Strategic Management The Capstone Course Lab, MAN 4720L

Sections 21& 22 Fall 2013

Instructor Mrs. Sharon Sheridan

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Class Time Section 21 Thursday (9:00 - 10:20), Section 22 Thursday (10:30 - 11:50), BA 239 Office Hours: Wednesdays 2:00-3:00pm and other times by appointment. Please email me to let

me know you will be stopping by.

Lab Overview:

Welcome to MAN 4720, Applied Strategy and Business Policy Lab. This lab is your opportunity to experience and practice the concepts that you learn in Dr. Robert Porter's lecture. I will be the person who grades your assignments and I will issue your final grade in the course.

Course Assignments and Grading: See Dr. Porter's syllabus.

Description of Assignments: See Dr. Porter's syllabus. Additional information may be available on his website at http://web.bus.ucf.edu/faculty/rporter/ (select "courses" then "MAN 4720")

Webcourses2 Portal

All relevant lab materials including lab assignments, assignment instructions, syllabus, grades, announcements, etc. will be posted to the class Webcourse2 page. The course website is located at: https://webcourses2c.instructure.com. You may also access the site through the myUCF portal address: http://my.ucf.edu and follow the prompts to logon to the class Webcourse2 site. You are required to check the Webcourses2 portal on a regular basis for any updates / changes to schedules (at least once a week).

Description of Grades:

Please review these descriptions carefully. Meeting the requirements of assignment rubrics will not constitute an automatic "A". Quality, in comparison to your peers, will be heavily considered in evaluating your assignments and determining your grades.

- "A" The student's work is unusually excellent and superior to the work of others. In addition to meeting all requirements for the assignment, the work contains innovative and creative ideas not found in other students' efforts. The work demonstrates that the student has done extensive research, included numerous concepts from the text or course, and has invested a tremendous amount of time and effort into the work. There are no structural or grammar errors; the writing or presentation skills are exemplary.
- **"B"** The work is very good. In addition to meeting all requirements for the assignment, the work contains well thought out ideas and the student has applied many concepts from the text or course. The work clearly demonstrates the student has done obvious research and has invested thought and effort in the paper. The content is nicely structured and grammatically well done.



"C" The work is good. It meets all the requirements for the assignment and has applied a few concepts from the text and course. The student has probably done basic research even though it is not very obvious. There appears to be a minimum of effort extended to produce the work. The work may have some structural and grammar problems but it is still possible to follow the content without difficulty.

"D" The work is below expectations. While it may or may not meet all the basic requirements for the assignment, there is no obvious evidence of any research or effort. Concepts from the text or course are either not obvious or are used incorrectly. Grammar mistakes are so prevalent that it is difficult to follow the content.

"F" The work does not meet the basic requirements for the assignment, or was not turned in at all.

Protocols: Please refer to Dr. Porter's syllabus for additional course protocols.

<u>Information to Include on Assignments and in Communications</u> - Never write your Social Security number on any assignment or email message – protect your personal information. You can help me to identify you by always including the following information on every assignment, exam, and email message:

- Your name
- Your team name
- Your lab section:
 - o Section 21 or 22

<u>Late Work Policy</u> – Generally, work that is turned in late will not be accepted. *Exceptions are considered at the instructor's discretion and points will be deducted*.

<u>Group Work Policy</u> – Everyone must take part in a group project. All members of a group will receive the same score; that is, the project is assessed and everyone receives this score. However, the peer evaluation will allow every person in the group to provide the instructor with a suggested grade for every other member of the group, and the instructor will assign a grade that is informed by those suggestions.

Knowledge Interviews (In-class quizzes) - During the semester, you will be given several multiple choice/true-false interviews (or quizzes) to test your developing knowledge as a strategy analyst in our meetings. These interviews will be based on the material presented in Dr. Porter's lecture capture training meetings and be taken from our textbook. These interviews will be taken in our SBU lab meetings each week. Therefore, you will need to read the training material, and attend (or watch) the training meeting before you attend the SBU meeting for the week. IF YOU ARRIVE TO CLASS AFTER THE CLASS HAS TAKEN THE QUIZ, YOU WILL NOT BE PERMITTED TO TAKE THE QUIZ. There are no make-ups for missed quizzes. However, you have the opportunity to take an extra quiz the last week of classes. If you take all 11 quizzes, I will drop your lowest score. Otherwise, your final quiz score will be comprised of your points earned on the first 10 quizzes.

<u>Lab Activities/Exercises</u> - The labs will include in-class exercises & cases designed to help students learn and apply the concepts presented in lecture. Some of these exercises/cases will require reading and pre-class preparation on your part.

<u>Participation</u> – Your participation in class discussions is a requirement of this course. Managers rarely, if ever, make strategic decisions in isolation. They solicit information and informed opinions from others, present their own views, and engage in many discussions prior to undertaking any major strategic actions. This course is about learning tools and techniques of analysis and then using those to present and defend your position. Therefore, you must participate to be successful in the course. Your participation will be evaluated based on the quality of your contributions, not quantity.

Because participation is a required component, each student is expected to attend all scheduled lab meetings for the entire duration of the meeting. Attendance will be taken for each meeting. Also, preparation is important to contribute effectively to class discussions. You should read the assigned material and attend/view the lecture *before* each lab meeting.

<u>Extra Credit</u> – There will be opportunities to earn extra credit (Bonus Income). This may include participation in surveys or questionnaires supporting doctoral research initiatives in the Management Department or other assignments at my discretion. These opportunities will be formally announced during our Lab meetings.

<u>Use of the Text</u> – Since the lecture and lab activities, exams, and the assignments are based on the text, you are expected to read the assigned chapter before coming to class in order to be prepared for in-class activities.

<u>Professionalism</u> – You are expected to act in a professional manner in all of your interactions related to this course; with your fellow students and with me. Professional social behavior, in terms of what is considered correct or unacceptable, is extremely important. Students who are rude, disrespectful, or impolite will lose participation points. In the event of a disagreement or misunderstanding, students must carefully follow conflict management processes with the intent of clarifying issues instead of exhibiting anger and impatience.

My Commitment to Your Success - You want to graduate and I want you to graduate. You will see that I am truly committed to making this course interesting and a great learning experience for you. I respect you as responsible adults and have designed this course to help you develop the competencies you need to be successful.

<u>Availability</u> - In addition to regular office hours and scheduled appointments, you can expect me to respond to your email messages in a timely fashion. Email is the best way to reach me. Each team is encouraged to meet with me at least once during the term to review the team's progress. After the final exam I will not be as available until the next term starts.

<u>Try Three Places Rule</u> – I firmly believe that there are no stupid questions. By the same token, being lazy is not acceptable behavior for employees at ASI. While I try to be very accessible to your needs, I need your help, too. I respectfully ask that you attempt to find the answers to your questions in at least <u>three</u> places before you contact me. The answer to your question may be in your text, on a website, in this syllabus, from a team member, or easily available through minor research. If you can't find an answer after three tries, then by all means contact me. When you call or email me, expect me to ask you for the three places that you looked for the information you need.

<u>Track Your Own Grades</u> – The grades you earn will be posted in myucfgrades. You can access your grades in the webcourses section for our class by logging into https://my.ucf.edu. I cannot give out grades either over the telephone or by email due to privacy issues.

<u>Team Cohesiveness</u> - Unfortunately some teams are unable to be productive because one person does not live up to the team's contract. This is good preparation for what you may experience in your career. Too often the other members suffer silently while they watch their grades go down because they dislike confrontation – even constructive confrontation. Learning to confront a person for their poor performance is a skill that will be used time and again by managers, so you are encouraged to practice this skill as soon as a problem arises. The sooner you "constructively" confront a person, the more likely it is that their performance will improve and the relationship (and your grade) can be salvaged. Please re-read the policy about professionalism before you confront anyone, and refer to Dr. Porter's syllabus for his policy on firing a student from your team.

Problems with Team Members: Non-performing team members may be fired from their teams up to four weeks before the end of the semester. Teams will complete a team performance contract during your first two weeks — this will be your guide for dealing with non-performance. If a team member's lack of contribution is hurting the team's progress, the team should carefully document relevant issues, and meet with their SBU manager. If the issues cannot be resolved, the team member may be fired by unanimous vote of all team members and approval of the manager. If this happens, the fired team member will be expected to complete all remaining team assignments

on his/her own. The group presentations will be replaced with individual written analyses. These assignments are due the same date that groups make their presentations. The same late penalties apply.

<u>Cell phones, Pagers, PDAs, and Tape Recorders</u> – These and other types of electronic equipment are <u>not</u> welcome to be used in our classroom as they are distracting or disruptive to others. If you must bring these types of electronic equipment into our classroom, be certain that they are turned off and securely packed away. If you need to use these types of equipment during class, please speak with me individually before the start of each class.

Employee Honesty - Academic dishonesty in any form will be dealt with strictly in accordance with UCF Academic Behavior Standards in *The Golden Rule: A Handbook for Students* and the *UCF Undergraduate Catalog*. Please review the Golden Rule to learn your rights, obligations, and responsibilities. The Golden Rule is available at http://www.goldenrule.sdes.ucf.edu/. The following is a verbatim excerpt from The Golden Rule, defining academic misconduct:

Rules of Conduct

The following defined and described actions include, but are not limited to, conduct for which disciplinary action may be taken at the University of Central Florida. Individual students are expected to abide by these Rules of Conduct, and administrators are expected to enforce them. These Rules of Conduct should be read broadly and are not designed to define prohibited conduct in exhaustive terms. Additional rules and regulations may be revised during the year; announcements will be made on adoption of the changes or additions.

Academic Misconduct

- a. Unauthorized assistance: Using or attempting to use unauthorized materials, information or study aids in any academic exercise unless specifically authorized by the instructor of record. The unauthorized possession of examination or course-related material also constitutes cheating.
- b. Communication to another through written, visual, electronic or oral means. The presentation of material which has not been studied or learned, but rather was obtained through someone else's efforts and used as part of an examination, course assignment or project.
- c. Commercial use of academic material: Selling notes, handouts, etc., without authorization or using them for any commercial purpose without the express written permission of the University and the instructor is a violation of this rule.
- d. Falsifying or misrepresenting your academic work.
- e. Plagiarism: Whereby another's work is used or appropriated without any indication of the source, thereby attempting to convey the impression that such work is the student's own.
- f. Any student who knowingly helps another violate academic behavior standards is also in violation of the standards.

Cheating, Plagiarism, and Academic Dishonesty - I have a strict "Zero Tolerance" policy toward cheating, plagiarism, and academic dishonesty as they relate to all aspects of the course, its assignments, exams, and all other activities. Any employee (student) caught violating any policy in the Golden Rule Handbook will receive an "F" for the semester and will be immediately dismissed from the company (class). The employee (student) will also be referred to Student Judicial Affairs for further potential sanctions.

Turnitin.com - Your written Strategic Analysis, Industry Analysis and 10-K Integration Project must be submitted to Turnitin.com **before class starts** on the date the assignment is due. Although your paper may be returned to you with a grade, no grade is final until a satisfactory report from Turnitin.com has been received. You will create an account on Turnitin.com and connect to your course section using the information below and the password "management":

Section 21 Class ID: 6750801Section 22 Class ID: 6750813

Turnitin.com has several good sources of information for you to investigate. For a good definition of what plagiarism is, see http://turnitin.com/research_site/e_what_is_plagiarism.html

For hints on how to avoid plagiarism, see http://turnitin.com/research_site/e_preventing_p.html

For facts about plagiarism, copyright law, and fair use, see: http://turnitin.com/research_site/e_faqs.html

Saying "I did not know" is not a viable excuse for cheating or plagiarizing in any form. In addition, being sloppy with paraphrasing and referencing are not legitimate excuses. If you plagiarize, then we can only assume that it was your intent to be deceitful. One of the best ways to avoid the temptation of plagiarism is to get an early start on your paper rather than waiting until the last moment. The temptation to cut corners gets greater as the due date for an assignment nears. It is better to hand in a paper a day or two late (and be penalized for a late paper) than to fail the course.

Capstone projects require substantial research. You are expected to use a variety of resources to complete your work. You must cite your source material thoroughly. This includes a complete bibliography as well as references embedded into the text of the paper. This concern is less critical in your presentations. However, our clients should be able to deduce from your paper specific references utilized in the presentation.

This syllabus is subject to change at the discretion of the instructor. It is the student's responsibility to become aware of any announced changes and to note any changes in the syllabus or course calendar.

Sheridan Capstone Fall 2013 Schedule – Updated 8.19.2013

Class Calendar: Please note that the schedule is subject to change. It's your responsibility to verify dates and assignments. (**Main Lecture Calendar:** See Dr. Porter's syllabus.)

Week	Lab	Lecture Topic	Lab Activity/Assignment
#	Date	(Refer to Syllabus)	
1	Aug 22	Course Introduction	Welcome to your final challenge
		Text - Ch 1 What is Strategy & Why is it Important?	Introduction to the course, the syllabus, and the semester (10-K Project, Industry Analysis & Strategic Analysis)
		The Strategic Management Process	Discuss: Strategic Management Process Map
		(SMP) Text - Ch 2	Engage in Team Scouting/Recruitment Team Leader Application

2	Aug 29	External Analysis Text - Ch 3	Interview 1 (Ch. 1 & 2) Team Draft Team Leaders arrive 10 minutes early, class will begin once the draft is complete. In-class exercise
3	Sept 5	No Lecture, Only Labs meet	Interview 2 (Ch. 3) Due: Team Contracts (typed) Due: 10-K selections (Team leaders, email me with your team members company choices for their 10-K's) Note: Everyone must choose a different company within their team Closer look at the 10-K project (Sample) Turnitin.com requirement In-class exercise
4	Sept 12	<u>Internal Analysis</u> Text – Ch 4	Interview 3 (Ch. 4) In-class exercise
5	Sept 19	Business Strategy: Differentiation and Cost Leadership Strategies Text – Ch 6	Interview 4 (Ch. 6) In-class exercise
6	Sept 26	Competitive Advantage & Firm Performance Text – Ch 5	Due: 10K Project Report (hard copy only) 10-K must also be submitted to Turnitin.com TBD: Industry Research Tutorial (Missy Murphey, UCF Assistant Librarian)
7	Oct 3	Supplemental Training	Interview 6 (Ch. 1-6) This is JEOPARDY (Midterm Review)

8	Oct 10	Presentation Tips, Scenario Planning and Midterm Review Email Dr. Porter questions before the review Ch. 1–6. Midterm assessment opens Monday, 6:00 p.m., closes Friday, 9:00 p.m.	Interview 7 (Topic TBD) Team Time for I.A. Report and Presentation Midterm in testing lab In-class exercise
9	Oct 17	Business Strategy: Innovation and Strategic Entrepreneurship Text – Ch 7	Interview 8 (Ch. 7) Due: Industrial Analysis Team Report (hard copy only) must also be submitted to Turnitin.com Due: Industrial Analysis Team Presentations begin this week I'll need a printed copy of the grading rubrics (report & presentation)!
9	Oct 24	Corporate Strategy: Integration & Diversification Text – Ch 8	Interview 9 (Ch. 8) Due: Industrial Analysis Team Presentations end this week Midterm Peer Evaluation Due
10	Oct 31	Corporate Strategy: Acquisitions, Alliances, & Networks Text – Ch 9	Interview 10 (Ch. 9)
11	Nov 7	Global Strategy Text – Ch 10 Organizational Design Text – Ch 11	Closer look at Strategic Analysis Report and Presentation In-class exercise
12	Nov 14	No Lecture, Only Labs meet	Due: Strategic Analysis Team Reports (hard copy only) must also be submitted to Turnitin.com Due: Strategic Presentations Begin

13	Nov 21	Corporate Governance Text – Ch 12	Strategic Analysis Team Presentations end this week Final Peer Evaluation Due
14	Nov 28	Thanksgiving – No Class	<u>Thanksgiving – No Class</u>
15	Dec 5	Final Exam Week	Bonus Interview (Ch. 7-12) Final Exam in testing lab
		Great Case Competition 2pm Semi finals 4pm Finals CBA1 as announced	