

**Warrington College of Business Administration**  
Heavener School of Business  
Fisher School of Accounting  
Hough Graduate School of Business

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**GENERAL FACULTY MEETING**  
**AGENDA | MONDAY, OCTOBER 6, 2014 | 3:00 p.m. | STUZIN 101**

1. The April 22, 2014 General Faculty Meeting Minutes is presented for approval by the faculty.
2. Bylaws – updates - Informational Item
3. Introduction of New Faculty
4. Other Business
5. Dean’s Report

**GRADUATE FACULTY MEETING** (*Immediately following the General Faculty Meeting*)  
**AGENDA | MONDAY, OCTOBER 6, 2014 | 3:00 P.M. | STUZIN 101**

1. The April 22, 2014 Graduate Faculty Meeting Minutes is presented for approval by the faculty.
2. The Specialized Graduate Committee approved the following items and is presenting them to the faculty for their approval.

PREFIX: MAN 6XXX  
FULL COURSE TITLE: CAPSTONE PROJECT  
EFFECTIVE TERM: SPRING 2015  
CREDIT: 2  
CONTACT HOUR: 2

DESCRIPTION: STUDENTS WILL ANALYZE A GLOBAL COMPANY USING A SERIES OF QUESTIONS IN THREE STRATEGIC MODULE ASSIGNMENTS. EXPLICIT QUESTIONS IN THE ASSIGNMENTS ARE DESIGNED TO HELP STUDENTS DEFINE THE COMPANY, ANALYZE THE INDUSTRY IN WHICH IT OPERATES, PERFORM AN INTERNAL ANALYSIS OF THE COMPANY/DIVISION, AND DEFINE THE STRATEGIES AND COMPANY ORGANIZATION.

PREFIX: REE 6XXX  
FULL COURSE TITLE: FUNDAMENTALS OF REAL ESTATE DEVELOPMENT  
EFFECTIVE TERM: SPRING 2015  
CREDIT: 2  
CONTACT HOUR: 2

DESCRIPTION: This course introduces students to the commercial real estate development process. Variables as to the type of development project sought (office, retail, multi-family, etc.), the end user (owner-occupied or lease-up), and the desired holding period (develop-stabilize-sell or long-term asset) are examined relative to the impact on the project’s overall IRR.

3. The DBA Committee approved the following items and is presenting them to the faculty for their approval.

PREFIX: QMB 7565  
FULL COURSE TITLE: STATISTICAL RESEARCH METHODS  
EFFECTIVE TERM: FALL 2015  
CREDIT: 3  
CONTACT HOUR: 3  
DESCRIPTION: This course will help students understand concepts in statistics. This will enable them to undertake advanced econometrics courses later on. Topics covered in the course will be: summary statistics, estimations, hypothesis testing, sample size estimations, correlations, multivariate regressions, testing for patterns, and testing independence.

PREFIX: MAN 7768  
FULL COURSE TITLE: SUPPLY CHAIN STRATEGY  
EFFECTIVE TERM: FALL 2015  
CREDIT: 3  
CONTACT HOUR: 3  
DESCRIPTION: The objective of this course is to introduce students to the basic concepts and tools applied in supply chain management. The course will focus on contemporary research in supply chain management to prepare students for academic research in this area.

4. Other Business
5. Dean's Report

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## GENERAL FACULTY MEETING MINUTES | TUESDAY, APRIL 22, 2014 | 3:30 p.m. | HOUGH 140

1. A motion was made to approve the March 25, 2014 General Faculty Meeting Minutes. The motion was seconded and the faculty voted to approve the minutes as presented.
2. A motion was made to approve the adoption of five additional courses into the Real Estate minor as presented by the Undergraduate Committee. The motion was seconded and the faculty voted to approve the adoption of the five additional courses as presented.

The attached proposal suggests the adoption of five additional courses into the Real Estate minor electives options list. Since classes in the electives list are not always offered, are offered at alternating term schedules, or may conflict with students' course schedules, as well as offering a diverse array of electives for students in other disciplines to earn the minor, we felt these courses fit within the context of the Minor in Real Estate and for the aforementioned reasons, they should be adopted into the minor.

**Proposed Requirement:** Addition of 5 courses to possible electives list  
URP 4740 Housing and Urban Development  
DCP 3200 Methods of Inquiry for Sustainability in the Built Environment  
DCP 3210 Sustainable Solutions for the Built Environment  
GEO 3430 Population Geography  
GEO 3611 Housing, People and Places

3. Other Business - none
4. Dean's Report - none

## GRADUATE FACULTY MEETING (*Immediately following the General Faculty Meeting*) MINUTES | TUESDAY, APRIL 22, 2014 | 3:30 P.M. | HOUGH 140

1. A motion was made to approve the March 25, 2014 Graduate Faculty Meeting Minutes. The motion was seconded and the faculty voted to approve the minutes as presented.
2. A motion was made to approve the ISM 6423 course change as presented by the Specialized Graduate Committee. The motion was seconded and the faculty voted to approve the course change as presented.

PREFIX: ISM 6423  
COURSE TITLE: Data Analysis and Decision Support  
EFFECTIVE TERM: Fall 2014  
PREREQUISITES: FROM: NONE  
TO: ISM 6405

3. Other Business - none
4. Dean's Report - none

Attendance: John Kraft, Selcuk Erenguc, Gary McGill, Robert Thomas, Tawnya Means, Erica Byrnes, Joe Alba, Jinhon Xie, Haldun Aytug, Kenny Cheng, Janice Carrillo, Asoo Vakharia, Jane Douglas

*The Foundation for The Gator Nation*

An Equal Opportunity Institution

**DRAFT DOCUMENT**

**BYLAWS OF THE FACULTY OF THE  
WARRINGTON COLLEGE OF BUSINESS  
ADMINISTRATION**

**UNIVERSITY OF FLORIDA**

*ADOPTED BY THE FACULTY*

*MAY 21, 1988*

*REVISED SEPTEMBER 7, 1988*

*REVISED MAY 28, 1989*

*REVISED NOVEMBER 21, 1996*

*REVISED APRIL 2001*

*REVISED SEPTEMBER 2002*

*NOVEMBER 2002*

*JULY 2003 (UPDATED FOR INSTITUTIONAL CONSISTENCY)*

*NOVEMBER 2006*

*JULY 2008 (UPDATED FOR INSTITUTIONAL CONSISTENCY)*

*DECEMBER 2009 (REVISED AND UPDATED FOR INSTITUTIONAL CONSISTENCY)*

*MARCH 2014 (REVISED AND UPDATED FOR INSTITUTIONAL CONSISTENCY)*

*OCTOBER 2014 (REVISED AND UPDATED FOR INSTITUTIONAL CONSISTENCY)*

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# 1. COLLEGE ORGANIZATION AND PURPOSE

- 1.1 The Warrington College of Business Administration is one of the basic degree-granting units of the University of Florida.
- 1.2 The mission of the Warrington College of Business Administration is:  
  
The Warrington College of Business Administration's mission is to build a better society by creating influential research and educating tomorrow's business leaders.
- 1.3 The academic units of the College are: The Hough Graduate School of Business, The Heavener School of Business, The Fisher School of Accounting; and the departments of **Economics**; Finance, Insurance, and Real Estate; Information Systems and Operations Management; Management; and Marketing.
- 1.4 The chief executive administrative officer of the College shall be the Dean, who is responsible to the President of the University for administration of the College and shall be the agent of the faculty for the execution of education policy.
- 1.5 The Dean may appoint such associate and assistant deans, directors, and assistants as the Dean deems necessary to the effective accomplishment of the Dean's goals, subject to the approval of the President and the Board of Trustees. The Dean may establish, with approval of appropriate officers of the University, Centers that further the research, teaching, and service mission of the College.

# 2. THE FACULTY OF THE WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION

## 2.1 Composition

The faculty of the College shall consist of all members who hold the ranks of lecturer or above, or the equivalent, in academic ranks in the academic units of the College; non-teaching officers of research or extension who hold the rank or rank-equivalent of lecturer or higher in the College; members of the faculty of another college who teach regularly in the College as part of their duties, when so appointed by specific action of the deans concerned; and the Dean, Senior Associate Dean, Associate Deans, Assistant Deans, of the College and the President of the University, as voting ex-officio members.

## 2.2 Appointment of Faculty Members

Nominations for the appointment of faculty members shall be made by the academic unit heads and shall be submitted to the Dean for approval or rejection. In the event of approval, the nomination should be transmitted to the President.

### 2.3 Recommendation for Promotion and/or Tenure of Faculty Members

Recommendations for promotion and/or tenure of faculty members shall be made in accordance with, and policies outlined in, the ~~University of Florida Constitution~~ ~~University of Florida Regulations, Senate Bylaws~~ Collective Bargaining Agreement, Warrington College of Business Administration Guidelines, Fisher School of Accounting Guidelines.

### 2.4 Sustained Performance Evaluations

All tenured faculty will participate in a required sustained performance evaluation, and provide input to the chair, using the criteria for annual evaluations.

### 2.5 Academic Programs

Subject to the limitations of higher approval, the faculty of the College shall exercise control over the academic affairs of the College. These are defined to include:

- a) Requirements for admission and graduation;
- b) Form of degrees to be conferred;
- c) Arrangement and content of the curricula;
- d) Recommendations of students who are to be granted degrees.

The faculty of the Fisher School of Accounting shall exercise control over a), b), c), and d) with respect to the undergraduate and master's degree programs of the School.

## 3. THE GRADUATE FACULTY

### 3.1 Graduate Programs in Business Administration

The Graduate Faculty of the College is known collectively as Graduate Programs in Business Administration

### 3.2 Composition

All members of the faculty of the Warrington College of Business Administration who have been appointed by the Graduate School to membership in the Graduate Faculty of the University shall be considered members of the Graduate Faculty and Graduate Programs in Business Administration.

### 3.3 Duties

The Graduate Faculty of the Warrington College of Business Administration shall have all powers and duties relating to graduate students and programs that the College faculty has with respect to undergraduate students and programs under these bylaws and in cooperation with the Graduate School of the University of Florida.

## 4. UNIT ORGANIZATION

### 4.1 Definition

The department is the fundamental unit of academic administration within the College, as it is within the University. The head of a department is a chair. A school shall be a unit subordinate to a college and is organized for a special program of studies. The head of a school is a director. Academic unit heads are subject to the supervision of the Dean of the College.

4.2 The academic unit head is to be nominated by the Dean of the College after consultation with a committee of the unit elected by its tenured members. The academic unit head shall be responsible for budgetary matters, physical facilities, and personnel matters in their jurisdiction, in consultation with their faculty, and shall call such meetings as are necessary for the faculty to exercise its general responsibility for the academic program as provided in Section 4.5 below.

4.3 In conjunction with the periodic evaluation of academic units, called for by the **University of Florida Constitution (Article IV, Section 3 [D]), University of Florida Regulation, or the Collective Bargaining Agreement for those faculty in the bargaining unit**, the Dean shall consult members (defined in section 4.4 below) of each academic unit, individually and confidentially, for an opinion on the continuance of its academic unit head. This consultation shall take place at intervals concurrent with the term of appointment of the academic unit head. An academic unit head shall be appointed by the Dean for terms of from three to five years.

### 4.4 Members of Academic Unit Faculty

The members of an academic unit shall be all those faculty members who hold the rank of lecturer or higher in the academic unit budget and such other persons who teach in or do research in the academic unit and are accepted by academic unit vote.

### 4.5 Program

The program of an academic unit shall be conducted by the faculty through an academic unit head who shall have general responsibility for the teaching, research, and service activities of the unit.

## 5. MEETINGS OF THE FACULTY

5.1 The Dean, or such person as the Dean shall designate, shall preside at all faculty meetings.

5.2 A member of the Dean's administrative staff shall serve as secretary to the faculty and shall keep a permanent record of its proceedings. Draft minutes shall be circulated to members of the faculty for consideration at a subsequent faculty meeting and are subject to approval by the faculty at the subsequent meeting. **The faculty shall elect annually a parliamentarian for the faculty meetings.**



- 5.3 Both the College faculty and the Graduate Faculty shall meet in separate meetings at least once each semester, excluding the summer semester. Faculty meetings shall be called by the Dean with advance notice of at least ten working days. Faculty members and faculty committees may request items to be placed on the agenda in the form of a written request to the Dean. Such requests must be made at least ~~five~~ **fifteen** working days prior to the meeting. Curriculum changes must have been considered by the appropriate committee in order to be placed on the agenda. Written copies of the proposed changes in the curriculum must be distributed to the faculty at least five working days in advance of each meeting.
- 5.4 A quorum shall consist of one-third of the voting faculty members in residence. The absence of a quorum does not invalidate actions of the faculty in an otherwise regular faculty meeting unless a call for quorum count is made by a faculty member in attendance at the meeting and an objection is raised in the meeting to an action to be taken in the absence of a quorum. The quorum call and objection must be made prior to vote on the item. In the event of a quorum call and a failed quorum, the faculty cannot take valid action on the item that is the subject of the call and objection.
- 5.5 Voting shall be limited to the faculty of the College. No one who is a candidate for an advanced degree in the College is entitled to vote.
- 5.6 Roberts' Rules of Order shall guide the conduct of faculty meetings. The presider of the meeting, ~~on~~ **the advice of the parliamentary,** will rule on any point of order raised in the meeting.
- 5.7 An agenda shall be prepared and circulated at least five working days in advance of each meeting. By a vote of two-thirds of the faculty members in attendance, non-agenda items may be added and discussed, but no action may be taken on these items. These non-agenda items must be available in writing and be distributed at the beginning of the meeting. However, no new degree programs, new concentrations in existing degree programs, or curriculum changes shall be considered as non-agenda items by the faculty.
- 5.8 When circumstances warrant, at the discretion of the dean or a majority of the Faculty Advisory Committee, the faculty of the College may vote by email. The faculty must be given a period of five days to vote. If any member of the faculty raises an objection to an email vote, the issue must be voted upon at a meeting of the faculty of the College.

## 6. ADMINISTRATORS' MEETINGS

- 6.1 The Dean, Senior Associate Dean, Associate Deans, Academic Unit Heads, and Program Directors will meet at least twice each semester.

## 7. COMMITTEES

7.1 There shall be the following standing committees of the College and Graduate faculty.

- Doctor of Business Administration (DBA) Committee
- Faculty Advisory Committee
- Information Resources Committee
- Master of Business Administration (MBA) Committee
- Ph.D. Committee
- Promotion and Tenure Committee
- Research Committee
- Specialized Graduate Programs Committee
- Teaching Committee
- Undergraduate Committee

For matters relating to the undergraduate and master's level academic programs of the Fisher School of Accounting, the functions of the above committees shall be performed by committees of the faculty of the Fisher School of Accounting.

7.2 Faculty members will be appointed to the University Senate, Sabbatical Evaluation Committee, search committees, and other university-directed committees, as directed by the appropriate university authorities.

7.3 Unless otherwise stated, faculty appointments to committees with terms greater than one year will be staggered.

### 7.4 Ad hoc Committees

Ad hoc committees can be formed by the Dean, Chair, or by faculty, as needed. Members of these committees shall volunteer for the assignment and shall elect a chair from among their members, if a chair is deemed necessary.

(Statements of the nature of functions of the college committees are shown on the following pages.)

## DOCTOR OF BUSINESS ADMINISTRATION (DBA) COMMITTEE

Membership:	One graduate faculty member from each academic unit, selected in a manner determined by the faculty of each academic unit and nominated to the Dean by the academic unit head; and a chairperson.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Ex-Officio:	Senior Associate Dean (non-voting)
Term of Membership:	Two-year term for faculty members.
Purpose and Function:	The Doctor of Business Administration (DBA) Program aims to integrate the theory and practice of business with the context of current issues that the business world faces. The DBA is a professional doctorate that emphasizes the application of theory to actual business issues. The DBA program will help candidates develop proficiency in applied research by improving their methodological and analytical skills. Participants who successfully complete the program will be equipped for high-level positions in numerous sectors including higher education and consulting.
Regular Meetings:	None.
Other Meetings:	When called by the Chair on one week's notice to members.
Agenda:	Prepared by Chair, made available to members one week prior to meeting.
Minutes:	The secretary shall prepare minutes of each meeting and, when the minutes have been approved by the Committee, shall <del>distribute the minutes to the Dean and graduate faculty.</del> post the minutes to the online site for college committees.
Other:	The Chair will prepare an annual report of the work done by the Committee and will <del>distribute it to the Dean and faculty.</del> post the report to the online site for college committees.
Resources Available:	Office of the Senior Associate Dean.

## FACULTY ADVISORY COMMITTEE

Membership:	<p><del>Twelve members:</del> Two members from each of the academic units, will be elected by the faculty. Membership is restricted to tenured faculty. Faculty members in dean, director, or academic unit head positions are not eligible. All faculty members eligible to vote in a faculty meeting are eligible to vote for the membership from their academic unit. Ballots will be sent by the Dean's office to each department with a vacancy; all faculty eligible to serve will be listed on the ballot; voting will be handled electronically.</p>
Chair:	Elected by the Committee for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Term of Membership:	All members shall serve a two-year term. Terms will be staggered. Each year, <del>six</del> five members will be elected. An eligible faculty member may serve no more than two consecutive terms, but is otherwise eligible for service at any time.
Purpose and Function:	<p>To serve as an elected representative body of the faculty with elected leadership. The FAC is charged, together with the Dean, with:</p> <ol style="list-style-type: none"><li>1) Developing and overseeing the implementation of shared governance in the College;</li><li>2) Developing with the College administration, the continuing strategic plan of the College; and</li><li>3) Periodic evaluation of the effectiveness of shared governance in the College.</li></ol> <p>In addition, the FAC provides a forum for advice to and consultation with the Dean regarding College policies.</p> <p>In addition, the committee advises and recommends policy to the College administration and faculty on matters related to the overall welfare of the faculty, students, and administrators of the College. This charge includes, but is not limited to, consideration of means to foster freedom of academic inquiry and expression, equity, minority affairs and academic ethics in the common life of the College and its members.</p> <p>On a majority vote of the committee, the chair may call a general meeting of the faculty.</p>
Regular Meetings:	None.
Other Meetings:	When called by the Chair with reasonable notice to members.
Minutes:	The secretary shall prepare minutes of each Committee meeting and, when the minutes have been approved by the Committee, shall <del>distribute the minutes to the Dean and to the faculty,</del> post the minutes to the online site for college committees.
Other:	The Chair will prepare an annual report of the work done by the committee and will <del>distribute the report to the Dean and faculty,</del> post the report to the online site for college committees.
Resources Available:	Office of the Dean

## INFORMATION RESOURCES COMMITTEE

Membership:	<del>Six members:</del> One member from each academic unit, appointed by the Dean from faculty members nominated by academic unit heads.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Ex-Officio:	Associate Dean (non-voting) Director of Information Technology (non-voting)
Term of Membership:	Two-year term for faculty members.
Purpose and Function:	To enhance the acquisition and use of information and communications resources, including computer databases and technology, library resources, and telecommunications.
Regular Meetings:	None.
Other Meetings:	When called by the Chair with one week notice to members.
Agenda:	Prepared by the Chair, made available to members one week prior to meeting.
Minutes:	The secretary shall prepare minutes of each meeting and, when the minutes have been approved by the Committee, shall <del>will distribute the minutes to the Dean and faculty.</del> post the minutes to the online site for college committees.
Other:	The Chair will prepare an annual report of the work done by the Committee and will <del>distribute the report to the Dean and faculty.</del> post the report to the online site for college committees.
Resources Available:	Office of the Senior Associate Dean.

## MASTER OF BUSINESS ADMINISTRATION (MBA) COMMITTEE

Membership:	<del>Six members:</del> One member of the graduate faculty from each academic unit, appointed by the Dean from faculty members nominated by academic unit heads.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Ex-Officio:	Senior Associate Dean for Graduate Programs (non-voting) Assistant Dean and Director of the MBA Program (non-voting) Director of Student Services of the MBA Program (non-voting)
Term of Membership:	Two-year term for faculty members.
Purpose and Function:	The MBA Committee oversees the development, management, and review of all important aspects of the MBA Programs. Specific activities include (but are not limited to) course and program development, curriculum, formulation of student admission and placement strategies, student relations, and budgets. The committee will make recommendations to the Dean, Program Director, and WCBA faculty regarding all significant aspects of the MBA programs. The committee recommends to the faculty new courses or courses to be discontinued and minimum admissions and degree requirements for the MBA degree.
Regular Meetings:	None.
Other Meetings:	When called by the Chair with one week's notice to members, or unanimous consent.
Agenda:	Prepared by the Chair, made available to members one week prior to meeting.
Minutes:	The secretary shall prepare minutes of each meeting of the Committee and, when the minutes have been approved by the Committee, shall <del>distribute them to the Dean and faculty.</del> post the minutes to the online site for college committees.
Other:	The Chair shall prepare an annual report of the work done by the Committee and will <del>distribute the report to the Dean and faculty.</del> will post the report to the online site for college committees.
Resources Available:	Office of the Director of the MBA program.

## PH.D. COMMITTEE

Membership:	<del>Seven members:</del> One graduate faculty member from each academic unit, selected in a manner determined by the faculty of each academic unit and nominated to the Dean by the academic unit head; and a chairperson.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Ex-Officio:	Senior Associate Dean (non-voting)
Term of Membership:	Two-year term for faculty members.
Purpose and Function:	Responsible for overseeing the development, management, and review of the Ph.D. programs of the College. Specific activities include, but are not limited to, making recommendations to the Dean, the program directors, and the WCBA faculty with respect to course and program development, formulation of admission and placement strategies, new courses and courses to be discontinued, or courses to be discontinued, and policies related to budgeting.
Regular Meetings:	None.
Other Meetings:	When called by the Chair on one week's notice to members.
Agenda:	Prepared by Chair, made available to members one week prior to meeting.
Minutes:	The secretary shall prepare minutes of each meeting and, when the minutes have been approved by the Committee, shall <del>distribute the minutes to the Dean and graduate faculty.</del> post the minutes to the online site for college committees.
Other:	The Chair will prepare an annual report of the work done by the Committee and will <del>distribute it to the Dean and faculty.</del> post the report to the online site for college committees.
Resources Available:	Office of the Senior Associate Dean.

## PROMOTION AND TENURE COMMITTEE

Membership:	<del>Six members</del> : Three elected by tenured faculty; <del>three</del> <del>two</del> appointed by the Dean. There shall be at least one faculty member from each academic unit on the committee. Tenured full professors, except heads of academic units, are eligible for membership. Only tenured faculty members are eligible to vote. Ballots will be sent by the Dean's office to all tenured faculty; all faculty eligible to serve from the areas that have a vacancy will be listed on the ballot; voting will be handled electronically.
Chair:	Elected by the Committee for a one-year term.
Secretary:	None.
Term of Membership:	All members shall serve a three-year term. Terms will be staggered. Each year <del>at least</del> one member will be elected and one member will be appointed. An eligible faculty member may serve no more than two consecutive terms, but is otherwise eligible for service at any time.
Purpose and Function:	To serve in a "fact-finding" capacity to assist the Dean in his evaluation of: <ol style="list-style-type: none"><li>1) Candidates for tenure and promotion, including candidates for new appointments of associate and full professor from academic units;</li><li>2) Three-year review for progress toward tenure</li></ol>
Regular Meetings:	None
Other Meetings:	When called by the Chair with one week's notice.
Agenda:	Prepared by the Chair, made available to members one week prior to meeting.
Other:	None.
Resources Available:	Office of the Dean.



## RESEARCH COMMITTEE

Membership:	<del>Six</del> Five members of the tenured faculty: three elected; <del>three</del> two appointed by the Dean.
Chair:	Appointed by the Dean for a one-year term
Secretary:	Elected by the Committee for a one-year term
Term of Membership:	All members shall serve a two-year term
Purpose and Function:	The committee is charged with encouraging and aiding research; recommending criteria for the administration of research grants and programs, as requested; assisting in the selection of award recipients, as requested; identifying and/or evaluating recommendations for major interdisciplinary research proposals for the College research support. A Fisher School of Accounting standing committee shall perform these functions with respect to the research program of the School.
Regular Meetings:	None
Other Meetings:	When called by the Chair with at least one week's notice
Agenda:	Prepared by the Chair, made available to members one week prior to meeting.
Minutes:	The secretary will prepare minutes of each Committee meeting and, when the minutes have been approved by the Committee, shall <del>distribute the minutes to the Dean and faculty,</del> post the minutes to the online site for college committees.
Other:	The Chair shall prepare an annual report of the work done by the Committee and will <del>distribute it to the Dean and faculty,</del> post the report to the online site for college committees.
Resources Available:	Office of the Senior Associate Dean

## SPECIALIZED GRADUATE PROGRAMS COMMITTEE

Membership:	<del>Seven members:</del> One member of the graduate faculty from each academic unit, selected in a manner determined by the faculty of each academic unit and nominated to the Dean by the Academic Unit Heads; and a chairperson.
Chair:	Appointed by the Dean for a one-year term
Secretary:	Elected by the Committee for a one-year term
Ex-Officio:	Senior Associate Dean for Graduate Programs (non-voting)
Term of Membership:	All members shall serve a two-year term
Purpose and Function:	Recommends to the faculty new courses or courses to be discontinued and minimum admission and degree requirements for masters degrees other than the MBA and the MAcc. These matters may originate with the Committee or reach the Committee through recommendations by academic units, other faculty committees, the student council, or individual faculty members or students.
Regular Meetings:	None
Other Meetings:	When called by the Chair on one week's notice to members
Agenda:	Prepared by Chair, made available to members one week prior to meeting
Minutes:	The secretary shall prepare minutes of each meeting and, when the minutes have been approved by the Committee, <del>distribute the minutes to the Dean and faculty.</del>
Other:	The Chair shall prepare an annual report of the work done by the Committee and will <del>distribute it to the Dean and faculty.</del> <del>post the report to the online site for college committees.</del>
Resources Available:	Office of the Senior Associate Dean

## TEACHING COMMITTEE

Membership:	<del>Eight members:</del> One member from each academic unit, appointed by the Dean from faculty members nominated by academic unit heads; <del>one Undergraduate student and one MBA student,</del> one student from the Heavener School of Business, one student from the Hough Graduate School of Business, and one student from the Fisher School of Accounting, <del>appointed by the Dean from nominations (non-voting) made by the Dean</del> from nominations made by the Directors of the Heavener School of Business, the Hough Graduate School of Business, and the Fisher School of Accounting, <del>and the MBA Program.</del>
Chair:	Appointed by the Dean for a one-year term
Secretary:	Elected by the Committee for a one-year term
Ex-Officio:	<del>Director of the Teaching and Learning Center elected by the Dean for a one-year term (non-voting).</del>
Term of Membership:	Two-year term for faculty members. One-year term for student members
Purpose and Function:	To encourage and aid quality teaching and to facilitate the evaluation of teaching
Regular Meetings:	None
Other Meetings:	When called by the Chair with reasonable notice to members
Agenda:	Prepared by the Chair, made available to members prior to the meetings
Minutes:	The secretary shall prepare minutes of each meeting and, when the minutes have been approved by the Committee, shall <del>distribute the minutes to the Dean and faculty.</del> <del>post the minutes to the online site for college committees.</del>
Other:	The Chair will prepare an annual report of the work done by the Committee and will <del>distribute the report to the Dean and faculty.</del> <del>post the report to the online site for college committees.</del>
Resources Available:	Secretarial resources of the academic units and the Copy Center of the Warrington College of Business Administration. Computer and Research Assistant time required to conduct analyses.

## UNDERGRADUATE PROGRAMS COMMITTEE

Membership:	One faculty member from each academic unit, appointed by the Dean from faculty members nominated by academic unit heads; <del>and</del> two undergraduate students; <b>one from the Heavener School of Business; and one from the Fisher School of Accounting;</b> (non-voting) appointed by the Dean from nominations made by the Director of the School of Business.
Chair:	Appointed by the Dean for a one-year term
Secretary:	Elected by the Committee for a one-year term
Ex-Officio:	Director of the Heavener School of Business <b>(non-voting)</b> Associate Director for Academic Advising <b>(non-voting)</b>
Term of Membership:	Two-year term for faculty members. One-year term for student members
Purpose and Function:	<p>The Undergraduate Programs Committee oversees the development, management, and review of all important aspects of the undergraduate degree programs. Specific activities include (but are not limited to) course and program development, curriculum, formulation of student admission and placement strategies, student relations, and budgets. The committee will make recommendations to the Dean, Director, and CBA faculty regarding all significant aspects of the undergraduate programs. The committee recommends to the faculty new courses or courses to be discontinued and minimum admissions and degree requirements for the BSBA and BABA degrees.</p> <p>Committees of the Fisher School of Accounting shall perform all of the above functions for the undergraduate programs of the Fisher School of Accounting.</p>
Regular Meetings:	None
Other Meetings:	When called by the Chair with reasonable notice to members
Agenda:	Prepared by the Chair, made available to members prior to the meetings
Minutes:	The secretary shall prepare minutes of each meeting of the Committee and, when the minutes have been approved by the Committee, shall <b>distribute the minutes to the Dean and faculty, post the minutes to the online site for college committees.</b>
Other:	The Chair shall prepare an annual report of the work done by the Committee and will <b>distribute the report to the Dean and faculty, post the report to the online site for college committees.</b>
Resources Available:	Undergraduate Programs Office

## STUDENT COUNCIL

The faculty of the College shall recognize and appropriately constituted student council (referred to as the Business Administration College Council) to set up formal regularized communication among the College's student body, faculty, and administration. The faculty of the Fisher School of Accounting shall recognize an appropriately constituted student council (referred to as the Fisher School of Accounting Council) to set up formal, regularized communication among the School's student body, faculty, and administration. Other academic units may recognize appropriately constituted student organizations to improve communications among students, faculty, and administration.

## 8. INTERPRETATION AND AMENDMENTS

8.1 The faculty, through action in regular or called meetings, shall by majority vote be the final authority on interpretation of these bylaws.

8.1.1 Amendments to these bylaws may be proposed and discussed at a meeting of the faculty as regular agenda items and may not be added as a non-agenda item. They shall then be rewritten as necessary, based on discussion at the faculty meeting, redistributed to the faculty and placed on the agenda for the next faculty meeting for action. If passed by a majority of those attending, the amendment becomes effective at once unless otherwise stated. However, amendments to bylaws cannot be made during a summer term. Written copies of proposed changes in the College bylaws must be distributed to the faculty at least five working days in advance of any meeting at which they are considered.

Department Name and Number <b>Management, 011702000</b>		
Recommended SCNS Course Identification		
Prefix <u>M A N</u>	Level <u>6</u>	Course Number <u>   </u> <u>   </u> <u>   </u> Lab Code
Full Course Title <u>Capstone Project</u>		
Transcript Title (please limit to 21 characters) <u>Capstone Project</u>		
Effective Term and Year <b>Spring 2015</b>	Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no	
Amount of Credit <u>2</u>	Contact Hour: Base <u>2</u> or Headcount <u>   </u>	S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no
Repeatable Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no If yes, <u>   </u> total repeatable credit allowed		
Variable Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no If yes, <u>   </u> minimum and <u>   </u> maximum credits per semester		
Course Description (50 words or less) Students will analyze a global company using a series of questions in three strategic module assignments. Explicit questions in the assignments are designed to help students define the company, analyze the industry in which it operates, perform an internal analysis of the company/division, and define the strategies and company organization.		
Prerequisites <b>MIB student</b>		Co-requisites
Degree Type (mark all that apply) <input type="checkbox"/> Baccalaureate <input checked="" type="checkbox"/> Graduate <input type="checkbox"/> Professional <input type="checkbox"/> Other <u>   </u>		
Category of Instruction <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input checked="" type="checkbox"/> Advanced		
Rationale and place in curriculum This course will serve as a non-thesis capstone project for Master of International Business (MIB) students. MIB students are required to register for and complete the course in their graduating semester.		
Department Contact	Name <b>Mitzi Calvert</b> Phone <b>352-392-0164</b>	Email <b>mitzi.calvert@warrington.ufl.edu</b>
College Contact	Name <b>Renee Mathis</b> Phone <b>352-273-3217</b>	Email <b>renee.mathis@warrington.ufl.edu</b>

**MAN6XXX Capstone Project (2 credits)**  
**Master of International Business (MIB) Capstone Project**

~THIS DOCUMENT IS VALID FOR STUDENTS WHO BEGIN FINAL PROJECT IN FALL 2014~

Project Supervisor:	John Kraft Bryan Hall Room 100 392-2398 <a href="mailto:john.kraft@warrington.ufl.edu">john.kraft@warrington.ufl.edu</a> (for appointments) *refer to end of document for on-line submission instructions
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I. Textbook

The project module questions are drawn from the strategic management modules at the end of the chapters in the book **Strategic Management: An Integrated Approach, 10<sup>th</sup> Edition, Hill and Jones, Houghton Muffin Company (HJ)** (any edition works)

II. Assurance of Learning

The Warrington College of Business Administration (WCBA) is accredited by the Association to Advance Collegiate Schools of Business (AACSB) International, which represents the highest standard of achievement for business schools, worldwide. Each program at the WCBA has developed goals and objectives that express the most valued skills and knowledge that students should be able to demonstrate upon completion of the total learning experiences in that program. The following goals and objectives are specifically mapped to MAN6XXX.

The **Master of International Business (MIB)** program goals and objectives that apply to this course are:

*Learning Goal 2:* Our graduates will demonstrate the ability to critically analyze and question knowledge claims in a specialized industry.

2A. Students will analyze the nature of competition and macro-environmental changes, and the effect of these elements to evaluate claims in a specialized industry.

2B. Students will interpret discovered information and assemble it together into a coherent written report.

*Learning Goal 3:* Our graduates will have a global perspective.

3E. Students will apply Porter's Five Forces to do a complete analysis of a multinational corporation.

3G. Students will analyze a multinational corporation's financial standing in a global context

3H. Students will demonstrate knowledge of the history, financial standing, product lines, and global operations of a multinational corporation, analyze it, and make recommendations for future direction and growth

III. Capstone Project

You will choose a global company or division of a company and analyze the company using a series of assigned questions. The questions are designed to provide a framework to identify the company/division mission, business, performance, and strategies. The project will result in the development of a case study of the company. This is a two credit course and official registration for the course will be in your graduating term.

IV. Assignments

**Refer to pages 4 & 5 for the formatting guidelines, grading policy, and submission instructions and requirements.**

**Company Selection Hints:** Prior to submitting your top company choices, you should conduct research to obtain significant information on the company. This way, you will be sure there is considerable information to be found. It is in your best interest to select a company with considerable public information and visibility. It is better to select companies in a well-defined business, such as Coca-Cola, BMW, Levi's, Dell, Zara's, etc. If the company has multiple businesses, you may want to select a division or business unit (e.g. General Electric divisions include NBC Universal (media), GE Capital (financial), Consumer & Industrial, Energy, etc.).

A. Company Approval

Due by: November 23, 2014

Before completing the Company Selection assignment, you must get approval for your company. Only 5 students will be able to work on the same company. Companies will be assigned in the order they are received, so it is in your best interest to submit your company selection choices as soon as possible. Submit your top 3 company choices (in order of preference) through E-learning for approval by the deadline.

**MAN6XXX Capstone Project (2 credits)**  
**Master of International Business (MIB) Capstone Project**

**B. Company Selection Module**

Due by: December 3, 2014

Your first assignment is to complete the company selection module and obtain enough information about it to carry out the following instructions and answer the questions:

1. Give a short account of the history of the company/division
2. Identify the mission and major goals of the company

The complete paper is limited to two pages. The ideal length is two pages with sources.

NOTE: The Company Selection Module assignment will define your company. If you decide to change your company after submitting the Company Selection Module, you will need to get approval from the supervisor and you will need to resubmit the Company Selection Module based on your new company.

**C. Company Modules**

You will submit three strategic modules, which are worth 450 points (150 points each). The modules will be graded using the following evaluation criteria: 66% Analysis and 34% Content.

- Analysis refers to the industry and company competitive situation based on strategic management.
- Content refers to facts and information as well as updates on the company or industry.

The module assignment questions are a guide, they are not meant to be exhaustive.

**Module 1– Industry Analysis and Company Competition Position**

Due by:

Group A - January 7, 2015

Group B - January 14, 2015

- a. The paper will focus on an analysis of the company's external environment. Based on the information you have gathered, answers the following questions.
  1. Apply the five forces model to the industry in which your company is based. What does this model tell you about the nature of competition in the industry?
  2. Are any changes taking place in the macroenvironment that might have an impact, positive or negative, on the industry in which your company is based? If so, what are these changes, and how might they affect the industry?
- b. The module defines the company's competitive position. Using the information, answer the following questions.
  1. Identify whether your company has a competitive advantage or disadvantage in its primary industry. (The primary industry is the one in which it has the most sales.) Does the company have above average industry profitability in its primary industry?
  2. Evaluate your company against the four generic building blocks of competitive advantage: efficiency, quality, innovation, and responsiveness to customers.

Answer each question separately. The analysis is limited to ten pages including charts and notes (ideal length is seven pages with sources).

**Module 2 - Functional, Business and Global Strategies**

Due by:

Group A – February 4, 2015

Group B – February 11, 2015



**MAN6XXX Capstone Project (2 credits)**  
**Master of International Business (MIB) Capstone Project**

- a. The module focuses on the company's/division's business level strategies and global strategies. You will need to answer the following questions.
  1. Based on these product, market, or distinctive competency choices, what generic business-level strategy is your company pursuing?
  2. Discuss how your company has attempted to develop a competitive strategy to protect its business-level strategy. For example, if your company is operating in an embryonic industry, discuss the ways it has attempted to increase its competitive advantage over time. If it operates in a mature industry, discuss how it has tried to manage the entry and rivalry.
  
- b. Your company is already doing business in other countries.
  1. Companies can choose one of four major strategies for competing globally. Identify which strategy your company is pursuing (the strategy is based on cost pressures and/or pressures for local responsiveness).
  
  2. What major foreign market does your company serve, and what mode has it used to enter this market? Why is your company active in these markets and not others? What are the advantages and disadvantages of using this mode of entry? Might another mode of entry be preferable?

Paper is limited to ten pages, including charts, data and notes (ideal length is seven pages with sources).

**Module 3 – Corporate Strategies, Corporate Governance and Organization**

Due by:

Group A – March 11, 2015

Group B – March 18, 2015

The questions will focus on corporate strategies, corporate governance, organization, control, and implementation.

- a. Has your company ever pursued a horizontal integration strategy? What was the strategic reason for pursuing this strategy?
  
- b. How vertically integrated is your company?
  
- c. What is your company's corporate-level strategy? How does this affect the way it uses organizational structure, control, and culture?
  
- d. Evaluate the performance of the CEO of your company from the perspective of (a) stockholders, (b) employees, (c) customers, and (d) suppliers. What does this evaluation tell you about the ability of the CEO and the priorities that he or she is committed to?

Paper is limited to ten pages, including charts, data and notes (ideal length is seven pages with sources).

**D. Case Analysis**

Due by dates listed below

**You will submit the final case analysis in your graduating term (see due dates below).** The case analysis will be graded using the following evaluation criteria: 67% Story, 17% Content, and 17% Analysis.

- Analysis refers to the industry and company competitive situation based on strategic management.
- Content refers to facts and information as well as updates on the company or industry.
- The story is taking the information discovered in the modules as well as any updates and weaving into a case. The case is NOT an aggregation of the modules; it is a "story" about the strategic situation of the company.

Using the information you collected and the series of strategy modules, you will construct a case which will define the company, its industry environment, competitive profile and strategies.

**MAN6XXX Capstone Project (2 credits)**  
**Master of International Business (MIB) Capstone Project**

The case is limited to 50 pages including data, notes, and charts. References can be included in the notes at the end of the case (ideal length is 25 to 30 pages with sources, charts, and tables). The case must read like a story about the strategic situation of the company and not as a collection of the modules, so you should NOT include module questions or use an outline format or bullet points. Any case which appears to be an aggregation of the modules and their format will receive an automatic grade of B. Note, you don't need to use all the module information but you must update any relevant material or analysis.

For example cases, please refer to the GM, IKEA and Sirius cases in:  
 Hill, C. & Jones, G. (2008). *Strategic Management: An Integrated Approach*. Mason: South-Western, Cengage Learning.

Final due dates (these deadlines are strict, there are no exceptions):

May 2015 graduation:	April 22, 2015
August 2015 graduation:	July 15, 2015
December 2015 graduation:	November 18, 2015

NOTE: I will not grant any "incompletes" for students who fail to submit the Cases Analysis by the deadline. If you register for the Final Project for a particular term and you do not submit the Case Analysis by the deadline, you will be forced to drop the course for that term and to register for it in the subsequent term. You will have to pay tuition again for adding the course the following semester!

The course must be dropped by the university drop deadline, and you must drop the course using a paper schedule change form and help from your MIB advisor. If you do not take the initiative to drop the course before that time, you will receive an "E" for the course. Since the Final Project is a core requirement, you will need to retake the course in order to graduate. You will need to register for the course and pay tuition for it the following semester.

If you fail the final case, you must repeat the course in order to graduate.

V. Rules of the Road

The rules are designed for planning and to make sure all students are treated fairly.

A. Organization & Due Dates

<u>Assignment</u>	<u>Due Date</u>	<u>Points</u>
Submit Company Choices	November 23, 2014	--
Company Selection	December 3, 2014	--
Module 1	A: January 7, 2015 B: January 14, 2015	150
Module 2	A: February 4, 2015 B: February 11, 2015	150
Module 3	A: March 11, 2015 B: March 18, 2015	150
Case	<i>Depends on Graduation Date (see dates below)</i>	<u>550</u> 1000
	<u>Graduating Term</u>	<u>Due Date</u>
	May 2015	April 22, 2015
	August 2015	July 15, 2015
	December 2015	November 18, 2015

- a. **All assignments must be submitted on E-learning by 11:55 pm** on or before the due date.
- b. **Late Module Submissions:** There may be many valid reasons for an assignment being late; however, it is still late. Late assignments receive a one letter grade reduction (A becomes B, B+ becomes C+, etc.).
- c. Final case deadlines are strict, there are no exceptions. Students are required to complete the final case on or before the due date of the semester when they are scheduled to graduate. **Read information under Case Analysis (pages 3- 4) carefully!**

**MAN6XXX Capstone Project (2 credits)**  
**Master of International Business (MIB) Capstone Project**

**B. Grading Policy**

Assignments will be graded:	Final grade scale (based on 1000 total points):	
95 = A	930 to 1000 = A	690 to 719 = C-
90 = A-	890 to 929 = A-	630 to 689 = D+
87 = B+	860 to 889 = B+	590 to 619 = D
83 = B	820 to 859 = B	560 to 589 = D-
80 = B-	790 to 819 = B-	520 to 559 = E
77 = C+	760 to 789 = C+	
73 = C	720 to 759 = C	
70 = C-		

- a. Grades will be assigned using the following evaluation criteria:
  - For Modules: 66% Analysis and 34% Content
  - For Case: 67% Story, 17% Content, and 17% Analysis
- b. Assignments will be graded and returned in three weeks. Grades will be posted on E-learning.
- c. Late assignments receive a one letter grade reduction (A becomes B, B+ becomes C+, etc.).

**C. Submission Instructions**

- a. **Submit assignments on E-learning (<https://lss.at.ufl.edu>) by 11:55 pm on or before the due date**
  - You should see “MAN 6XXX – Capstone Project, December 2014 start” listed
  - Click on assignments for submission instructions

**D. Formatting Guidelines & References**

- a. Margins: 1 inch (all around)
- b. Font: Times New Roman
- c. Font size: 12 point
- d. Spacing: 1.5
- e. **File format: PDF (All files must be submitted as PDF)**
  - The PDF file format allows me an easy way to offer comments back to you using audio. If papers are submitted by way of .doc or .docx I will not be able to offer this type of feedback.
  - Free PDF software - CutePDF Writer software: <http://www.cutepdf.com/>.
- f. **Sources & References:** All assignments must include a list of sources used: websites, articles, annual reports, newspaper, stories, etc. Use APA Style to reference your sources. Examples can be found on this page: <http://owl.english.purdue.edu/owl/resource/560/01/>
  - The final case analysis will be run through Turnitin (internet-based plagiarism-detection service). Make sure to reference your sources correctly!
- g. For Modules: Write the question and then write your response. Do not include a cover page.
- h. For Final Case: The case must read like a case and not as a collection of the modules. You should NOT include the module questions or use an outline format/bullet points for the final. The case will be graded based on content, analysis, and the story.

**E. Resources**

- a. UF Business Library: <http://businesslibrary.uflib.ufl.edu/>
  - Library contact: Peter McKay, [pzmckay@ufl.edu](mailto:pzmckay@ufl.edu), 378-1408, Smathers 100 (Library West)

**Academic Honesty**

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code.

On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions.

Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor of TAs in this class.

**MAN6XXX Capstone Project (2 credits)**  
**Master of International Business (MIB) Capstone Project**

**Attendance Policies**

Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found in the online graduate catalog at: <http://gradcatalog.ufl.edu/> (General Regulations > Attendance Policies).

**Students with Disabilities**

Students requesting classroom accommodation must first register with the Dean of Student Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation.

**Course Evaluations**

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu>.

Department Name and Number **Finance, Insurance and Real Estate - 011706000**

Recommended SCNS Course Identification  
 Prefix R E E Level 6 Course Number X X X Lab Code \_\_\_\_\_  
 Full Course Title Fundamentals of Real Estate Development  
 Transcript Title (please limit to 21 characters) Fundamentals RE Devel

Effective Term and Year **Spring 2015** Rotating Topic  yes  no

Amount of Credit 02 Contact Hour: Base 02 or Headcount     S/U Only  yes  no

Repeatable Credit  yes  no If yes,     total repeatable credit allowed

Variable Credit  yes  no If yes,     minimum and     maximum credits per semester

Course Description (50 words or less)  
 This course introduces students to the commercial real estate development process. Variables as to the type of development project sought (office, retail, multi-family, etc.), the end user (owner-occupied or lease-up), and the desired holding period (develop-stabilize-sell or long-term asset) are examined relative to the impact on the project's overall IRR.

Prerequisites  
 Grade of "C" or better in REE 6045 Introduction to Real Estate

Co-requisites

Degree Type (mark all that apply)  Baccalaureate  Graduate  Professional  Other \_\_\_\_\_

Category of Instruction  Introductory  Intermediate  Advanced

Rationale and place in curriculum  
 This is a required course for students in the MSRE program. It introduces students to the basics of commercial real estate development from an investment perspective. Introduction to Real Estate (REE6045) is a prerequisite. The course expands the elective options for students in other graduate programs, especially those seeking an emphasis in Real Estate.

Department Contact Name **Debbie Himes** Email **debbie.himes@**  
 Phone **392-0154**

College Contact Name **Renee Mathis** Email **renee.mathis@warrington.ufl.edu**  
 Phone **(352) 273-3217**

## Fundamentals of Real Estate Development

Kent Malone, PhD.  
Warrington College of Business Administration  
University of Florida

**Dr. Malone's Office:** Stuzin Hall, Room 303-I (Located in the Bergstrom Center for Real Estate Studies). Mailbox: STZ 321, Phone: 352-392-0138

**Office Hours:** 9:00 – 11:00 am M/W. (Appointments are encouraged)

**Instructor email:** Please send all course-related emails to Dr. Malone at his Warrington email address:

<[kent.malone@warrington.ufl.edu](mailto:kent.malone@warrington.ufl.edu)>

**A note about emails:** Due to the large volume of emails received from various sources, *all student emails to the instructor MUST include "REE 6930 + your subject heading" in the subject line.* This helps sort emails from students in other classes, as well as other sources.

Please allow up to 24 business hours for a response.

**Class Hours and Location:** The class meets in Hough Hall Rm 140 on Tuesdays and Thursdays during periods 11 and E1 (6:15 pm to 8:10 pm).

**Course Prerequisites:** A grade of "C" or better in REE 6045: *Introduction to Real Estate*

**Course Description and Objectives:** This course is designed to provide students with an introduction to the commercial real estate development process from the perspective of the real estate owner/developer. Minimizing costs and maximizing the return on a proposed real estate development project is accomplished through an examination of the development process from beginning to end. Topics such as a project's location, design, materials, key contracts and documents, bonding and indemnification including potential pitfalls related to contract documents are studied. This course will also explore options, relative to the type of real estate development project sought (office, retail, multi-family, etc.), the end user (owner-occupied or lease-up), and the desired holding period (develop-stabilize-sell or long-term asset) that students will use in their decision-making regarding a proposed real estate development and the impact on the project's overall IRR. Upon completion of this course, students should have a well-formed basis for moving on to more focused studies in feasibility analysis, site selection/evaluation, cash flow evaluation, financing, market analysis, and property acquisition and disposal.

### **Required Materials:**

- ⊙ Textbook (No textbook is required. Instructions/links for e-books and web content will be provided.)
- ⊙ A laptop computer for accessing supplemental materials on web sites, completing in-class assignments and accessing the course web site in Sakai for additional course resources.
- ⊙ A UF email address. (The student must check their email regularly for supplemental course materials, assignment information and periodic announcements.)
- ⊙ A financial calculator

### **Instructional Means to Accomplish Course Objectives:**

- ⊙ The course is lecture-oriented with student participation strongly encouraged.
- ⊙ Course objectives are reinforced through in-class and homework assignments, as well as periodic quizzes.
- ⊙ All material covered under the purview of this course (including, but not limited to supplemental materials, lectures and guest speakers) is considered “fair game” for the final exam. As such, students are strongly encouraged to make arrangements with a fellow student to take notes in case of an absence.
- ⊙ In keeping with the applied nature of the course, many real world issues and “current events” are discussed in class, and well as scheduling guest speakers.

**Laptop Computers:** The use of laptops in class is permitted, provided it does not become a distraction to fellow students or the instructor. If the instructor determines a student’s use of their laptop or any other electronic device is distracting, the student will be asked to turn off the device. Laptop computers must be turned off and closed during the final exam.

**“Smart Phones” and other electronic devices** must be set to silent mode in class. Their use is permitted, provided such use does not become a distraction to the instructor or fellow students, as outlined above. Smart phones and other electronic devices must be stowed during the final exam.

**Important Note About Email Accounts:** Dr. Malone may make announcements and correspond with the class via students’ UF WebMail or posting an announcement on the course site in Sakai (the announcements in Sakai will automatically be sent to the student’s UF WebMail account.) It is the student’s responsibility to check their email often and to ensure receipt of UF WebMail, even if forwarded to an alternate email.

**Attendance:** Attendance is strongly encouraged to enrich discussions and obtain lecture content. Students will be assigned in-class projects, as well as occasional “pop-quizzes” to assess learning objectives. Please discuss anticipated absences with the instructor *prior* to the date of the anticipated absence.

**Projects and Assignments** are designed to enhance the learning experience and build on the course principles. Projects and homework assignments are due at the beginning of class, unless otherwise specified. Projects and assignments turned in late will be docked 5% of the total possible points per day starting from the time the assignments were collected. For example, an assignment submitted, say, a half-hour after the assignments were collected will be docked 5%. An assignment submitted the following day will be docked 10%, and so on.

**In-Class Assignments:** Assignments will be given in class, from time to time. These are required to be completed in class, unless instructed otherwise.

**Pop Quizzes:** Students should be prepared for “pop quizzes” at any time during the class meetings. These will be used to assess students’ progress, as well as provide participation points.

**Exams:** This course has only one exam; the final exam. It is cumulative.

**Make-Up Exam Policies:** The final exam date and time is published prior the end of “drop/add.” Please ensure, at the beginning of the term, that you do not have any scheduling conflicts that would interfere with your final exam date/time. If so, you must discuss the issue with Dr. Malone before the end of drop/add. Makeup exams are provided only under *extreme* and *unforeseen* circumstances, such as a student’s medical emergency, extreme illness, auto accident, etc., and not merely as a convenience for the student. You must notify Dr. Malone of the issue by email as soon as possible. To be excused and permitted to take the exam at a later date, you may need documentation to justify your absence from the scheduled final exam.

**Code of Student Conduct:** Please be familiar with, and adhere to the University of Florida’s Student Responsibility policies found here:

<http://www.registrar.ufl.edu/catalog/policies/students.html>

Students are expected to abide by these policies and these policies will be strictly enforced.

**Learning Disabilities and Special Accommodations:** Students requesting classroom accommodation must first register with the UF Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then pass this documentation on to Dr. Malone when requesting an accommodation. Students with learning disabilities must provide certification and evidence of registration with the UF Disabilities Resource Center (DRC). Exam accommodations are offered only to those UF students who hand-deliver the sealed certification from the DRC to Dr. Malone *at least two weeks prior to any scheduled exam date*. This advance notice is necessary in order to ensure timely delivery of the exam materials to the DRC office for administration.



**UF Grades and Grading Policies:** For information regarding the calculation of grade points and other grading policies, refer to this site:

<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

**Course Evaluation:**

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are conducted toward the end of the semester, and students will be given specific dates when they are open for input. Summary results of assessments are available to students at <https://evaluations.ufl.edu/results>.

**GRADING RUBRIC:**

*Assignments (in-class and homework):*

(As assigned during the course.) \_\_\_\_\_ 25%

*Term Project:* \_\_\_\_\_ 25%

*Mid-Term Exam:* \_\_\_\_\_ 25%

*Final Exam:* \_\_\_\_\_ 25%

**TOTAL: 100%**

**Course Grading Scale:** This course utilizes a “minus” grading scale as follows:

A	=	90	to	100
A-	=	87	to	89.9999
B+	=	84	to	86.9999
B	=	80	to	83.9999
B-	=	77	to	79.9999
C+	=	74	to	76.9999
C	=	70	to	73.9999
C-	=	67	to	69.9999
D+	=	64	to	66.9999
D	=	60	to	63.9999
E	=	0	to	59.9999

*Note: Final Grades are NOT rounded. For example, a final calculated grade of 76.98 will be recorded as a C+.*

## COURSE SCHEDULE

### **Week 1:**

Introduction to the development process  
Analyze hard and soft cost elements  
Managing “going-in” costs  
Ex ante return analysis

### **Week 2:**

The developer as the “orchestra leader”  
Navigating key players, documents, contracts, bonds, *insurances* & *assurances*  
The legal perspective: responsibilities, liabilities and indemnification

### **Week 3:**

Controlling costs during the development process  
“Value engineering” a development project

In-class team assignment 1

### **Week 4:**

Development project timeline/critical path  
Contingencies: Pitfalls and protection from project delays  
Development project case discussion

Term Project assigned

Mid-Term Exam

### **Week 5:**

Development project case cont'd  
In-class team assignment 2

### **Week 6:**

Guest speaker (week 5 or 6, as scheduling permits)  
Project closeout and lease-up

### **Week 7:**

Ex post return analysis  
In-class team assignment  
Term Project due

### **Week 8:**

Final Exam

Department Name and Number **Information Systems and Operations Management - 011707000**

Recommended SCNS Course Identification  
 Prefix Q M B Level 7 Course Number 5 6 5 Lab Code \_\_\_\_\_  
 Full Course Title Statistical Research Methods  
 Transcript Title (please limit to 21 characters) Stat Research Methods

Effective Term and Year **Fall 2015** Rotating Topic  yes  no

Amount of Credit 03 Contact Hour: Base 03 or Headcount      S/U Only  yes  no

Repeatable Credit  yes  no If yes,      total repeatable credit allowed

Variable Credit  yes  no If yes,      minimum and      maximum credits per semester

Course Description (50 words or less)  
 This course will help students understand concepts in statistics. This will enable them to undertake advanced econometrics courses later on. Topics covered in the course will be: summary statistics, estimations, hypothesis testing, sample size estimations, correlations, multivariate regressions, testing for patterns, and testing independence.

Prerequisites  
**None**

Co-requisites

Degree Type (mark all that apply)  Baccalaureate  Graduate  Professional  Other \_\_\_\_\_

Category of Instruction  Introductory  Intermediate  Advanced

Rationale and place in curriculum

Department Contact Name **Pat Brawner** Email **brawner@ufl.edu**  
 Phone **846-1374**

College Contact Name **Renee Mathis** Email **renee.mathis@warrington.ufl.edu**  
 Phone **273-3217**

# SYLLABUS: STATISTICAL RESEARCH METHODS

QMB 7565 (3 Credits) – SUMMER 2014, DBA18

**INSTRUCTOR:** Praveen Pathak

**OFFICE:** STZ 339  
praveen@ufl.edu  
(352) 392-9599 (Office)  
(352) 246-0298 (Cell – for emergencies)

**OFFICE HOURS:** 9 am to 4 pm EST

**COURSE WEBSITE:** <http://lss.at.ufl.edu>

**COURSE COMMUNICATIONS:** I check my e-mail all the time and e-mail is the easiest way to contact me. I will make every effort to reply ASAP. In case of emergencies I have provided my cell number. But that would be strictly for emergencies.

**REQUIRED TEXT:** An Introduction to Statistical Methods and Data Analysis, by R. Lyman Ott and Michael Longnecker (6<sup>th</sup> edition, Brooks/Cole Cengage Learning, 2010), ISBN 978-0-495-01758-5

**REQUIRED SOFTWARE:** We will use SPSS and Microsoft Excel to run our tests and analyze data

**PURPOSE OF COURSE:** Knowledge of statistics is important for any researcher who needs to extract information from quantitative or qualitative data. My purpose in this course is to introduce statistical tools required for hypothesis testing and linear models. This course should provide you with a package of statistical concepts and procedures that will help you understand how and why statistical techniques work and how to employ them in your research.

## COURSE POLICIES:

**ATTENDANCE POLICY:** Necessary to attend all lectures as this is a fast paced course and missing certain sections would mean it would be difficult to understand later parts.

### QUIZZES

- All the quizzes will be open-book, open laptop, and open notes.
- Practice problems/quizzes will be recommended after every module and their solutions will be posted. Please work through these recommended problems/quizzes.
- There will be 4 quizzes. Quizzes are to be done individually.
  - Quizzes will be administered online on Canvas system. Questions will be multiple choice and true/false type (total 8 questions). Each quiz will be max 20 minutes.
  - Quizzes will be open at 1:30 pm on each day, but will close at 2 pm the same day. Once you start the quiz you will have a maximum of 20 minutes to finish the quiz. At the end of 20 minutes all answers you have chosen will be submitted to the system.

- Sample quizzes are available online. Difficulty of actual quiz will be similar to that in sample quiz.

## FINAL EXAM

- On the last day of the class there will be final exam.
  - Final exam will consist of questions for which you will have to do calculations on laptop and show steps for the answers. Questions will not be multiple choice or true/false type. They will be similar to the end of chapter problems that we do in class. Exam will be administered on paper. You will write answers on the paper after doing necessary required calculations in excel/spss. You will submit the excel files you work on online.
  - Final exam will be open book, and open notes.

**MAKE-UP POLICY:** Make-up assignments, quizzes and final exam will be given only if there is genuine emergency either of work related, medical, or personal nature. However, as much as possible you should discuss such things in advance with me. Then we can schedule an alternate place and/or time for your assignment/quizzes. In certain cases I will require documentary proof establishing the nature of emergency.

## GRADING

Sr. No.	Evaluation Mechanism	Weights
1.	Quizzes (individual)	48 %
2.	Final Exam (individual)	52 %

According to the DBA office guidelines grades will be awarded so that the class GPA is around 3.5. Exact distribution to achieve this class GPA will depend on overall class performance.

## UF POLICIES:

**UNIVERSITY POLICY ON ACCOMMODATING STUDENTS WITH DISABILITIES:** Students requesting accommodation for disabilities must first register with the Dean of Students Office (<http://www.dso.ufl.edu/drc/>). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.

**UNIVERSITY POLICY ON ACADEMIC MISCONDUCT:** Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at <http://www.dso.ufl.edu/students.php>.

## GETTING HELP:

For issues with technical difficulties for E-learning in Canvas, please contact the UF Help Desk at:

- [Learning-support@ufl.edu](mailto:Learning-support@ufl.edu)
- (352) 392-HELP - select option 2
- <https://lss.at.ufl.edu/help.shtml>

## TOPICS COVERED:

Module	Topics	Readings
Module 1 Descriptive statistics	<ul style="list-style-type: none"> <li>• Graphical methods (Histogram, Boxplot)</li> <li>• Measures of central tendency</li> <li>• Measures of variability</li> </ul>	Sections 3.3, 3.4, 3.5, 3.6
Module 2 Random variables and Random sampling	<ul style="list-style-type: none"> <li>• Discrete and continuous random variables</li> <li>• Probability distributions</li> <li>• Random sampling</li> <li>• Sampling distributions</li> <li>• Central Limit theorem and applications</li> </ul>	Sections 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12
Module 3 Statistical inference	<ul style="list-style-type: none"> <li>• Estimating population mean</li> <li>• Choosing sample size for estimation</li> <li>• Single variable hypothesis test</li> <li>• Level of significance of a statistical test</li> <li>• Power of a test</li> <li>• Inference about difference between two population means</li> <li>• Inference about equality of population variances</li> </ul>	Sections 5.2, 5.3, 5.4, 5.5, 5.6, 5.7 Sections 6.2, 6.4 Sections 7.2, 7.3
Module 4 Regressions	<ul style="list-style-type: none"> <li>• Correlation</li> <li>• Estimating model parameters</li> <li>• Inferences about regression parameters</li> <li>• Lack of fit in linear regressions</li> <li>• Checking model assumptions</li> </ul>	Sections 11.2, 11.3, 11.5, 11.7 Sections 12.2, 12.3, 12.4 Sections 13.4
Module 5 ANOVA	<ul style="list-style-type: none"> <li>• Completely randomized design</li> <li>• Randomized complete block design</li> <li>• Estimation of treatment differences</li> <li>• Comparison of treatment means</li> </ul>	Sections 8.2, 8.3 Sections 9.2, 9.3, 9.4

Module	Topics	Readings
	<ul style="list-style-type: none"> <li>• Fisher's Least Significant Difference</li> </ul>	
Module 6  Categorical data	<ul style="list-style-type: none"> <li>• Goodness of fit Chi-square test</li> <li>• Contingency tables</li> <li>• Test for independence</li> </ul>	Sections 10.3, 10.4, 10.5

Disclaimer: This syllabus represents my current plans and objectives. As we go through the course, those plans may need to change to enhance the class learning opportunity. Such changes, communicated clearly, are not unusual and should be expected.

Department Name and Number **Information Systems and Operations Management - 011707000**

Recommended SCNS Course Identification  
 Prefix M A N Level 7 Course Number 7 6 8 Lab Code \_\_\_\_\_  
 Full Course Title Supply Chain Strategy  
 Transcript Title (please limit to 21 characters) Supply Chain Strategy

Effective Term and Year **Fall 2015** Rotating Topic  yes  no

Amount of Credit 03 Contact Hour: Base 03 or Headcount      S/U Only  yes  no

Repeatable Credit  yes  no If yes,      total repeatable credit allowed

Variable Credit  yes  no If yes,      minimum and      maximum credits per semester

Course Description (50 words or less)  
 The objective of this course is to introduce students to the basic concepts and tools applied in supply chain management. The course will focus on contemporary research in supply chain management to prepare students for academic research in this area.

Prerequisites <b>None</b>	Co-requisites
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Degree Type (mark all that apply)  Baccalaureate  Graduate  Professional  Other \_\_\_\_\_

Category of Instruction  Introductory  Intermediate  Advanced

Rationale and place in curriculum

Department Contact	Name <b>Pat Brawner</b> Phone <b>846-1374</b>	Email <b>brawner@ufl.edu</b>
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College Contact	Name <b>Renee Mathis</b> Phone <b>273-3217</b>	Email <b>renee.mathis@warrington.ufl.edu</b>
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# SUPPLY CHAIN STRATEGY

MAN 7768

**Instructor:** Prof. Janice Carrillo  
**Office:** 355E Stuzin Hall  
**Telephone:** (352) 392-5858  
**E-mail:** jc@ufl.edu

## **DESCRIPTION**

The objective of this course is to introduce students to the basic concepts and tools applied in supply chain management. Utilizing a strategic supply chain point of view, emphasis will be placed on such topics as supply chain structure, information flows, supplier selection, and environmental supply chain issues. The first part of the course will focus on supply chain material which will (a) give students an overview of the basics, and (b) expose students to key concepts necessary for supply chain executives and consultants. The second part of the course will focus on contemporary research in supply chain management to prepare students for academic research in this area.

## **REQUIRED MATERIALS**

The course textbook is “Supply Chain Management: Strategy, Planning, and Operations,” by Chopra and Meindl.

## **COURSE READINGS**

Other course materials will consist of various research papers, book chapters, lecture notes, etc. that are relevant to the topic of discussion for the week. Students are responsible for reading all of the assigned course materials and contributing to the in-class discussions. In addition, students must prepare short summaries for particular assigned papers.

## **SHORT SUMMARIES**

For certain assigned readings, students should prepare a 2-3 page short summary which includes the following items:

1. Overview of the problem
2. Overview of the assumptions
3. Summary of the results
4. Critique of the results
5. Suggestions for future research based on this paper

## **PRESENTATIONS**

Students are expected to lead the class discussion of certain research papers as assigned. A presentation (30 minutes) should be prepared, which includes a set of slides and hand-outs for the course participants. The presentations should include summary

information, as well as a more detailed analysis of the model/approach presented in the papers.

### **SUPPLY CHAIN SUMMARY REPORT**

Students will write a 5-10 page report summarizing the supply chain for a particular company. You may choose a company that you are currently working for, or you may choose a different company that is popular in the press. At least three references must be used for the report. These references may be communications with employees of the company and/or citations for articles you have found that company. The purpose of this report is to apply some of the supply chain concepts that we have discussed in class.

A preliminary proposal for the report will be due at the end of our first weekend of class. The proposal should contain three main items. First, identify the company you are using for your report. Second, give an outline of the main points that you plan to cover in the report. Third, list at least three of the references that you will use for your report.

In the text of the report, you should address the following three items.

1. Describe the products and/or services of the firm. (About 1 page)  
Include a description of the firm's marketplace. Also, include a description of its key customers, competitors, and other strategic information that has relevance on its supply chain choices.
  
2. Describe the existing supply chain for a single product, or a group of products. (Most of the report should cover this item.) The main point of this section is to apply some of the concepts that we have learned during the first weekend of class. Consider the following factors:
  - What strategic supply chain choices has this firm made?
  - Comment on the firm's supplier choices and supplier relationships.
  - Is the supply chain global or domestic?
  - What are the firm's outsourcing policies. Does the firm manufacture or assemble goods themselves?
  - Describe the firm's distribution network. Does it rely on a third party logistics provider, or manage its own logistics?
  - What kind of supply chain assets does the firm own?
  - How does the firm communicate with its supply chain partner? Does it rely on particular information systems to facilitate this communication?
  - Does the firm utilize any internet procurement or online tools to communicate with its supply chain?

I understand that data may not be available to cover all of these factors, but at least 3 of these factors should be considered in sufficient depth.

3. Give recommendations concerning the supply chain choices for this company. (About 1-2 pages of text.) Does the firm have a coherent supply chain strategy? How

could the firm improve its supply chain?

### **SUPPLY CHAIN RESEARCH REPORT**

Each student will turn in a 5-10 page report on a supply chain research topic. A preliminary proposal will be due at the end of the second weekend of class, and the final report will be due before the end of class.

The report should include the following:

1. An overview of the research problem. Why is this topic important?
2. A summary of the related literature. How does your research relate to the previous literature?
3. A description of the model or approach. What are the significant factors and decision variables? What assumptions does the model/approach make? What possible methodologies can be used to further investigate the problem?
4. Describe the anticipated results. Why are they important?

### **GRADING**

Your grade will reflect your performance on summaries, and presentations, and reports.

### **PERFORMANCE EVALUATION**

Final grades will be assigned using the following weights:

	Percent of Final Grade:
Article Summaries	20% (5% for each article summary)
SC Summary Report	40%
SC Research Report	<u>40%</u>
Total Points	100%

### **ACADEMIC HONESTY**

For any academic class activity, students must follow the University of Florida Student Honor Code. Any violation of the honor code will automatically result in a grade of E (Fail) for this course and further sanctions that may include a suspension or expulsion from the University through the Dean of Students Office. All incidents will be reported to Student Conduct and Conflict Resolution at the University of Florida. In addition, students are expected to follow the guidelines established in the MBA Performance and Accountability document.

### **SCHEDULE (Please check the syllabus posted on the course website for the most current schedule)**

#### **May 29**

Topic: Introduction to Supply Chain Topics  
Discussion Article: "The Triple A Supply Chain"  
Optional: Chapter 1 in Chopra and Meindl

Topic: Strategic Supply Chain and Sourcing Decisions  
Reading Assignment: "Fast, Global, and Entrepreneurial: Supply Chain

Management, Hong Kong Style”

Discussion Case: Wal-Mart

Topic: Inventory Management Overview

Reading Assignment: “Whose, Where and How of Inventory Control Design” by  
Lee and Whang

Optional: Chapters 11 and 12 in Chopra and Meindl

### **May 30**

Topic: Value of Information

Optional: Chapter 10 in Chopra and Meindl

Discussion Case: Barilla

Topic: Purchasing and Transportation Basics

Reading Assignment “Building Deep Supply Chain Relationships” By Liker and  
Choi

“Outsourcing Innovation” By Engardio and Einhorn

Optional: Chapters 14 and 15 in Chopra and Meindl

Topic: Green Supply Chain Issues

Reading Assignment: Dell Going Green

The Greening of Wal-Mart Revisited

How Green is My Orange?

### **May 31**

Topic: Global Supply Chain Management

Reading Assignment: Articles from Business Horizons Special Issue on  
Global Supply Chain Management (July-August 2014)

Due: Article Summaries and Presentations

### **June 14**

Due: Supply Chain Reports

### **July 24**

Topic: Topic: Overview of Supply Chain Research Methodologies

Reading Assignment: Various Articles

Due: Article Summaries and Presentations

### **July 25**

Topic: Contemporary SC Issues

Reading Assignment: Articles from Interfaces Special Issues on  
Edelman Prize Winning Applications

Due: Article Summaries and Presentations

### **July 26**

Topic: Contemporary SC Issues  
Reading Assignment: Various Articles  
Due: Article Summaries and Presentations

**August 2**

Due: Supply Chain Research Paper