You may choose nearly any company that you wish. If you choose a company that you work for, you must receive permission from a supervisor at your workplace to use the company before submitting your Unit 5 assignment. You may **not**, however, choose any one of the organizations listed below:

- Proctor and Gamble.
- Johnson and Johnson.
- Harley Davidson.
- Pepsi or Coca-Cola.
- Amazon.
- Netflix.
- Apple.

- Starbucks.
- Google.
- Kellogg.
- Target or Walmart.
- McDonald's or Burger King.
- Auto Companies Ford, Tesla, Volkswagen, or Toyota.
- Airlines SouthWest, American, or Delta.

Response Guidelines

Respond to the posts of at least two other learners, providing feedback on the clarity and feasibility of their capstone projects. Include answers to the following:

- Is the goal of the project apparent?
- Will the project help the learner demonstrate the program outcomes?
- Is project completion feasible within the six weeks of MBA6900?

Course Resources

Graduate Discussion Participation Scoring Guide

[MBA6028 Course Alignment Map](#) | Transcript

[Paragraphing With the MEAL Plan \[PDF\]](#)

Unit 2 >> Applying Skills to an Airline Case Study

Introduction

Throughout your MBA program you have learned about a lot of different things, from making evidence-based decisions to conducting research, analyzing organizations to managing change, and beyond. Now, in this class and your final capstone, you get to demonstrate that learning.

This week, we begin working on an analysis of your chosen airline from the second Unit 1 discussion. Remember that throughout this course and your capstone you will be expected to demonstrate mastery of the following MBA program outcomes:

- Apply foundational knowledge and an understanding of business systems, processes, and technology within and across core disciplines.
- Integrate information across disciplines and from differing perspectives.
- Think critically and analytically to provide evidence-based solutions to business challenges and opportunities.
- Apply innovative, strategic, and sustainable approaches to business practice and planning.
- Lead and collaborate in virtual, global, and culturally diverse environments.
- Integrate principles of ethics and integrity into business decisions.
- Communicate clearly and effectively in a business environment.

Learning Activities

u02s1 - Studies

Readings

Learn how to conduct a SWOT analysis:

- Evans, C., & Wright, W. (2009). [How to conduct a SWOT analysis](#). *Manager: British Journal of Administrative Management*, 65, 10–11.

Review the following SWOT of Cargolux Airlines to see what your SWOT might look like:

- Marketline. (2020, January 13). [Company profile: Cargolux Airlines International S.A.](#)

u02a1 - Airline SWOT Analysis

Preparation

Use the Internet and Capella University Library to research an airline currently in business to use as the basis for this assignment. You will need to incorporate a minimum of four resources to support the points in your 3–4 page analysis described below.

Deliverables

Complete the following:

1. Conduct a SWOT analysis on your chosen airline.
 - Consider using a SWOT analysis template of your choice for this assignment. Examples of criteria for the SWOT analysis are provided in the tables below.
2. Write a 3–4 page analysis of the airline's internal and external environments, as well as the interrelationships among its internal businesses. Include the following subheadings and content:
 - **Introduction:** Provide an overview of your chosen airline and its place in the industry.
 - Include background information on what business strategies the airline is using and where it fits in the industry.
 - **Internal Environment:** Using your SWOT analysis, analyze the airline's internal environment for the conditions and factors that influence its activities and choices, including its business strategies. The internal environment includes:
 - Human resources—staff, volunteers, board members, target population.
 - Physical resources—location, building, equipment, funding for resources (grants, funding agencies, other sources of income).
 - Activities and processes—programs run, systems employed.
 - Past experiences—building blocks for learning and success, reputation in the community.
 - **External Environment:** Analyze the selected organization's external environment for the conditions and factors surrounding it that influence its activities and choices, including its business strategies. External forces the organization does not control include the following:
 - Future trends—in the field or the culture.
 - Economy—local, national, and international.
 - Funding sources—foundations, donors, legislatures.
 - Demographics—changes in the age, race, gender, culture of those served by the organization.
 - Physical environment.
 - Legislation.
 - Local, national, and international events.
 - **Interrelationships:** Analyze the interrelationships among internal business functional areas and external constraints and opportunities.
 - **Conclusion:** Describe the key issues you believe should be addressed to make effective decisions and business plans, and provide your recommendations or suggestions for handling these issues.

Internal Environment Criteria Examples

Criteria Examples	Strengths	Weaknesses	Criteria Examples
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Criteria Examples	Strengths	Weaknesses	Criteria Examples
<ul style="list-style-type: none"> • Capabilities. • Competitive advantages. • Customers. • Suppliers. • Financial strength. • Physical facilities and equipment. • Resources, assets, people, employees. • Experience, knowledge, data. • Marketing—reach, distribution, awareness. • Innovative aspects. • Location and geographical. • Price, value, quality. • Licensing. 			<ul style="list-style-type: none"> • Gaps in capabilities. • Lack of competitive strength. • Reputation, presence, and reach. • Financials. • Known vulnerabilities. • Pressures. • Cash flow. • Continuity. • Morale, commitment, leadership. • Licensing.

External Environment Criteria Examples

Criteria Examples	Opportunities	Threats	Criteria Examples

Criteria Examples	Opportunities	Threats	Criteria Examples
<ul style="list-style-type: none"> • Social forces, lifestyle trends. • Consumer desires and values. • Political impact. • Legal and governmental issues. • Economic factors. • Environmental issues. • Technology development and innovation. • Competitors. • Industry trends. • Global influences. • Geographical. • Business and product development. 			<ul style="list-style-type: none"> • Political effects. • Legislative effects. • Environmental effects. • Technology development and innovation. • Competitors. • Market demand. • Economic factors. • Global influences.

Additional Requirements

- **Written communication:** Written communication is free of errors that detract from the overall message.
- **APA formatting:** Resources and citations are formatted according to current APA style and formatting.
- **Number of resources:** A minimum of four resources.
- **Length:** 3–4 typed, double-spaced pages.
- **Font and font size:** Times New Roman, 12 points.

Course Resources

[APA Style and Format](#)

u02d1 - Airline SWOT

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Formulate business decisions for immediate actions based on integrated analyses.

Revisit the *MBA6028 Course Alignment Map* to review how all activities assist you in achieving the course competencies and overall program outcomes.

Activity Instructions

In researching your chosen airline, what surprised or interested you most? Did you find any good sources on the airline industry or about conducting a SWOT analysis that you might want to share with your classmates?

Response Guidelines

Respond to the posts of at least two other learners, sharing resources and providing support.

Course Resources

Graduate Discussion Participation Scoring Guide

[MBA6028 Course Alignment Map](#) | Transcript

Unit 3 >> Beginning Your Capstone Proposal

Introduction

In this unit, you will submit the prospectus for your capstone project proposal. This is an abbreviated, streamlined version of the proposal that you submit so that your instructor can give you feedback before you go too far into the proposal.

Learning Activities

u03s1 - Studies

Research the company that you chose for your capstone project. Remember, in this class you are only proposing the project, not doing it—you will do it in MBA6900. But this is a great time to gather resources and really solidify your plan so that you can get started right away when you begin your capstone course.

u03a1 - Preliminary Capstone Proposal

Activity Context

This assignment helps you develop the skills to master the following course competencies:

- Integrate and apply core knowledge, skills, and attitudes to plan for resolution of key business challenges.
- Formulate business decisions for immediate actions based on integrated analyses.
- Communicate in a manner that is professional and consistent with expectations for members of the business professions.

Revisit the *MBA6028 Course Alignment Map* to review how all activities assist you in achieving the course competencies and overall program outcomes.

Activity Instructions

For this assignment, complete the Preliminary Capstone Prospectus as described in the MBA Capstone Project Guidelines document given in the resources. Examples of this proposal are located in Appendices A and B of this document. Please use the Appendix A as a template for this assignment. Be sure to review the Preliminary Capstone Proposal Scoring Guide to self-assess your paper prior to submission. Submit your proposal as a Word document to this assignment.

Remember to consider the scalability of your project. For example, you may wish to write about Barnes & Noble, but that would require hundreds of pages. However, you could choose to focus on how Barnes & Noble has managed to survive the Internet age when Borders crumbled. Use this opportunity to gain valuable feedback from your peers and instructor on focusing your project. Keep in mind that your capstone project must result in evidence-based recommendations, takeaways, or next steps.

Note: Successful completion of an acceptable proposal will facilitate a smooth transition into your capstone course and help you make timely progress toward the completion of your degree. In other words, the better you define your project now, the easier it will be to continue making progress on your project.

In fact, **you must earn at least a 70** out of 100 on the Unit 5 assignment, Final Capstone Proposal, to pass this course. If you do not earn at least 70 on that assignment, your instructor will force your course grade to “F” and you will have to retake this course in order to prepare an effective capstone proposal. Thus, taking time on this assignment is paramount. In addition, fear not, the Unit 4 discussion Capstone Project Scope Statement will help you further refine the scope, the area that poses the biggest challenge for some learners.

Be sure to contact your instructor with any questions or challenges you have about completing your proposal.

Course Resources

MBA Capstone Project Guidelines [PDF]

[MBA6028 Course Alignment Map](#) | Transcript

u03d1 - Competitor's Safety Problem

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Integrate findings of strategic, environmental, and core business function analyses to provide input to decision making and planning.

Revisit the *MBA6028 Course Alignment Map* to review how all activities assist you in achieving the course competencies and overall program outcomes.

Activity Instructions

For this discussion, read the incident in the Competitor's Safety Problem document given in the resources. In your post, indicate which action from the list of five possibilities you would recommend

and your rationale for recommending it. Support your assertions with at least one APA in-text citation.

Response Guidelines

Respond to the posts of at least two other learners, analyzing the potential risks and benefits of the action each learner recommended. Then, decide whether you would still select your recommendation or go with one of the other learner's recommendation.

Course Resources

Graduate Discussion Participation Scoring Guide

[APA Style and Format](#)

[MBA6028 Course Alignment Map](#) | Transcript

Competitor's Safety Problem [PDF]

Unit 4 >> Summarizing Your Capstone Project

Introduction

In this unit, we consider business ethics and how they apply to the airline industry. Then, you have a brief discussion where you are given the opportunity to summarize your capstone project. The idea here is to get feedback from your peers on your capstone project, and also to ensure that you, yourself, understand exactly what your topic will be, succinctly.

Learning Activities

u04s1 - Studies

Continue working on your capstone proposal, considering the feedback that you received on your Unit 3 assignment proposal draft and working on revising that draft for the Unit 5 assignment.

Also realize that being able to summarize a project you are working on very briefly is important; you'll practice this in discussion this week. Sometimes we call creating a summary that is 30 seconds long or shorter an "elevator speech"—that is, it's brief enough to tell someone in a quick elevator ride. An elevator speech doesn't have to be spoken; it can be written too. The idea is simply to get the basic points across briefly.

If you are unsure what an elevator pitch is, or want to learn more about writing such a brief summary, check out the following optional source:

- Mindtools. (n.d.). [Crafting an elevator pitch](https://www.mindtools.com/pages/article/elevator-pitch.htm). Retrieved from <https://www.mindtools.com/pages/article/elevator-pitch.htm>

Finally, remember that in Week 6, your final paper, the Airline Analysis, is due. This is a large paper. Do not put it off until the last minute.

u04d1 - Capstone Project Scope Statement

Activity Context

This discussion helps you develop the skills to master the following course competencies:

- Analyze an organizational challenge or opportunity.
- Write coherently to support a central idea with correct grammar, usage, and mechanics as expected of a business professional.

Revisit the *MBA6028 Course Alignment Map* to review how all activities assist you in achieving the course competencies and overall program outcomes.

Activity Instructions

For this discussion, write a 2–4 sentence scope statement of your capstone project. Think of it as an "elevator speech," something you could tell someone easily in the time it takes to ride an elevator a couple of floors.

In just 2–4 flowing, conversational sentences, cover the following:

1. Your chosen organization or topic.
2. The scope of your project.

3. The problem or questions it will explore and attempt to answer.

The idea here is to really help each other develop a well written elevator speech, essentially a scope summary, which can be used as part of the introduction in the Unit 5 assignment, Final Capstone Proposal.

Note: It is important to realize that you must earn at least a 70 out of 100 on the Unit 5 assignment, Final Capstone Proposal, to pass this course. If you do not earn at least 70, you will not be prepared to do the capstone project in MBA6900, and will have to repeat this course so that you can get your proposal ready. The main reason that some learners do not pass the proposal assignment is because of a scope that is too broad, too narrow, or not well defined. Thus, this exercise is designed to help you in this area, so that all of you can be prepared to submit an effective capstone proposal in Unit 5.

Response Guidelines

Respond to the posts at least two other learners. Give them feedback on the clarity of their paragraphs, letting them know if you feel that this paragraph adequately tells the scope of their projects, and if you feel that their projects are doable based upon your understanding of the capstone requirement. Feel free to offer suggestions or alternative language. The idea here is to really help each other develop a well-written elevator speech, essentially a scope summary, which can be used as part of the introduction in the Unit 5 assignment, Final Capstone Proposal.

Course Resources

Graduate Discussion Participation Scoring Guide

u04d2 - Business Ethics as a Rational Choice

In your first course, you read *Business Ethics as Rational Choice* by John Hooker. Hooker (2011) submits that ethical behavior is rational behavior—and that it is good business. A popular approach to studying ethics relates rational behavior with rational self-interest. Hooker suggests that the consideration of others is rational not only because of self-interest but because to do otherwise is illogical and even self-contradictory. The idea is that ethics can make business sense.

Hooker (2011) asserts that for something to be ethical, it must meet certain criteria. But, for the most part, he says that an ethical choice is one that can be generalized to similar situations in similar businesses and areas. For example, stealing a secret beverage formula is not ethical, because if everyone stole it, it would have no value and companies would lock up their formulas more securely, thereby not allowing them to be stolen. Thus, Hooker demonstrates that good ethics are also good business.

Locate an article on ethics in the airline industry—preferably related to the airline that you have chosen to study for this course. Summarize the situation presented in the article. Then, provide your perspective on why this issue is **both** an ethical problem and a business problem.

Reference

Hooker, J. (2011). *Business ethics as rational choice*. Upper Saddle River, NJ: Pearson.

Response Guidelines

Respond to at least two classmates. Do you agree with their assessment? Do you have a different perspective or any sources that you can share on the topic?

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 5 >> Making Business Decisions

Introduction

In this unit, you will submit the final capstone project proposal so that you can receive feedback from your instructor prior to the end of this course. You will also participate in a discussion about ethics and business choices in the airline industry.

Learning Activities

u05s1 - Studies

Studies

This week your capstone proposal is due, thus you should be researching your chosen topic and getting sufficient information to create your final proposal.

Remember that next week your final paper, the Airline Analysis, is due. Do not put it off until the last minute.

u05a1 - Final Capstone Proposal

Activity Context

This assignment helps you develop the skills to master the following course competencies:

- Analyze strategic issues to guide overall business decision making.
- Integrate and apply core knowledge, skills, and attitudes to plan for resolution of key business challenges.
- Communicate in a manner that is professional and consistent with expectations for members of the business professions.

Revisit the *MBA6028 Course Alignment Map* to review how all activities assist you in achieving the course competencies and overall program outcomes.

Activity Instructions

For this assignment, complete the Final Capstone Proposal as described in the MBA Capstone Project Guidelines document given in the resources. In essence, this is simply an updated version of your Unit 3 proposal, the Preliminary Capstone Proposal — Individual. Just fine-tune that proposal and turn it into a paper instead of a table, with an introduction, conclusion, subheadings, and such. This should be just 2–3 pages long and should set you up to begin work on the actual capstone project in your next course.

Appendix C of MBA Capstone Project Guidelines provides a proposal outline for you to follow. Appendix D is the scoring guide from MBA6900. It is included for you to review as you draft your proposal to ensure that your project will meet the requirements. Submit your proposal as a Word document to this assignment.

Note: Successful completion of an acceptable proposal will facilitate a smooth transition into your capstone course and help you make timely progress toward the completion of your degree and **is required**.

In fact, **you must earn at least a 70** out of 100 on this proposal to pass this course. If you do not earn at least 70 on this assignment, your instructor will force your course grade to “F” and you will have to retake this course in order to prepare an acceptable capstone proposal.

Remember to use the feedback from your Unit 4 elevator speech discussion to help with the introduction. A poorly focused scope that is too narrow or too broad is the primary reason that some learners do poorly on this on this final proposal. Thus, taking time on this assignment is paramount.

Be sure to contact your instructor with any questions or challenges you have about completing your proposal.

Course Resources

[MBA6028 Course Alignment Map](#) | Transcript

[Developing an Outline](#)

MBA Capstone Project Guidelines [PDF]

u05d1 - Flight for Congressman

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Integrate findings of strategic, environmental, and core business function analyses to provide input to decision making and planning.

Revisit the *MBA6028 Course Alignment Map* to review how all activities assist you in achieving the course competencies and overall program outcomes.

Activity Instructions

For this discussion, read the incident in the Flight for Congressman document, linked in the Resources. In your post, indicate which action from the list of three possibilities you would recommend and your rationale for recommending it. Also, identify the ethical implications of your recommended action. Support your assertions with at least one APA in-text citation.

Response Guidelines

Respond to the posts at least two other learners, analyzing the potential risks, benefits, and additional ethical implications of the action each learner recommended. Then, decide whether you would still select your recommendation or go with one of the other learner's recommendation.

Course Resources

Graduate Discussion Participation Scoring Guide

Flight for Congressman [PDF]

[APA Style and Format](#)

[MBA6028 Course Alignment Map](#) | Transcript

Unit 6 >> Bringing It All Together

Introduction

This unit concludes the course by submitting your final assignment presenting an analysis of your chosen airline. In addition, you will engage in one discussion on diversification planning.

Remember that one main purpose of this course was to prepare you to be successful in your MBA6900 capstone course. To do so, you **must** have achieved 70 or higher on your Unit 5 Capstone Proposal assignment. If you did not, you need to contact your instructor immediately, as you must have a solid scope and good plan to be prepared for your final capstone course.

Learning Activities

u06a1 - Airline Strategy

Preparation

Use the Capella University Library or other sources to find information on mission and vision statements from at least three business publications in the field. You will need to incorporate these resources in your assignment.

Deliverable

For this assignment, assume the airline you chose in Unit 1 has just made you president. As the new president, create an organized and well-written 3–4 page report for the airline's stakeholders that includes the following subheadings and content:

- **Introduction:** Briefly introduce the airline and the situation leading up to you being made president.
 - Assume that you have been brought in to improve profitability and long-term success for the airline.
 - Provide a paragraph or two overviewing the current situation with the airline (from your SWOT analysis) and introducing yourself as president.
- **Mission and Vision:** Describe the new purpose and mission for the airline.
 - Review the airline's current mission and vision.
 - Explain what you will change and why. Support your changes to the mission and vision statements with factual information from at least three business publications in the field.
 - Write a new formal mission and vision statement.
- **Communications Plan:** Describe how you will communicate your new presidency and your future direction for the airline to the existing employees and the press.
- **Financial Objectives:** Any airline is concerned with safely getting people from one point to another and doing so in a way that is profitable. Detail how your airline plans to accomplish this by listing four of the airline's new financial goals.
 - For example, you might want to increase profitability by a certain percentage. Explain how you plan to do that—for example, spending less on staff training or food service, or leasing planes rather than buying them.
 - Identify at least four specific financial goals, all geared toward increasing profitability through bringing in revenue or reducing expenses. Describe the rationale behind your goals.
 - Consider the market standing, productivity, facilities, stockholders (if applicable), worker performance, profitability, innovation, and social responsibility.
- **Action Plan:** Create an action plan for achieving the four goals that you set.

- Considering what you learned in the SWOT analysis you completed in Unit 2, include items such as intended markets (staying where you are or moving and why), hiring and training, and technology.
 - For each of the four goals you identified, explain which strategy you will use, the time it will take to assess the results, and your exit strategy if the plan does not work. For example, if you decide to increase revenue by generating more customers through a fare sale, explain how you will advertise the fare, how much of a reduction it will be, how you expect it to impact your profits, and so on.
 - Include, when applicable, items such as communications, employee relations, route planning, public relations, advertising, et cetera.
- **Methods of Control and Feedback:** Describe how you will assess meeting your goals and how you will go about making changes as necessary.
 - Remember that setting a goal is only valuable if you take steps to achieve it and then measure your success.
 - Consider how you will measure success of each goal. For example, if you choose to add food service, consider how you will know whether this has been successful. Financials will not answer this question, but what will? Customer surveys? Staff feedback? How many tickets would you sell after the announcement is made?

Additional Requirements

- **Written communication:** Written communication is free of errors that detract from the overall message.
- **APA formatting:** Resources and citations are formatted according to current APA style and formatting.
- **Number of resources:** A minimum of three resources.
- **Length:** 3–4 typed, double-spaced pages.
- **Font and font size:** Times New Roman, 12 points.

Course Resources

[APA Style and Format](#)

u06d1 - Diversification Planning

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Integrate findings of strategic, environmental, and core business function analyses to provide input to decision making and planning.

Revisit the *MBA6028 Course Alignment Map* to review how all activities assist you in achieving the course competencies and overall program outcomes.

Activity Instructions

For this discussion, read the incident in the Diversification Planning document given in the resources. In your post, indicate which action from the list of 13 possibilities you would recommend spending money to investigate and your rationale for recommending it. Also, identify the ethical implications of your recommended action.

Response Guidelines

Respond to the posts of at least two other learners, analyzing the potential risks and benefits of the action the learner recommended. Then, decide whether you would still select your recommendation or go with one of the other learner's recommendation.

Course Resources

Graduate Discussion Participation Scoring Guide

Diversification Planning [PDF]

[MBA6028 Course Alignment Map](#) | Transcript