College of Business Mission:
Providing technologically progressive programs and services designed to enhance the skills and competencies of university students and working professionals in the five-county region.

Instructor:    Bill Ritchie, Ph.D.
Office:    107 Reed Hall
Telephone:    590-7316
E-mail:    writchie@fgcu.edu
Classroom:   Griffin 215
Office Hours: Monday 1:45 – 3:30; 5:00 – 6:30 and Wednesday 1:45 – 3:30; and by appointment
Course Times:  Monday and Wednesday, 3:30 – 4:45 p.m.

COURSE DESCRIPTION & PURPOSE

This capstone course focuses on the process of strategic management in organizations. This involves the evaluation of the organization’s situation, analysis and selection of strategic alternatives, and implementation and evaluation of the strategic plan. The ability to work with a team comprised of various business majors, as well as oral, written, and analytical skills are developed in this class. The course involves the presentation of conceptual information through readings, lectures, a business game simulation, and at least two team presentations. The analysis of case studies of actual business situations including international, nonprofit, manufacturing, and recreational industries will serve as a means of applying the course concepts and develop the students’ ability to integrate business concepts. The course requires the students to utilize information from a variety of business areas covered in the Business Core such as Accounting, Information Systems, Finance, Marketing, and Management.

TEXTBOOKS

Strategic Management & Business Policy (7th, 8th, or 9th Edition) by Wheelen and Hunger (available in FGCU bookstore)
Custom Case Book (available in FGCU bookstore)
Supplemental Case (Ivey Cases online or on reserve in the FGCU library)
Capstone Business Simulation (handed out in class)
Web resources:  http://ruby.fgcu.edu/courses/writchie (click on “RESOURCES”)

ATTENDANCE POLICY

Attendance and participation are considered important parts of this course. Students should be prepared to discuss course subject matter on the date indicated in this syllabus. Attendance and participation will be graded in the following manner:

1. Each student will be permitted up to two unexcused absences without penalty, but it is the students’ responsibility to obtain class information covered during absence.

Absences may not be taken on test days or on your team’s project presentation days.

2. Excused absences will be granted in special cases, such as physician-verified illnesses, verified FGCU activities for which attendance is mandatory, interview trips, or in accordance with FGCU policy and for observance of recognized religious holidays. Instructor and team members must be notified of excused absences in advance and documentation (for the instructor) provided as soon as the student returns.
3. Students are expected to come to class prepared for “Discussion” cases. In preparation for these cases, students are to read the case and create two relevant questions to ask the presenting team. These questions will be collected at the beginning of class at random for participation credit.

CONTACTING INSTRUCTOR

Students may discuss course contact with instructor during office hours or by appointment. Every effort will be made to reply to emails and voice mail within one business day.

EXAMINATIONS

There will be three quizzes, which will be weighed equally in the computation of the final grade. Quizzes will be multiple choice and/or short answer. Unless otherwise specified, all text from the unit is testable. Make-up quizzes will NOT be given under any circumstances.

CASE ANALYSES

Case analyses comprise a significant portion of the course activities. Individual and simulation cases must be submitted in hard-copy form. Email submissions will NOT be accepted.

Individual Written Case.

You may select Elephant Walk Thru, Hidden River, Willow Creek, Coral Divers or Otis/Russia from the book of cases or use your own company (see me for details on this option) for this assignment. The case selection from your Individual Written Case must be different than your discussion case selection. Try to select a case source that is most interesting for you. The individual written case should follow the outline format provided in Appendix 10A (for example: all major Roman numeral section headings and titles in the audit should form the outline of your case). All sections up through and including section VI are to be included in your analysis. Note that cases do not provide information to answer all audit questions. These questions do not have to be included in your analysis. The format for the Individual Case: outline form, 10 pages max, single-spaced, 12 pt. Font, and 1 inch margins all around. All work on the individual case should be the students’ own work. Collaboration with other students on any part of the content of the individual case in any manner constitutes plagiarism. Any evidence to this end will result in dismissal from class.

Discussion Case.

Self-forming groups of four to five students will select one discussion case to analyze and present in class. Presenting teams are expected to prepare a class discussion relating to key issues presented in the case. Case analyses should cover all relevant course content until case date. Teams are expected to provide the class with a brief one-page outline of the case situation and recommendation and may utilize any form of presentation deemed necessary (Q&A session with class, Role-play, panel discussion, etc.). Discussion Case presentations are limited to 40 minutes. Students who are not part of the presenting team are expected to read the case prior to class and participate in class discussion. Students should come to class prepared with one question to ask presenting teams.

Simulation Case.

Each simulation team will be responsible for conducting a strategic audit of their simulation company. The format for this case will follow the strategic audit outline (see Chapter 10). Specific guidelines for this case will be handed out early in the semester.

SIMULATION GAME

Student teams will be responsible for managing a simulated manufacturing company. The grade for this portion of the class will be directly related to simulation company performance, as class teams will compete with each other. The ongoing decisions and company outcomes during the course
of the semester will serve as a basis of information for the Simulation Case (described above) and the Simulation Case Presentation.

STUDENTS WITH DISABILITIES

Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university’s guiding principles, will provide classroom and academic accommodation to students with documented disabilities. If you need to request accommodation in this class due to a disability, please contact the instructor or the Office of Multi Access Services in the Student Services building, room 214 (phone: 590-7925; TTY: 590-7930)

EVALUATION

Quizzes 30%
Individual case 10%
Team Discussion Case 10%
Simulation Performance 15%
Simulation Case 15%
Simulation Case Presentation 10%
Participation 10%

Grading scale:

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<th>Percentage</th>
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<tr>
<td>93%</td>
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<tr>
<td>90 - 92.5%</td>
<td>A-</td>
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<tr>
<td>87 - 89.5%</td>
<td>B+</td>
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<tr>
<td>83 - 86.5%</td>
<td>B</td>
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<td>63 - 66.5%</td>
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<td>60 - 62.5%</td>
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<td>Below 60</td>
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HONOR CODE

Students are expected to demonstrate honesty in their academic activities in accordance with the “Student Code of Conduct” (page 11) and “Policies and Procedures” (pages 18-24) of the Student Guidebook. Students found in violation of the academic honesty guidelines will be released from class without credit.

CLASS SCHEDULE

Week 1 OVERVIEW
1/10 Introduction to Class
1/12 Strategic Management, Text Chapter 1: Basic Concepts of Strategic Management, Table 10.5, Ch. 14: Guidelines for Case Analysis Simulation Team Assignments, and Discussion Case Team Assignments
Simulation: Overview of Simulation, pass out Team Member Guide Review Welcome Page: VII (Tutorial & Demonstrations) Simulation Registration (Team Member Guide pages 4-5)

Week 2 SIMULATION OVERVIEW
1/17 Martin Luther King Holiday – No Class
1/19 Simulation Overview
Week 3  GOVERNANCE
1/24  Text Chapter 2: Corporate Governance and Social Responsibility
Simulation:  Team Member Guide: Chapter 2
1/26  Text Chapter 2 Continued
And Why Do Good Managers Choose Poor Strategies?
Simulation:  Team Member Guide: Chapter 3
Review Team Member Guide: Chapter 1, page 5
Complete Lesson 1 & 2 online
Review Student Tutorial online “How to Organize a Team”
Define Team Member Roles
Sales forecasting tutorial (found in Animated How-To Demonstrations)

Week 4  SCANNING: EXTERNAL ENVIRONMENT
1/31  Chapter 3: Environmental Scanning and Industry Analysis
Simulation:  Team Member Guide: Chapter 4
Situation Analysis
Practice Round 1 Decision Due (Monday, 9 a.m.)
2/2  Text Chapter 3 continued
Discussion Case #2 (Tapp Technologies A/B) (on Reserve in FGCU Library)
Simulation Success Measures Due

Week 5  SCANNING: INTERNAL ENVIRONMENT
2/7  Discussion Case #3 (Elephant Walk Thru) (Ivey Cases or on Reserve in FGCU library)
Simulation:  Hand out six Company Strategies to teams and discuss
2/9  Text Chapter 4: Internal Scanning: Organizational Analysis
Online Team Member Evaluations Due by Class-time today (to complete, click link on your Simulation home page)
Simulation:  Practice round 2 Decisions Due (Wednesday, 9 a.m.)

Week 6  SCANNING: INTERNAL ENVIRONMENT
2/14  Team Simulation Strategy Sessions
Practice Round 3 Decisions Due (Monday, 9 a.m.)
2/16  Practice Round 4 Decisions Due (Wednesday, 9 a.m.)
Quiz 1 (Chapters 1,2,3,4)

Week 7  STRATEGY FORMULATION
2/21  Text Chapter 5 Strategy Formulation- Situation Analysis/Business Strategy
(work on Individual Case write-up)
Simulation:  Vision Statement
Create Company Strategy
2/23  Text Chapter 5 continued
Industry Consortium

Simulation: Finalize Company Strategy

Week 8  STRATEGY FORMULATION
2/28  Text Chapter 6: Strategy Formulation- Corporate Strategy

Simulation: Round 1 Decisions Due (Monday, 9 a.m.)

2/30  Discussion Case #4 (Hidden River, in case book)

Week 9  SPRING BREAK – NO CLASSES

Week 10  STRATEGY FORMULATION
3/14  Text Chapter 7: Strategy Formulation- Functional Strategy/Strategic Choice
Discussion Case #5 (Willow Creek, in case book)

Simulation: Round 2 Decisions Due (Monday, 9 a.m.)

3/16  Quiz 2 (Chapters 5,6,7)

Simulation: Round 3 Decisions Due (Wednesday, 9 a.m.)

Week 11  IMPLEMENTATION
3/21  Text Chapter 8 Strategy Implementation- Organizing for Action
Individual Case Due

3/23  Text Chapter 8 continued

Simulation: Round 4 Decisions and Success Measures Due (Wednesday, 9 a.m.)

Week 12  IMPLEMENTATION
3/28  Discussion Case #6 (Coral Divers Resort, in case book)

Simulation: Round 5 Decisions Due (Monday, 9 a.m.)

3/30  Text Chapter 9: Strategy Implementation- Staffing and Directing

Simulation: Round 6 Decisions Due (Wednesday, 9 a.m.)

Week 13  EVALUATION
4/4  Discussion Case #7 (Managing OTIS Russian Joint Venture, in case book)

Simulation: Round 7 Decisions Due (Monday, 9 a.m.)

4/6  Text Chapter 10: Evaluation and Control
Discussion Case #8 (Bonita Bay Marina, Ivey or reserve in the library)

Simulation: FINAL ROUND Round 8 Decisions Due (Wednesday, 9 a.m.)

Week 14  SPECIAL TOPICS IN STRATEGY
4/11  Quiz 3 (Chapters 8,9,10)

4/13  Team Debriefs

Week 15  SPECIAL TOPICS IN STRATEGY
4/18  Simulation Presentations Andrews/Baldwin
<table>
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<tr>
<td>4/20</td>
<td>Simulation Presentations Chester/Digby</td>
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<tr>
<td><strong>Week 16</strong></td>
<td><strong>SPECIAL TOPICS IN STRATEGY</strong></td>
</tr>
<tr>
<td>4/25</td>
<td>Simulation Presentations Erie/Ferris</td>
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<tr>
<td></td>
<td><strong>Team Simulation Case is due</strong></td>
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