
HOLDING OUT FOR A HERO in Fall 2020 (BA1099FB2)

Course Code	BA1099FB2	Professor(s)	Gail Hamilton
Prerequisites	None	Office Number	Grenelle, G-2A02
Class Schedule	F: 12:40-14:15 in G-009 T: 18:10-19:45 in G-009	Office Hours	OFFICE HOURS: Thursdays 14:30 to 15:30. Fridays 15:00-16:00.
Credits	4	Email	ghamilton@aup.edu
Semester	Fall 2020	Office Tel. Ext.	email is best.

Course Description

In this course we will explore business “heroes” and “villains” in contexts that include strategy and leadership, human resource decisions, as well as the nuts and bolts of companies’ sales or service operations. Students will study historical and current business leaders such as Marshall Field and the Boucicauts, Bill Gates, or Jeff Bezos, along with their fictional counterparts, analyzing their decisions, the reasons for success or failure, and the aftermath. We will examine sectors such as retail with its apocalypse, sports and its data-driven transformation, and finance with its traditional “villains” by using the work of Michael Lewis: Moneyball (2011) and The Big Short (2015) along with Breaking Bad (2008-2013) and other films and series.

Course Learning Outcomes

General Education

The class contributes to the Integrative Inquiry component of GLACC with the following learning goals:

- **Local and Global Perspectives:** Students will enhance their intercultural understanding of languages, cultures, and histories of local societies and the global issues to which these relate.

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- **Exploring and Engaging Difference:** Students will think critically about cultural and social difference; they will identify and understand power structures that determine hierarchies and inequalities that can relate to race, ethnicity, gender, nationhood, religion, or class.
 - **Civic and Ethical Engagement:** Students will demonstrate awareness of ethical considerations relating to specific societal problems, values, or practices (historical or contemporary; global or local) and learn to articulate possible solutions to prominent challenges facing societies and institutions today so as to become engaged actors at various levels in our interconnected world.

Course Outline

BA 1099 F20 ORGANIZATION (may be modified):

23 September: Introduction to the course, business heroes & villains, initial thoughts on strategy, vision & mission.

Week of 28 September: *Moneyball* – **vision, strategy & leadership** in baseball. Sub-themes: US sports team names and Michael Lewis.

Weeks of 5&12 October: **Nuts & bolts: sales and marketing.** The retail landscape & history. Site visit: *passages de Paris*. The rise of Amazon. The retail apocalypse. *The Associate* – selling ideas on Wall Street.

Weeks of 12&19 October: **Nuts & bolts: operations.** Walter White and supply chain management. A look at supply chains in the time of covid-19. Daltan Corporation case. Nate Silver and forecasting.

Week of 26 October: **Nuts & bolts: accounting and finance.** *Enron: the Smartest*

Week of 2 November: *Guys in the Room*. Michael Lewis bis with *The Big Short*. Possibly *The Rogue Trader*.

10 November: Team research project proposals due

13 November **Fall Break – no class**

Week of 16 November: **Innovation & change.** Back to baseball and data analytics. "... the hardest part is change ..."

Week of 23 November: **People:** Another look at *Inhuman Resources*, cross-cultural communication in a business sim

Week of 30 November: Management decision: Case 2 TBD

Week of 7 December: Overflow, review & wrap-up

18 December: **Final presentations** from 20:00

Textbooks

This course doesn't have any textbook.

Attendance Policy

Students studying at The American University of Paris are expected to attend ALL scheduled classes. If a student misses **more than three classes for any reason** other than study trips (see below), the student will be asked to withdraw from the course or will receive a failing grade. If a student arrives at course meetings more than 10 minutes late it will be considered an absence. Unless otherwise indicated, attendance at the quizzes, final presentations, and final exam is mandatory. Due to the large number of nationalities and faiths represented at the University, religious and national holidays (other than those on the academic schedule) will not be excused. Academic Affairs will excuse an absence for students' participation in study trips related to their courses. IN ALL CASES OF MISSED COURSE MEETINGS, THE RESPONSIBILITY FOR COMMUNICATION WITH THE PROFESSOR AND FOR ARRANGING TO MAKE UP MISSED WORK RESTS SOLELY WITH THE STUDENT.

Covid-19 temporary amendments:

Students studying at The American University of Paris are STILL EXPECTED TO ATTEND ALL scheduled classes. Due to the Covid-19 pandemic, students will have the option of attending classes remotely when special circumstances apply. For example when students are placed under quarantine by the French authorities or by their doctor, or when students present symptoms of Covid-19 and are directed, by their doctor or the AUP Health Office, to remain home. It is still the student's responsibility to be aware of any specific attendance policy that their professor might have set in the course syllabus. In particular, Students attending remotely from distant Time Zones should check with their professors about the specific attendance policy for remote learners.

Grading Policy

Assignments and grading:

5%	Critiquing and developing mission statements
5%	Reflection on playing a business simulation
20%	Two case analyses with recommendations to management
12.5%	A small research paper on a business hero and the sector (alternatively a field research project on the retail apocalypse)
12.5%	A management decision-oriented research paper on the US sports naming conundrum. Students will identify a process for change and/or make recommendations.
20%	A team field research project – what did we read & watch during lockdown? Has our behavior changed? How can we use this information from a consumer behavior point of view?
15%	A final reflective paper ‘who do I want to work for and why’ which pulls together the Integrative Inquiry LOs while asking students to think about their own values as well as different sectors and functions in a company
10%	Attendance and participation

The highlights of my overall grading philosophy are as follows:

- I grade numerically but will periodically convert your weighted total grade to a letter grade and inform you
- The class *median* corresponds roughly to a B grade
- I do scale the weighted total grades, meaning if the top total weighted grade is 92/100, that will be the top A
- When assigning final letter grades I look for natural breaks in the distribution

Other

MATERIALS, COMMUNICATION, AND PLATFORMS:

Blackboard: I will post all course materials here. Normally links to the recordings of our class

sessions will be posted here. Assignments are to be uploaded here. Note that all assignments will be submitted through SafeAssign.

Teams: I'll use this essentially for real time communication: Meetings, chat, and the occasional document, link, or quick survey.

Padlet: I may use padlet for posting various items and for discussion. Ditto for sutori.