



BUS 480--Management Capstone--Fall 2018

UWSP School of Business & Economics

For graduating seniors with an Accounting major, an Economics major with a Business Economics option, a general Business major, or a Business major with a FIRE, Management, Marketing, Entrepreneurship or International Business concentration.
Prerequisites: Bus. 300, 301, 325; 330, 340.

Instructor: Dr. E. Martin.

Class meets:

Sec. 1: Tues./Thurs., 11:00 am – 12:15 pm, CCC 104

Sec. 3: Wed., 5:00 – 7:30 pm, CPS 310.

Contact Information

E-mail: emartin@uwsp.edu .

Office phone: 346-4303.

Office: Room 410 CPS.

Office hours: Mon., 11:00 am – 12:15 pm and 2:00 – 3:15 pm; Thurs., 2:00 – 3:15 pm.

For most purposes, the best way to contact me between class sessions is to send me e-mail. **To ensure a reply, include a detailed subject line in your e-mail.** Your subject line should be up-to-date (not an old topic from a previous message) AND include your section number.

I check my e-mail and phone messages on a regular basis and am usually able to respond to your messages within 24 hours from Monday-Friday; my response may be delayed during weekends.

I want to know how you are doing as the course progresses, especially if any problems come up. Communication takes effort from both parties! Don't let a small problem become a major crisis because you haven't talked to me.

Materials & Course Requirements

There is one required textbook, available through text rental:

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

Class readings and handouts will be accessible via D2L (Desire to Learn).

You are expected to have a current UWSP network login and to regularly check your UWSP e-mail account.

ADA / Equal Access for Students with Disabilities

The American Disabilities Act (ADA) is a federal law requiring educational institutions to provide reasonable accommodations for students with disabilities. For more information about UWSP's policies, see: <https://www.uwsp.edu/datc/Pages/uw-legal-policy-info.aspx> .

UW-Stevens Point will modify academic program requirements as necessary to ensure that they do not discriminate against qualified applicants or students with disabilities. The modifications

should not affect the substance of educational programs or compromise academic standards; nor should they intrude upon academic freedom. Examinations or other procedures used for evaluating students' academic achievements may be adapted. The results of such evaluation must demonstrate the student's achievement in the academic activity, rather than describe his/her disability.

If modifications are required due to a disability, please inform me and contact the Disability and Assistive Technology Center to complete an Accommodations Request form. The Disability and Assistive Technology Center is located on the 6th Floor of Albertson Hall. For more information, call 715-346-3365 or visit:

<https://www.uwsp.edu/datc/Pages/default.aspx> .

Inclusivity/Nondiscrimination Statement

It is my responsibility to present materials and activities that are respectful of diversity, such that students from all diverse backgrounds and perspectives be well-served by this course. No person shall be discriminated against because of race, ethnicity, color, age, religion, creed, gender, gender identity, sexuality, disability, nationality, culture, genetic information, socioeconomic status, marital status, veteran's status, or political belief or affiliation and equal opportunity and access to facilities shall be available to all. To address concerns regarding any of these issues please call 715-346-2606 or visit:

<http://www.uwsp.edu/hr/Pages/Affirmative%20Action/About-EAA.aspx> .

Religious Beliefs Accommodation

It is UW System policy (UWS 22) to reasonably accommodate your sincerely held religious beliefs with respect to all examinations and other academic requirements. A direct link to this policy can be found here: https://docs.legis.wisconsin.gov/code/admin_code/uws/22 .

Resources

The Tutoring and Learning Center helps with Study Skills, Writing, Technology, Math, & Science. The Tutoring and Learning Center is located at 018 Albertson Hall. For more information, call 715 346 3568 or visit: <https://www.uwsp.edu/tlc/Pages/default.aspx> .

If you need healthcare, UWSP Student Health Service provides student-centered healthcare that empowers and promotes wellness for all UWSP students. Student Health Service is located on the 1st floor of Delzell Hall. For more information, call 715 346 4646 or visit:

<http://www.uwsp.edu/stuhealth/Pages/default.aspx> .

The UWSP Counseling Center is staffed with licensed mental health professionals dedicated to assisting students as they navigate difficult circumstances or resolve personal concerns. Therapy and consultation services are free of charge for registered students. The UWSP Counseling Center is located on the 3rd Floor of Delzell Hall. For more information, call 715-346-3553 or visit: <http://www.uwsp.edu/counseling/Pages/default.aspx> .

In addition to the support services provided by Student Health Service and the UWSP Counseling, there are also professional support services available to students through the Dean of Students.

The Office of the Dean of Students supports the campus community by reaching out and providing resources in areas where a student may be struggling or experiencing barriers to their success. Faculty and staff are asked to be proactive, supportive, and involved in facilitating the success of our students through early detection, reporting, and intervention. As such, I may contact the Office

of the Dean of Students if I sense that a student is in need of additional support beyond what the I am able to provide. For more additional information, please go to <http://www.uwsp.edu/dos/Pages/default.aspx> .

UWSP students may also share a concern directly if they or another member of our campus community needs support, is distressed, or exhibits concerning behavior that is interfering with the academic or personal success and/or the safety of others. Please report any concerns of this nature at <https://www.uwsp.edu/dos/Pages/Anonymous-Report.aspx> .

Emergency Response Guide

In the event of an emergency, follow UWSP's emergency response procedures. For details on all emergency-response procedures, please go to <http://www.uwsp.edu/rmgt/Pages/em/procedures> .

UWSP Community Bill of Rights and Responsibilities

UWSP values a safe, honest, respectful, and inviting learning environment. In order to ensure that each student has the opportunity to succeed, a set of expectations has been developed for all students, staff, and faculty. This set of expectations is known as the Rights and Responsibilities document, and it is intended to help establish a positive living and learning environment at UWSP. For more information, go to: <https://catalog.uwsp.edu/content.php?catoid=10&navoid=422#section-1-communal-bill-of-rights-and-responsibilities> .

Class Participation, Electronic Devices and Attendance Policies

The classroom environment is a unique opportunity for students to share ideas, voice opinions and discuss course content. As each student is entitled to contribute in class, specific expectations are necessary to ensure a thriving classroom environment. Expectations include: dressing appropriately and muting your cell phones, as well as no loud shouting, excessive side conversations, arriving to class under the influence of any alcohol or drugs, profane language, verbal or physical threats, intimidation of any kind, or any other behavior that may be disruptive to other students or me. If any of this behavior is exhibited, you may be asked to leave the class for the day. Any continued disruptive behavior may result in a referral to the Dean of Students Office.

Much of your learning will occur during class discussions. Therefore, it is important that you come to class ready to discuss assigned readings. You should expect to be asked to summarize the main ideas from assigned readings and to be able to refer to your notes or a marked-up version of a reading for additional details.

Most cases do not have “right” answers. Consequently, being “right” or “wrong” should not be your concern when contributing to class discussion. Your point of view is important and if there is a later consensus that differs from your viewpoint, that in no way diminishes the value of your earlier comments.

Besides being an active contributor in class, you should also strive to listen carefully to the comments of your fellow students. If you disagree with what someone has said, speak up and explain how and why your viewpoint differs.

Electronic devices (phones, tablets, laptops) are to be used for class work only; similarly, in an office meeting, employees might use smart phones to respond to important customers but not to text their friends. If a personal or work issue requires your attention during class time, you may step outside the classroom to respond.

I will deduct **five points** for in-class texting, ringing cell phones or similar disturbances.

If you are not prepared to discuss the day's readings, you will be marked absent for 0.5 of a week. If you attend just the first or second half of a once/week class, you will be marked absent for 0.5 of a week.

More than two weeks' worth of absences will result in a deduction of one letter grade from your final course grade. While you should strive to attend all class sessions, the two weeks of allowed absences should be sufficient to cover illnesses, emergencies, scheduling conflicts, athletic events, work or military-service obligations, etc.

If a presentation by you or a class test is scheduled, you must call or e-mail me in advance if you will be absent. Otherwise, you do not need to notify me that you will miss class. If you do miss a class, it will be your responsibility to get the notes and announcements from another student.

In addition to the course attendance policies noted above, the university provides standard guidelines by which students are to abide. All exceptions to the course attendance policy or the university guidelines should be documented in writing. A link to the university's attendance guidelines can be found at: <https://www.uwsp.edu/regrec/Pages/Attendance-Policy.aspx> .

University Drop Policy

You are expected to complete the courses for which you register. If you decide you do not want to take a course, you must follow the procedures established by the university to officially drop the course. If you never attend or stop attending a course and fail to officially drop, you will receive an F in the course at end of the semester. A link to the university's drop policy can be found at: https://catalog.uwsp.edu/content.php?catoid=11&navoid=431&hl=add%2Fdrop&returnto=search#Drop/Add/Withdrawal_Procedures .

Academic Honesty

Cheating in any form, including plagiarism, will not be tolerated. **Any academic misconduct will result in a failing grade for the course.**

All research 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 research projects you do for this class.

While completing your individual writing assignments, you may consult your books and notes and discuss ideas with your fellow students. The assignments are then to be written individually.

While completing your team assignments, you are to make your best effort at contributing towards the team's success.

Using D2L, you will be required to post a copy of most assignments to the anti-plagiarism web site turnitin.com.

UW System policy (UWS 14) states that students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others' academic endeavors. Students suspected of academic misconduct will be asked to meet with the instructor to discuss the concerns. If academic misconduct is evident, procedures for determining disciplinary sanctions will be followed as outlined in UWS 14. A direct link to this policy can be found here: https://docs.legis.wisconsin.gov/code/admin_code/uws/14 .

UW-Stevens Point implements the rules defined in UWS 14 through our own “Academic Misconduct Campus Procedures.” UWS 14.03 (<http://www.uwsp.edu/dos/Documents/CommunityRights.pdf>) defines academic misconduct as follows.

Academic misconduct is an act in which a student:

- seeks to claim credit for the work or efforts of another without authorization or citation;
- uses unauthorized materials or fabricated data in any academic exercise;
- forges or falsifies academic documents or records;
- intentionally impedes or damages the academic work of others;
- engages in conduct aimed at making false representation of a student’s academic performance; or
- assists other students in any of these acts.

Examples include but are not limited to: cutting and pasting text from the Web without quotation marks or proper citation; paraphrasing from the Web without crediting the source; using notes or a programmable calculator in an exam when such use is not allowed; using another person’s ideas, words, or research and presenting it as one’s own by not properly crediting the originator; stealing examinations or course materials; changing or creating data in a lab experiment; altering a transcript; signing another person’s name to an attendance sheet; hiding a book knowing that another student needs it to prepare an assignment; collaboration that is contrary to the stated rules of the course, or tampering with a lab experiment or computer program of another student.

Academic integrity is critical to maintaining fair and knowledge-based learning at UW-Stevens Point. Academic dishonesty is a serious violation: it undermines the bonds of trust and honesty between members of our academic community, degrades the value of your degree and defrauds those who may eventually depend upon your knowledge and integrity. Examples of academic misconduct include, but are not limited to: cheating on an examination (copying from another student’s paper, referring to materials on the exam other than those explicitly permitted, continuing to work on an exam after the time has expired, turning in an exam for re-grading after making changes to the exam), copying the homework of someone else, submitting for credit work done by someone else, stealing examinations or course materials, tampering with the grade records or with another student’s work, or knowingly and intentionally assisting another student in any of the above.

Reporting Misconduct

If you see incidents of misconduct, you should tell me about them, in which case I will take appropriate action and protect your identity. The School of Business & Economics will inform the Dean of Students as required and additional sanctions may be applied. You could also choose to contact the Dean of Students (Dr. Troy Seppelt, email tseppelt@uwsp.edu) and your identity will be kept confidential.

Grade Reviews/Appeals

A formal grade appeal, also known as a Grade Review, can be requested in instances when the student feels that he or she was not provided a syllabus with a grading scale in a timely manner (i.e., the end of the second week of classes) and/or the instructor did not stick with the grading scale published in the syllabus. Questions of whether or not the instructor appropriately graded one or more of the course assignments, quizzes, exams, etc. are not matters to be decided by a formal grade appeal, but rather should be taken up with the instructor directly. Information on grade reviews can be found in the University Handbook, Chapter 7, Section 5. A link to the university's policies on grade reviews can be found at <https://www.uwsp.edu/acadaff/Pages/gradeReview.aspx> .

Non-Academic Misconduct

Information on non-academic misconduct can be found in Chapters 17 and 18 of the Student Rights and Responsibilities Document. A link to the university's policies on non-academic misconduct can be found at <https://www.uwsp.edu/dos/Pages/stu-conduct.aspx> .

Confidentiality

Learning requires risk-taking and sharing ideas. Please keep your classmates' ideas and experiences confidential outside the classroom unless permission has been granted to share them.

It is important for students to understand that faculty are required to report any incidents of maltreatment, discrimination, self-harm, or sexual violence they become aware of, even if those incidents occurred in the past, off campus, or are disclosed as part of a class assignment. This does not mean an investigation will occur if the student does not want that, but it does allow the university to provide resources to help the student continue to be successful.

Sample Coursework Permission

I may wish to use a sample of your work or some of the feedback you provide on the course in future teaching or research activities. Examples: showing students an example of a well-done assignment; analyzing student responses on a particular question; discussing teaching techniques at a conference. If your coursework or feedback is used, your identity will be concealed. If you prefer not to have your work included in any future projects, please send me an e-mail indicating that you are opting out of this course feature. Otherwise, your participation in the class will be taken as consent to have portions of your coursework or feedback used for teaching or research purposes.

Revision Clause

This syllabus, the provided schedule, and all aforementioned coursework, are subject to change. It is the student's responsibility to check the course website for corrections or updates to the syllabus. Any changes will be clearly noted in a course announcement or through email.

Course Description

“Advanced course in business administration using the case method to develop integrative problem-solving approaches to complex management problems. Analysis, formulation and execution of business strategies.”¹

Two short quotes from President Eisenhower, referring to his experience with military planning, give great insight:

“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

“Plans are nothing; planning is everything.”

Further, as the management scholar Peter Drucker wrote:

“Plans are only good intentions unless they immediately degenerate into hard work.”

Strategic planning---the focus of this class---is sometimes criticized because things never go exactly as planned. That’s oversimplifying; this doesn’t mean that we shouldn’t spend time on planning. Instead, we need to plan as best we can at present, and be prepared to make adjustments as conditions change.

While you refine your strategic planning skills, you will also be building other important skills for your future professional career. You will be practicing your business writing, presentation, teamwork and creativity skills. In both class discussions and your written work, I will expect careful reasoning and analysis. We will also focus on steps you can take now to boost your professional development, such as improving your resume, learning about LinkedIn and planning for a good start in your first professional position.

General Education Program

Under UWSP’s General Education Program (GEP), every major is to have a capstone class that meets the following standards:

- Complete a project that integrates knowledge, skills, and experiences related to those General Education Program Outcomes appropriate to the discipline.
- Demonstrate skills, processes, and resources needed to make a successful transition from college to the world beyond.

The Bus. 480 Strategic Review meets the first standard by incorporating critical-thinking, quantitative and communication skills as well as interdisciplinary problem-solving skills.

We address the second standard via Professional Development Exercises, Pro Events, the Kickstart Your Career program and the Senior Banquets.

¹ UWSP Catalog.

SBE Mission

The UWSP School of Business & Economics educates and inspires students and prepares graduates for success in positions of leadership and responsibility. Our students achieve an understanding of regional opportunities that exist within the global economy. Evidence of our graduates' level of preparation is evident 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.

SBE Learning Outcomes

This course contributes to many of the SBE's learning outcomes:

SBE Learning Outcome	Bus. 480 Learning Outcome
Students will be able to apply core concepts, models and methods from business, accounting and economics in identifying and solving problems.	As part of a semester-long strategic review, students will: <ul style="list-style-type: none">• conduct a Five-Forces assessment of the competitive environment for a selected firm;• construct a resources-capability matrix for a selected firm; and• analyze the applicability of Porter's generic strategies for a selected firm.
Students will be able to recognize and analyze an ethical dilemma, applying an appropriate ethical framework.	Students will use the TIME/GROW framework to conduct a stakeholder analysis of a strategic management case.
Students will be able to work effectively with others in team settings.	Students will work in teams on a semester-long strategic review of a company.
Students will be able to craft and present an effective professional oral presentation.	Student teams will formally present strategic recommendations, with PowerPoint, to a panel of local executives.
Students will be able to successfully write an effective professional report.	Students will write brief individual reports on key concepts and cases. Student teams will write an in-depth strategic review of a company.

Pro Events

Several UWSP departments and programs, including the School of Business & Economics, sponsor **Professional Pointer Events** (or **Pro Events**).

Pro Events connect you to:

- *Campus* (e.g., academic coaching, student clubs);
- *Community* (e.g., Rotary, Business Council): and
- *Careers* (e.g., internships, networking).

As an SBE student, you will be able to choose from a wide variety of speakers, workshops and special events. With over 300 events per year on the Pro Events calendar, you will have significant flexibility in selecting your events. Whatever you choose, Pro Events will help you to make the most out of your time as a student and to prepare for transitioning into a successful career.

Visit the Pro Events web site (proevents.uwsp.edu) for announcements of upcoming events.

You can also follow us on social media:

- Facebook: [UWSP School of Business & Economics](https://www.facebook.com/UWSPSchoolofBusiness&Economics)
- Twitter: [@UWSPBusiness](https://twitter.com/UWSPBusiness)

For this course, you must attend **two** official Pro Events. One event must be before the mid-semester cut-off of **Oct. 19**; a second event must be before the end-of-semester cut-off (**Dec. 14**). If you go to extra events before the mid-semester cut-off, those credits will carry over into the second half of the semester. Attendance at each event will count for 10 points towards your final grade.

Typically, when you attend an event, you will sign in with your Point Card and thereby receive your Events credit. Occasionally, there are events requiring that you take along an Events Attendance form and obtain a signature at the event; events requiring an Events Attendance form will be clearly labeled and the form will be available online.

Attendance at Pro Events will be confirmed with automatic emails to you and updated on the Pro 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 a question about Pro Events attendance, please email proevents@uwsp.edu.

If you have multiple courses or affiliations with Pro Events requirements, it is your responsibility to make sure you have attended enough events for each course/affiliation. If you have not attended enough events to cover all of your requirements, your attendance will be allocated to your courses in alpha-numeric order followed by any other affiliations.

After the mid-semester cut-off and the end of this semester's events, I will receive reports confirming your attendance. You do not need to do anything else.

Of course, attending more than the minimum number of events is strongly encouraged! As soon-to-be graduates of the School of Business & Economics, you should seek out events that are particularly relevant for your future careers.

For this course, you have the option of writing a structured report on a Pro Event you attended this semester. An optional event report may substitute for a missing or low grade on a Professional Development Exercise. This optional report will be due by **noon, Fri. Dec. 14** (all sections).

Professional Development Exercises

In the first half of the semester, you will choose three exercises from a set of exercises posted in D2L. You will be able to work on updating your resume, refining your LinkedIn profile, assessing your personal strengths/weaknesses, etc. Due dates:

- Sec. 1: **Thursdays, Sept. 13, Oct. 4, Oct. 18.**
- Sec. 3: **Wednesdays, Sept. 12, Oct. 3, Oct. 17.**

Memo Assignment

Early in the semester, you will write a memo based on a case discussed in class. Due dates:

- Sec. 1 & 2: **Thurs. Sept. 20.**
- Sec. 3: **Wed. Sept. 19.**

Strategic Review

Working in teams, you will complete a three-part strategic analysis of a company of your choice. Due dates:

- Part 1:
 - Sec. 1: **Thurs. Oct. 11.**
 - Sec. 3: **Wed. Oct. 10.**
 - All sections: no-penalty grace period until **noon, Fri. Oct. 12.**
- Part 2:
 - Sec. 1: **Thurs. Nov. 8.**
 - Sec. 3: **Wed. Nov. 7.**
 - All sections: no-penalty grace period until **noon, Fri. Nov. 9.**
- In-class pitches:
 - Sec. 1: **Tues. Nov. 27 & Thurs. Nov. 29.**
 - Sec. 3: **Wed. Nov. 28.**
- Presentations:
 - Sec. 1: **Dec. 4, 6 & 11.**
 - Sec. 3: **Dec. 5 & 12.**
- Part 3:
 - Sec. 1: **Thurs. Dec. 13.**
 - Sec. 3: **Wed. Dec. 12.**
 - All sections: no-penalty grace period until **noon, Fri. Dec. 14.**

Mid-Term Test

To gauge your progress midway the course, I will administer a mid-term test. The test format will be short answers (1-2 paragraphs per question). **Should you not be able to take the test, you must notify me in advance.** Per university policy, if you are sick you should stay home; we will figure out a way for you to make up the points.

- Sec. 1 & 2: **Thurs. Oct. 25.**
- Sec. 3: **Wed. Oct. 24.**

SBE Knowledge Exam

As part of the SBE's continuous assessment and improvement process, you will complete an online test covering fundamental concepts from required courses. No special preparation is required.

Final Exam

The final exam will consist of a set of individual take-home essay questions, which will be due at the end of your exam period:

- Sec. 1: **Tues. Dec. 18, 2:45 – 4:45 pm.**
- Sec. 3: **Fri. Dec. 21, 12:30 – 2:30 pm.**

A face-to-face meeting will not be required.

Student Responsibilities

- Check with a study partner when you miss a class.
- Keep a copy for your records of all written work submitted.
- Submit selected assignments to D2L (for turnitin.com), as directed.
- Notify me in advance if an emergency situation prevents you from attending class when a presentation by you or test is scheduled.

Grading

Grades will be calculated based on a total of 300 points.

- ***Memo assignment***: 10 points.
- ***Professional development exercises***: 10 points x 3 assignments = 30 points
 - An optional Pro Events report may be substituted for one exercise.
- ***Team strategic review***
 - 30 points (Part 1) + 30 points (Part 2) + 30 points (Part 3) = 90 points.
 - In-class "pitch" before formal presentation: 10 points
 - Formal PowerPoint presentation = 30 points.
 - Peer reviews of presentations on non-presenting days = 10 points.
- ***Mid-term***: 60 points.
- ***SBE Business Knowledge exam***: 10 points.
- ***Final exam***: 30 points.
- ***Attendance at two Pro Events***: 10 points x 2 events = 20 points.