**Instructor**: Dave Schanke

**Section**: 3 Tues-Thurs. 11 am to 12:15 pm Science Building D230

**Please review this syllabus completely**. Let me know if you have questions.

***It is important to review the section on SBE Events!!!***

**Contact Information**

E-mail: dschanke@uwsp.edu Preferred contact (please put Lecture # and class time on all correspondence in subject line)

Cell Phone: 920-277-1572

E Mail: dschanke@uwsp.edu

Office: CPS 413

Office Hours: See CANVAS

**Materials and Course Requirements**

**Textbook**: Dess, G.G., Lumpkin, G.T., Eisner, A. & McNamara, G. (2016) Strategic Management: Text and Cases (8th ed.) New York: McGraw Hill Irwin.

**Other readings, Videos or Handouts**: Posted on CANVAS

**Syllabus:** This syllabus and course materials may be modified at the discretion of the instructor. ***Announcement of changes will be posted on CANVAS Announcements section. A requirement of the class is that you check CANVAS regularly for changes.***

You must have or have access to a **reliable internet connection and access to a working computer in order to take this class**. You need to have a UWSP network login. **You will need to check your UWSP e-mail account, and news section of CANVAS regularly. Reading CANVAS messages and emails from the instructor are your responsibility.**

**Mission Statement of the School of Business & Economics**

The UWSP School of Business and Economics educates and inspires students and prepares graduates for success in positions of leadership and responsibility. We serve the students, business, economy, and people of the greater central Wisconsin region. Our students achieve an understanding of regional opportunities that exist within the global economy.

Evidence of our graduates’ level of preparation can be found in their ability to:

* Analyze and solve business and economics problems
* Understand the opportunities and consequences associated with globalization
* Appreciate the importance of behaving professionally and ethically
* Communicate effectively

**Course Description:**  Business 480 is a capstone course in Business Administration. This course allows the student to pull together the business disciplines that have been learned as an undergraduate. This course will help the student gain insight into the multifaceted changes that impact a firm from the external and internal sources and give them an opportunity to formulate integrated strategies to react or anticipate these changes.

**Late work**: **Not accepted-without explanation at least one day prior to due date. Work that is in the wrong drop box will be treated as “not submitted”**

**Academic Honesty**

No plagiarism or cheating will be tolerated. All written work will be submitted to a drop box on CANVAS and evaluated by Turnitin.com. **I do not accept emailed materials** –all course assignments must be put in the appropriate drop box. **Plagiarizing work found on the internet, from previous, or current classes will lead to referral to the Dean’s Office for Academic Misconduct**. All written material must be turned in to the appropriate drop box where it can be evaluated by turnitin.com.

**Student Rights and Responsibilities /Academic Misconduct please review**

[**http://www.uwsp.edu/dos/Pages/Academic-Misconduct.aspx**](http://www.uwsp.edu/dos/Pages/Academic-Misconduct.aspx)

**Weekly reading assignments and discussion**

The weekly reading assignments are on the detailed schedule in this syllabus. You should read the assigned chapters prior to coming to class**.** Much of the learning in this class will be based on class discussion.

 **We may deviate from the detailed schedule depending on how quickly we cover the material. This course requires a significant amount of group work and we may modify the schedule based on the progress of the various groups. We are also dependent on the Executives Schedules. My intention is to focus lectures on the most important concepts in the textbook.** However, you will still be accountable for reading the textbook. If you have questions about something we did not cover in class, please ask.

**ADA Statement:**

If you need an accommodation or special services for this class, please see me or call the service at 346-2002. <http://www.uwsp.edu/stuaffairs/Documents/RightsRespons/ADA/rightsADAPolicyInfo.pdf>

**Emergency Response-Please Review**

The link to the Shots Fired video is <https://campus.uwsp.edu/sites/rmgt/campus/SitePages/Shots%20Fired%20-%20Lightning%20Strikes.aspx>  and the link to the Active Shooter/Code React emergency procedure page is <http://www.uwsp.edu/rmgt/Pages/em/procedures/violence/active-shooter.aspx>.

“In the event of a medical emergency call 911 or use Red Emergency Phone. Offer assistance if trained and willing to do so. Guide Emergency Responders to victim.
In the event of a tornado warning, proceed to the lowest level interior room without window exposure. See www.uwsp.edu/rmgt/Pages/em/procedures/other/floor-plans.aspx for floor plans showing severe weather shelters on campus. Avoid wide-span rooms and buildings.
 In the event of a fire alarm, evacuate the building in a calm manner. Meet across street in parking lot V. Notify instructor or emergency command personnel of any missing individuals.
Active Shooter – Run/Escape, Hide, Fight. If trapped hide, lock doors, turn off lights, spread out and remain quiet.

**Permission to use your work or feedback**

There may be a need to share your work with future classes, or for future research purposes. If you would prefer to opt out of sharing your work please send me an email. If I do not receive an email opting out I will assume that your group agrees to potential future use of your materials as examples.

**All Grading is based on *points* not percentages.**

**Grading Total Points 700**

|  |  |  |  |
| --- | --- | --- | --- |
| **Method of Evaluation** | **# of assignments** | **Total Points for each category of evaluation** | **Comments** |
| Attendance and class participation |  | 50 Points | Each student is expected to contribute during each class period. Points may be deducted if lack of participation. |
| Team Registration Sheets |  | 50 points | Team registration-all areas must be filled out and typed—submitted electronically to appropriate drop box |
| SBE Events (2 are required) | 2 events required 1 early in the semester one prior to the end of the semester. 25 points for each SBE event | 50 points (25 points each) | Two SBE events are required for Bus 480. ***Problems with SBE events attendance must be taken care of through the SBE office.*** |
| SBE Knowledge Exam | Online Exam | 50 points | Online exam |
| Midterm Exam | Multiple choice plus essay | 100 points | In class  |
| Final | Multiple choice plus essay | 100 points | Will only be given during finals week-this is University Policy. |
| Phase 1 group project Team | Follow the format given in the project worksheets /guidelines. | 75 points | **Note for all phases of the project a peer review is Required. Possible 20% reduction of Phase points for failure to submit peer review**. Paper and Peer Review must be turned in to appropriate drop box day they are due. Group also needs to review paper or presentation with instructor during work days |
| Phase 2 group projectTeam | Follow the format given in the project guidelines. | 75 points | Same as Phase 1 |
| Phase 3 group projectTeam | Follow the format given in the project guidelines. | 75 points |  Same as Phase 2 |
| Formal Presentation to Executives | Follow the format given in the project guidelines. | 75 points | Presentation |
| Total |  | 700 Points |  |

**Graded Items**

**SBE Events** (you must attend 2 for this class) **25 points each Total 50 points**

The School of Business & Economics has an exciting series of speakers, discussions, workshops and field trips called **SBE Events**. It is important to take advantage of these learning opportunities outside the classroom. The events are designed to help you make the most out of your time as a student and to prepare for a successful career.

For this course, you must attend **two** official SBE Events. One event must be before the mid-semester cut-off of **Mar 6** a second event must be before the end-of-semester cut-off at end of class **May 8th.**
 If you go to extra events before **Mar 6** , those credits will carry over into the second half of the semester. Attendance at each event will count for 25 points towards your final grade.

Visit the SBE Events web site (<http://business.uwsp.edu/events>) for announcements of upcoming SBE Events. You can also follow us on social media:

* Facebook: [UWSP School of Business & Economics](https://www.facebook.com/uwspsbe?fref=ts)
* Twitter: [@UWSPBusiness](https://twitter.com/uwspbusiness)

When you attend an event**, it is your responsibility to sign in with your Point Card**. Attendance at SBE Events will be confirmed with automatic emails to you and updated on the SBE Events web site. Please allow a week for confirmation of attendance at events held outside the SBE, such as Career Services events.

If you have multiple courses with SBE Events requirements, **it is your responsibility to make sure you have attended enough events for each course.** If you have not attended enough events to cover all of your courses, your attendance will be allocated to your courses in alpha-numeric order.

 I get the SBE attendance statistics from the School of Business and Economics **twice per semester**. (mid semester cut off and end of the semester**) These reports usually are sent a week after the closing dates for the semester. I enter grades for SBE only after I receive these attendance statistics.**

In order to view current and future SBE **events or check on your attendance** and whether you have met the SBE requirements of the UWSP School of Business & Economics **go to the SBE Website. (see above)**

**Attendance and class participation: 50 points**

In a capstone course, much of our learning will come through in class discussion. There are no “right or perfect answers” You must come to class having read the chapters and ready to discuss them. **I will call on people in class**. Regular attendance is an underpinning of doing well in the class. I will take attendance. If you miss class, it is your responsibility to get the notes and other materials from another classmate. If you are going to miss a test or a presentation you must speak with the instructor at least one day in advance. If you miss a test or presentation you will need **a University or Dr excuse**.

 **It is your responsibility to make sure you are assigned to group projects and group activities.** If you need to leave early, please sit by the exit so that you do not disrupt the class. Please be respectful of your classmates and turn off your cell phone during class. Use of electronic devices during class is not recommended. No smoking/vaping of any type.

**Exams**: **200 points (Midterm and Final)**

**Midterm: 100 points.** The mid term will be in class and a combination of multiple choice and essay. The exam will be during the first half of class.

**Final: 100 points.** It is UWSP policy that Final Exams be given during Finals Week-not the week before. The format will be the same as the midterm.

**Team Registration Sheets: Each group must submit a team registration sheet**

**50 points**

* This sheet discusses how you are going to function as a team to deliver your strategic plan through out the semester. The completed form must be signed by each person in the group. The form is available on Canvas.
	+ The group should vote to appoint a team scheduler/chairman
	+ The team needs to establish a regular team meeting time weekly
	+ Decide on preferred communication channel.
	+ Appoint a Finance person responsible for company financial analysis
	+ Establish team expectations of each group member and what the consequences will be if person does not live up to expectations.
	+ Peer Reviews-all team members submit peer reviews after each **submission Phase 1, Phase 2 and Phase 3 and the Presentation.**

**Group project 300 points (Guidelines, Rubric and Peer Review posted on CANVAS)**

**The group Semester Project called a “Strategic Review” is divided into 3 phases plus a presentation. Your group should approach the project as if you are consultants hired by the Board of Directors to find major problems with the Company you have selected and propose at least 3 strategies to fix them. You will then be given 20 minutes on the Chief Executives calendar to make a presentation to the Executive Committee isolating what you believe is the most significant problem and propose the best strategy to fix it.**

**Individual instructions on each of the phases can be found in CANVAS. Each phase will need to be reviewed with instructor. (class time or office hours). A Peer Review is required for Phase 1 paper, Phase 2 paper and Phase 3 paper and the Presentation. (If a peer review is not submitted on the same day as the paper or presentation is due the student not turning in the peer review may be subject to a 20% grade reduction for that phase of the Strategic Review Project. The Business School will give you a binder**

 **Phase 1: 75 points**

This will be a group paper. Select a Public company (Business for Profit Company that issues shares and has shares traded on a US stock exchange.) You will conduct a comprehensive environmental scan identifying environmental factors that will affect the company you have chosen. You will use the tools we cover in chapter 2 such as Porters 5 forces to help you evaluate the trends. You will identify the key business environmental issues you will need to address with your strategy in phase 3.

 **Phase 2**: **75 points**

Conduct a comprehensive analysis of your selected company’s capabilities and resources. Follow the structure of Grant’s Analysis.

**Phase 3: 75 Points**

Analysis and summary of the internal and external issues the company faces and a diagnosis of your selected company’s strategic situation. Develop 3 feasible strategies that meet the top priorities in your diagnosis. Evaluate your 3 strategies using the Strategy Evaluation Matrix. Propose a convincing recommendation as to what strategy your company should pursue.

**Presentation 75 points**

Presentation to Executives. Your Group will develop a presentation on the problem(s) that you need to solve and the 3 strategies that you propose to solve it (them).(see Phase 3 Direction) In order to succeed you need to convincingly present that you have identified the key problem(s). Then you must go through the 3 strategies that you have developed and select one. Then identify why your group selected this strategy above the other ones.

**SBE Knowledge Exam 50 Points-**

This is an online test administered by SBE to see how much you remember about the different business concepts you have learned since entering SBE.

**Citations**

All written assignments are to follow the American Psychological Association (APA) style guidelines for documentation, grammar, spelling, and punctuation. Points will be deducted for those deviating from APA style. Use the Publication manual of The American Psychological Association (6th ed.) for all writing projects you do for this class.

[**http://www.apastyle.org/?gclid=Cj0KCQiAkNfSBRCSARIsAL-u3X8-vgfD4jy2XptlHsKEGTas1-bZUwXETFxB0M6FPq29z3VsF1bUg8QaAmZdEALw\_wcB**](http://www.apastyle.org/?gclid=Cj0KCQiAkNfSBRCSARIsAL-u3X8-vgfD4jy2XptlHsKEGTas1-bZUwXETFxB0M6FPq29z3VsF1bUg8QaAmZdEALw_wcB)

 **Grading: Your semester grade is based on the *TOTAL POINTS* awarded-*NOT PERCENTAGES. In order to get the grade in the Letter Grade Column you need to accumulate the number of points in the Total Point Range Column.***

**Grading Scale –Total Points 700**

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| --- | --- | --- |
| **Grading Scale** | **Letter Grade** | **Total Point Range**  |
| 94% to 100% | A | 658-700 |
| 90% to 93% | A- | 630-657 |
| 88% to 89% | B+ | 616-629 |
| 83%-87% | B | 581-615 |
| 80%-82% | B- | 560-580 |
| 77%-79% | C+ | 539-559 |
| 73%-76% | C | 511-538 |
| 70%-72% | C- | 490-510 |
| 67%-69% | D+ | 469-489 |
| 60%-66% | D | 420-468 |
| 0%-59% | F | 0-419 |

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| --- | --- | --- |
| **Date** | **Class Period** | **Assignment** |
|  Jan 21 Tues | Intro to Capstone Course | Review Syllabus, Introductions |
|  Jan 23 Thurs | Why Planning?Chapter 1 Creating Competitive Advantage | Review of Project-Importance of Peer Reviews Group selection, Company SelectionReview Binder |
| Jan 28 Tues | Chapter 1 Creating Competitive Advantage | Group selection, Company Selection, Team Registration-Importance of Peer Reviews |
| Jan 30 Thurs | Chapter 2 External Environment | Work Day if time left**Team registration due****Company Selection due** |
| Feb 4 Tues | External Environment WorkDay and catch up on lecture External Environment | Review External Environment with InstructorReview of Binder And Submission Guidelines |
| Feb 6 Thurs | External Environment Work Day and catch up on lecture External Environment | Review External Environment with InstructorReview of Binder And Submission Guidelines |
| Feb 11 Tues | Chapter 3 Internal Environment | **Workday** |
| Feb 13 Thurs | Chapter 3 Internal Environment Work day and catchup | Workday |
| Feb 18 Tues | Workday and catch up**Phase 1 Due at Class Time** | Workday **Binder on Phase 1 and Peer Reviews Due at Class Time** |
| Feb 20 Thurs | **Senior Banquet Attendance Required** | **Attendance counts for attendance in class** |
| Feb 25 Tues | Chapter 4 Recognizing a Firm’s Intellectual Assets |  |
| Feb 27 Thurs | Chapter 4 Recognizing a Firm’s Intellectual Assets |  |
| Mar 3 Tues | Work Day/Catch Up on Phase 2 |  |
| Mar 5 Thurs | **Mid semester cutoff for SBE Completion Mar 6****Work Day** | **Mid semester cutoff for SBE Completion Mar 6** |
| Mar 10 Tues | **Mid Term Chapters 1-4 In Class** | **Mid Term Chapters 1-4 In Class** |
| Mar 12 Thurs | Grant’s Analysis | **Review Internal Analysis with Instructor** |
| Mar 17 Tues | **Spring Break** |  |
| Mar 19 Thurs | **Spring Break** |  |
| Mar 24 Tues | **SBE Knowledge Exam** | **SBE Knowledge Exam-online-complete by 11:59 PM Mar 24** |
| Mar 26 Thurs | Chapter 5 Business Level Strategy Lecture | **Phase 2 Binders and Peer Reviews Due at Class Time** |
| Mar 31 Tues | **Chapter 5 Business Level Strategy** | **Work Day** |
| Apr 2 Thurs | **Chapter 6 Corporate Level Strategy** |  |
| Apr 7 Tues | **Chapter 6 Corporate Level Strategy** | **Work Day** |
| Apr 9 Thurs | **Articles on Strategy** | **Work Day for time left** |
| Apr 14 Tues | **Work Day** |  |
| Apr 16 Thurs | **Work Day** | **Phase 3 Binder and Peer Reviews Due** |
| Apr 21 Tues | **Work Day on Presentation** |  |
| Apr 23 Thurs | **Work Day on Presentation** |  |
| Apr 28 Tues | **Sec 3 Executive Presentations** | **Presentation due in Drop Box After Completion** |
| Apr 30 Thurs | **Sec 3Executive Presentations** | **Presentation due in Drop Box after Completion** |
| May 5 Tues | **Flex Day in case of Changes in Executive Schedules** |  |
| May 7 Thurs | **May 8th is final cutoff for SBE Events Potential Flex Day in case of Executive Changes** |  **May 8th is final cutoff for SBE Events** |
| May 11 **Monday** | **12:30-2:30** | **Science Building D230** |

**Schedule and contents of Syllabus can change at the instructor’s discretion. Changes will be posted on CANVAS.**