## Intended Target Population

My students have been advanced business undergrads - most were in their final year (or semester) of college. As a capstone, my course is intended to integrate the skills and knowledge that students have acquired throughout their business training. This approach likely works best for graduate students and more advanced undergraduate students - though a more simplified version could work in a lower level course.

## Applicable Settings for Technique

This technique could be applied in both hybrid and traditional classroom formats. It could be more challenging for students to coordinate teamwork and for instructors to coach students in a fully online course.

## Active Learning Technique

### Explanation/Learning Curve

My MGT 4893 students worked on real-world strategy projects with local organizations (one org each semester). Teams (of 4 or 5 students) started with a broad problem prompt (e.g., “What revenue-generating opportunities should Arboretum SA pursue to sustain its operations long-term?”). Over ~7 weeks, students completed several assignments to prepare them for their final presentations:

1. A benchmarking exercise (researching similar orgs)
2. Strategy frameworks for the industry & organization
3. An outline of their key insights
4. Draft recommendations
5. Draft presentation

Teams received feedback on each step to help them refine their final recommendations for the organization. All teams recorded their final presentation to share with the organization; some students also voluntarily presented their ideas directly to org leaders in a live pitch event.

## Student Learning Outcome Satisfied

1. Clearly communicate ideas & opinions about business strategy
2. Use frameworks to analyze org resources, capabilities, & external environments
3. Integrate knowledge from core business courses to generate logical, well-supported strategy recommendations
4. Evaluate strategic decisions from the perspective of a CEO/executive

## Student Benefits and Impact

1. Applying class learnings to develop recommendations for real local orgs
2. Building confidence and strengthening communication skills by pitching ideas to local business and nonprofit leaders
3. Shaping the future of local organizations with their strategic recommendations
4. Interacting and networking with the San Antonio business community

**This project was conducted in partnership with the Najim Center, which generously sponsored the pitch events as well as a small monetary prize for the winning student team each semester.**