

# **DBA 625: Industry Analysis and Market Innovation**

## **School of Business and Management**

6 Credits, Graduate Course  
Summer 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 Information**

Professional experience information for instructors is found under *Faculty Information* in the online course menu.

## **Contact Information**

Contact information for instructors is found under *Faculty Information* in the online course menu.

**Name:**

**Email:**

**Phone:**

**Office Hours and Response Time:**

## **Course Description**

In this course, students examine concepts of thought leadership, product innovation, existing and emerging markets, and product capabilities. Emphasis is placed on innovative product development, differentiation, positioning, as well as consumer demand and market share. By completing this course, students develop the requisite skills to grow as visionary thought leaders, develop objectivity through critical analysis, and initiate creative messaging designed to engage and inspire consumers, employees, and other key stakeholders.

## **Course Resources**

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Note: resources listed under "Required - Must Purchase" should be purchased from a vendor of the student's own choosing; resources listed under "Available from the Library" are available at no cost to students.

## **Course Outcomes**

As a result of this course, students will know or be able to do the following:

- Analyze trends and emerging challenges in the business context.
- Conduct quantitative and qualitative research to inform strategic decision-making in the business context.
- Develop innovative and research-based solutions for emerging problems in the business context.

## Grading Scale

The grades earned for the course will be calculated using City University of Seattle's decimal grading system, found in the current University Catalog (<https://www.cityu.edu/catalog/>).

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work to understand how it will be assessed.

OVERVIEW OF REQUIRED ASSIGNMENTS	% OF FINAL GRADE	POINTS
Instructor Led Conference Calls	10%	100 points
Discussion Board Activities	20%	200 points
Analysis of Competitive Dynamics	20%	200 points
Case Study: Analysis and Evaluation	20%	250 points
Strategic Audit Project	25%	250 points
<b>TOTAL</b>	<b>100%</b>	<b>1,000 points</b>

## Course Assignments and Grading

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

### Instructor-determined Activities

Instructor-determined activities are formative assessments selected to develop student understanding of course materials. In online courses, participation in online class discussions – answering discussion questions (DQs) and responding to answers and/responses of others in the class during each class week (session) are required activities. In online classes, you participate in all class discussions via the Blackboard Discussion Board area. Your instructor will provide additional instructions about specific activities, points possible for activities and grading criteria for specific activities, such as answering discussion questions (DQs) and contributing to class discussions. For Mixed Mode (MM) courses, follow the instructor criteria. If no differentiating criteria is presented, all discussion board prompts are required work.

Criteria	% of Grade
Contribution Quality	35%
Contribution Quantity	30%
Writing Quality	25%
Research and References	10%
<b>TOTAL</b>	<b>100%</b>

## Assignment #1 – Analysis of Competitive Dynamics (Paper)

### Course Outcome:

- Analyze trends and emerging challenges in the business context.

### Assignment Content:

Identify an organization/department you may be familiar with, one that is of interest to you, or one that can be easily researched.

Identify and introduce at least three major trends happening in today's business environment, specific to innovation, that may be challenging the organization's/department's leadership (relate the challenge to product development, differentiation, positioning, consumer demand, or market share).

For the body of your paper, focus your discussion on one of the trends identified and connect the current state (legacy state) of the organization/department/leadership. Additionally, discuss the current state through the lens of at least two of following areas: governance and policies, organizational systems, organizational culture, and product/service. From research, synthesize connections between the two areas (governance and policies, organizational systems, organizational culture, and product/service) you have focused your discussion and produce a theoretical understanding as to how decisions made by leadership have impacted innovation (consider both positive and negative impacts).

Students are **not** to incorporate recommendations into this paper. *Focus on the identified problem and underlying reasons the problem exists.*

The Analysis of Competitive Dynamics paper should have the following sections:

- a) Trend Analysis
- b) Legacy Organizational State
- c) Organizational Challenges
- d) Theoretical Foundations of Trend Impacts on Organization
- e) Conclusion

Complete this paper within an 8–10-page limit (250 words per page; 2,000 – 2,500). Page count does not include a cover and reference pages, but you are to include them. Additionally, images, charts, tables, and graphics can be used (use proper APA formatting), however, they too are not considered part of the page count. No abstract is required per APA 7. Use the student paper template found in the [CityU library](#). Follow APA (7th edition), double-spaced, 12 pt., Times New Roman font. Incorporate a minimum of five (5) peer-reviewed, scholarly resources. Additional resources from contemporary sources are encouraged. A total of 10 (ten) references are required for this paper. Within the paper, use course concepts learned and, as appropriate, incorporate the writing styles: [Application](#), [Analysis](#), [Synthesis](#), and [Evaluation](#). Students must cite sources of all ideas, facts, and information used that are not their own, even

if the student has put the information into their own words. Failure to do so is plagiarism, although the oversight may be unintentional. To avoid plagiarism, visit this [webpage](#).

**Submission title: Last Name, First Name, Assignment Title**

<b>Criteria</b>	<b>% of Grade</b>
Trends and Emerging Challenges	20%
Organizational State and Challenges	25%
Theoretical Foundations of Trend Impacts on Organization	25%
Style, Mechanics, and Organization	20%
References and APA	10%
<b>TOTAL</b>	<b>100%</b>

**Assignment #2 – Case Study: Analysis and Evaluation - Presentation**

**Assignment Content:**

Read the case: “Washington Foods”

**Situation:** *You have been hired to consultant leaders help solve an organizational problem.*

**Assignment Criteria:**

The leaders of Washington Foods are looking for data-driven interpretation, grounded in methodology and research, to help them regain their place in the market. Present your analysis and recommendations through presentation format. The leaders of Washington Foods are your audience for this presentation. Consider the following as you review the case and present your case. Critically analyze information within the case and assess the current state of the organization. Synthesize innovative and visionary leadership strategies that may help Washington Foods reverse their downward trend in market share. Evaluate emerging market strategies to help reposition Washington Foods in the marketplace. Recommend the best strategy to leadership. Support all your work.

**Presentation**

Students are to prepare a 10 - 15 (Max) slide presentation. Presentation slide count does not include the title, reference, or appendix slides. Each slide should have brief, key points displayed with images that visually tell the story being told. Students are to dress professionally when presenting. For MM or fully In-class sessions, students are required to present their research and analysis live to their peers and instructor; Online students are to record in audio format and submit a narrated presentation (See below). In both cases, audio/spoken content should equate to an average of 60 seconds per slide. (Should Online students not have the

technology necessary to present via the required format, please discuss with, and gain approval from, your instructor first before including speaker notes.) Include a minimum of ten (10) quality references; five (5) that come from scholarly sources.

**Help with Creating Your Video:** Using MS PPT is an often-used solution, as is the CityU solution, Kultura. Kultura is directly connected to Bb making the video recording process a bit easier. By visiting the Student Help Center you can find HOW-TO links to recording a voice over PPT, how to make a Kultura video, among many other helpful links. There are other solutions available to use as well - Please talk to your instructor before using other options as not all solutions can be viewed/played without downloading software or subscribing to a service. Once you have completed your presentation, upload the presentation to YouTube. Create a YouTube account if necessary. Address the privacy issue according to your preference but ensure the instructor and students in the class can view the presentation.

**Video/PPT submission to the Gradebook:** To grade your work, there must be something submitted to the gradebook. Please put the YouTube link on the cover slide of your presentation before submitting the presentation slides to the gradebook. Another option is to paste the link to a word document and submit the word document to the gradebook.

**Submission title: Last Name, First Name, Assignment Title**

<b>Criteria</b>	<b>% of Grade</b>
Critically Analyze Information and Assess Current State of Organization	20%
Innovative and Visionary Leadership Strategies	25%
Evaluate and Recommend Emerging Market Strategies	25%
Presentation Style and Organization	20%
References and APA	10%
<b>TOTAL</b>	<b>100%</b>

### **Assignment #3 – Strategic Audit Project**

**Course Outcomes:**

- Conduct quantitative and qualitative research to inform strategic decision-making in the business.
- Develop innovative and research-based solutions for emerging problems in the business context.

## Assignment Criteria:

In this assignment, emphasis centers on conducting a strategic audit plan. To conduct a strategic audit plan, review the assignment, outcomes, and the rubric; conduct research, incorporate appropriate considerations and course concepts to complete the audit. To begin the assignment, select an organization that is currently facing an industry downturn or reduced market growth. A strategic audit analyzes various processes by assessing them to the organization's current strategic plan (legacy strategy). Once the gap analysis is complete, determine whether the current strategy is suitable for the organization and whether the organization is in position to execute the strategy. If not, recommend approaches and alternatives for leaders to consider. Support all positions and recommendations.

Complete this paper within a 12–15-page limit (250 words per page). Page count does not include a cover and reference pages, but you are to include them. Additionally, images, charts, tables, and graphics can be used (use proper APA formatting), however, they too are not considered part of the page count. No abstract is required per APA 7, however, for this paper, include an executive summary. Use the student paper template found in the [CityU library](#). Follow APA (7th edition), double-spaced, 12 pt., Times New Roman font. Incorporate a minimum of five (5) peer-reviewed, scholarly resources. Additional resources from contemporary sources are encouraged. A minimum of 10 (ten) references are required for this paper. Within the paper, use course concepts learned and, as appropriate, incorporate the writing styles: [Application](#), [Analysis](#), [Synthesis](#), and [Evaluation](#). Students must cite sources of all ideas, facts, and information used that are not their own, even if the student has put the information into their own words. Failure to do so is plagiarism, although the oversight may be unintentional. To avoid plagiarism, visit this [webpage](#).

**Submission title: Last Name, First Name, Assignment Title**

<b>Criteria</b>	<b>% of Grade</b>
Executive Summary	5%
Introduction	10%
Gap Analysis	20%
Research	10%
Innovation	10%
Potential Solutions	15%
Style, Mechanics, and Organization	20%
References and APA	10%
<b>TOTAL</b>	<b>100%</b>

## Course Policies

Course policies on topics such as *Late Assignments*, *Participation*, and *Professional Writing* are found under *Course Information* in the online course menu. Students are responsible for reviewing and applying these policies while enrolled in this course.

## 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.

### Title IX Statement

City University of Seattle and its faculty are committed to supporting our students and seeking an environment that is free of bias, discrimination, and harassment. If students have encountered any form of sexual misconduct (e.g. sexual assault, sexual harassment, stalking, domestic or dating violence), we encourage them to report this to the University. If a student speaks with a faculty member about an incident of misconduct, that faculty member must notify CityU's Title IX coordinator and share the basic fact of the experience. The Title IX coordinator will then be available to assist students in understanding all of the options and in connecting students with all possible resources on and off campus.

To view CityU's sexual misconduct policy and for resources, please visit the [Title IX](#) and [Campus Safety](#) pages in the my.cityu.edu portal.

### 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.

### Non-Discrimination & Prohibition of Sexual Misconduct

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/> .

### **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*.

## **Late Assignments**

Students are required to submit all assignments by the due dates stated in the course schedule. A late assignment is one that is submitted after the due date or after any extension has expired. If circumstances prevent a student from meeting the due date, the student needs to contact the instructor and request an extension at least 48 hours prior to the date the assignment is due. Emergency situations will be considered on a case-by-case basis.

Being busy, pressured with outside work, technical issues, or having competing academic commitments are not valid reasons to grant extensions. A student who receives an extension in advance of the due date and abides by the agreement with the instructor is not subject to late penalties.

Without prior arrangement with the instructor, students who submit assignments late will receive a 5% deduction in grade each day or part of the day that the assignment is late up to a maximum of 25% off. Coursework received after 10 days will not be graded and will receive a zero grade unless prior arrangements have been made.

## **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*.

# **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](mailto: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](mailto:help@cityu.edu) to request a username and password.