

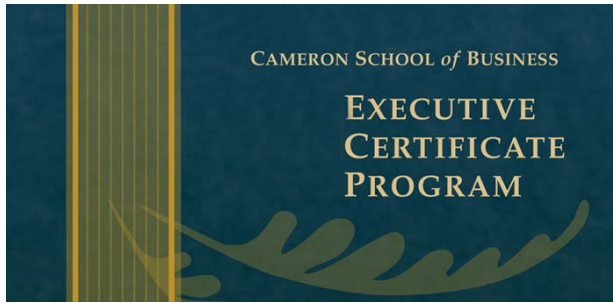
### **Capstone: Integrated Business Strategy – Module Overview**

As the capstone for the Executive Certificate Program, this module is designed to give participants an opportunity to use the skills they have learned in the previous modules and experience how those skills interact in the messy world of day-to-day business management. Participants will grapple with real-life business situations that require them to employ the concepts and tools they have learned in the Program while considering the trade-offs among them – all in an interactive, competitive environment.

The capstone module combines two hands-on learning approaches – a team-based case/simulation exercise and an in-class activity using participants' own experiences. In addition to serving as a review of key points from the previous modules, the capstone class explores the ethical dimensions of business decision-making in an increasingly complex, globalized economy.

#### **Learning Objectives:**

- To review and practice the key concepts and skills from previous modules
- To understand how functional areas such as finance, marketing and operations interact in the real world of business management; and to practice navigating the trade-offs among those areas
- To experience management decision-making in a competitive environment, while addressing ethical considerations and dealing with the complexity of doing business in a dynamic, global environment fraught with risks as well as rewards
- To launch the process of integrating the skills and knowledge gained through the Executive Certificate Program into the participants' own careers



### **Module Topics:**

- Integrating various business functions into decision-making
- Juggling multiple objectives and priorities
- Identifying and managing risks
- Blending evidence, experience and intuition to make tough judgment calls
- Understanding the ethical context of business decision-making
- Cultivating the essential elements of business competence

### **Pre-Module Preparation:**

All required pre-module reading material will be added to your course book two weeks before the first meeting of the capstone module.

1. Please take some time to review your notes and reflect on the hand-out materials from all the other modules. Prepare to raise any questions or concerns you might have during the first class.
2. Please read and consider the Case Study included in the course book.
3. Please read the very brief homework assignment and bring a one-page description of your case to the first class.

### **Personal Action Plan Questions:**

Upon completion, participants will be asked to consider the following questions.

- What steps can I take to better leverage my *core skill set* to meet my career goals?
- In which areas do I most want to improve? What concrete steps will I take to do so, and how will I measure progress?
- What will I do, starting tomorrow, to translate my new skills and knowledge into better professional performance?