

ADCP 457 and 460 Capstone I and II Syllabus

LeMoyne-Owen COLLEGE



ADCP 457 and 460 Capstone I and II Syllabus

LeMoyne-Owen College

(ADCP457/460J) 3 credit hours Saturday, January 10, 2015 8:00 a.m.

Location: WWH Renaissance Ctr. Room 3

Instructor: Reoungeneria McFarland, (901) 435-1213

Email - locmcfarland@yahoo.com

Office Location: Academic Affairs Office 1058 Hollis F. Price St.

Class Meeting Time: Saturday, January 10, 2015 8:00 a.m.

Phone: (901) 435-1213;

E-mail: locmcfarland@yahoo.com

Website: <http://www.mcfarlandr.com>

Office Hours: By appointment

Meeting Dates: 01/10/2015 03/28/2015 06/20/2015

Suggested Texts and Resources

- ++ADCP 457/460 Capstone I and II Guide
- ++Types of Research website: http://www.sba.gov/starting_business/marketing/research.html
- ++APA Writing Style: http://www.dianahacker.com/resdoc/social_sciences/intext.html
- ++Sample Research Paper: <http://www.dianahacker.com/pdfs/Hacker-Shaw-APA.pdf>

Classroom Strategies and Procedures

Classes are designed to facilitate learning by using a variety of methods of instruction, including lectures, discussions, collaborative sessions, and activities. In accord with the College mandatory attendance policy, roll will be taken. **All assignments are due as directed by the instructor. The instructor reserves the right to not accept late assignments.** Specific topics are discussed in the class schedule below.

Due to the accelerated nature of this class, students must meet at the times scheduled by the instructor. There will be no comprehensive final examination in this class.

Cheating and plagiarism will not be tolerated. See the College Catalog for the Academic Honesty policy.

Course Requirements and Evaluation Procedures

A	90-100	Excellent
B	80-89	Good
C	70-79	Satisfactory
D	60-69	Below Average
F	59 or lower	Unsatisfactory

Grades in this course will follow the above system of the College. The weights will be as follows:

Participation	0%-10%
First Draft	0%-15%
Final Typed Document	25%-75%
Oral Presentation	25%-75%

Writing Assignments. Writing assignments must be of effective length following APA writing style. (See the sample research paper referenced in the suggested texts and resources section.) All papers are due as directed by the instructor.

Papers will be graded on the following criteria:

- Relevance of research 15%
- Organization of ideas and information 40%
- Format 15%
- Grammar 30%

The instructor reserves the right to make grade deductions, in accordance with college policy, based upon the attendance (tardiness) and preparedness of the student. **Each student is required to have an**

e-mail address.

Instructors have sole control of conducting the teaching and grading in this course. Students should work with the instructors to clearly understand what is expected and when it is due. One of the purposes of the program is to prepare students to be effective managers. Therefore, it is expected that students will take responsibility for their class performance. However, should a student have a concern about an instructor including grading issues, he or she should discuss his or her concern with the instructor first. Many times the issue can be resolved with a short explanation. If the student is not satisfied with the explanation, he or she should make his or her concern known in writing to the division chair. See the student handbook for the complete policy on academic grievance.

Attendance Policy:

The instructor may reduce a student's final grade by a half letter grade for each half-hour of tardiness to class. The instructor reserves the right to fail students missing the assigned presentation time.

Policies Related to students with Disabilities:

Should a student with a disability be unable to complete the course requirements as outlined by the instructor, an alternative procedure will be developed by the instructor in consultation with the student.

OVERVIEW OF ADCP CAPSTONE PROJECT

The ADCP Capstone project is perhaps the most interesting, rewarding, and at the same time, the most challenging part of the entire program. The capstone project spans the complete curriculum. You will be spending approximately more than 200 clock hours in developing, researching, and writing the project. You will have several options in completing your capstone project. Broadly speaking, the ADCP Capstone project involves choosing a problem you would like to solve, thoroughly researching it, designing a specific plan of action, and writing an extended report. This report approximately 25-50 pages (excluding title page, abstract, table of contents, bibliography, multiple charts, graphs, figures and the appendix) will be the major product of the entire program. However, you can always submit more than the minimum.

The ADCP Capstone project will focus on many new skills you have learned or you will be learning in the course work as you go along during your next two semesters. The project you will be undertaking would involve analytical skills, practical applications of statistics, time management and discipline, to name a few. All of these are extremely important to make progress in any professional career you choose. There is also extensive brainstorming, giving and receiving feedback, and cooperative support from your classmates.

This is a complex and a very rewarding part of your learning experience in the program. You must appreciate the overall objective of the project before you embark on it.

You can always submit more than 50 pages.

I encourage you to submit more than 50 pages.

It is not advisable to submit the minimum number of pages.

MODULE DESCRIPTION

The ADCP Capstone project is divided into three parts. It spans over three modules in three semesters as shown below:

1st Semester

ADCP 360: Introduction to Business Research

This module introduces you to the important elements in effective writing, writing style, use of proper language, and avoidance of nonprofessional vocabulary, etc. You will also be asked to write an informational essay as your first step in this long process. In this module, you will start brainstorming about the subject of your capstone project and also researching on the subject.

2nd Semester

ADCP 457: Capstone Project I

By the time you get to this module, you must have chosen your topic of research for your capstone project. The subject of your research must be business-related. You have a choice of three (3) options to select from as narrated in the next two pages.

3rd Semester

ADCP 460: Capstone Project II

This is your last module under the ADCP curriculum. This is the culmination of your efforts on your capstone project. You must turn in your final written report of your project to the instructor no later than the first day of this last class. You are also encouraged to turn in your project anytime earlier during your last semester.

In addition, you must make a final presentation about your project to the class. This is an important part of your capstone project. A question and answer period will follow each presentation. You are encouraged to distribute to the class an abstract of your project report (not more than two pages).

ADCP CAPSTONE PROJECT OPTIONS:

The ADCP Capstone project should be selected after thorough brainstorming on the subject of interest, after completion of the literature review and a careful statement of the problem. **ONCE YOU HAVE SELECTED ONE OF THE FOLLOWING OPTIONS, IT MUST BE PURSUED TO ITS CONCLUSION.**

OPTION 1: Applied Design Intervention

In this option, you identify a problem (preferably at your workplace) after some initial observation and study. After a careful definition of the problem, an intervention to alleviate the problem is designed, implemented and evaluated. You must organize your written report of your project into chapters as shown below:

Page 1:	Abstract (summary of your entire project)
Chapter 1	Introduction
Chapter 2:	Description of the Problem
Chapter 3:	Description of the Intervention
Chapter 4:	Implementation and Possible Outcome
Chapter 5;	The Evaluation Plan
Chapter 6:	Conclusions and Recommendations
Chapter 7:	Reflections (a discussion detailing what you learned from the capstone project)
Last Page:	Bibliography (include every reference you have made)

OPTION 2: Alternative Policy Decision

In this option, you present a strong case for/or against a policy or a procedure that is currently practiced by the organization. If the capstone project is done within your place of employment, the report is submitted to a superior who can help you introduce your policy alternative. If the capstone project is done in some other organization, such as a community service organization, it is submitted to the leadership of that organization. It is important to mention here that the alternative policy decision addressed in the ADCP capstone project cannot be hypothetical. The topic chosen must be one which may be acted upon, or is under active consideration by the organization's management.

Examples: The direction taken under this option may vary widely. A cost benefit -analysis on different brands of equipment, a comparison of leasing versus purchasing equipment or a new program to curb absenteeism in the organization *is a type of ADCP Capstone project which qualifies under this Option 2.

In this option you must also organize your written report of your project, into chapters illustrated under Option 1.

OPTION 3: Elective Research Topic

You may choose this option if you cannot work on cry of the first two options.

In this option you choose a subject of your interest and do an in-depth study.. To choose this option you must first submit to the instructor the following in writing (professionally typed) and obtain the instructor's approval before you proceed on the project. Your research topic under this option must be related to the business discipline.

1	The title of the project.
2	A brief narrative of the project and how you would benefit by it (intellectually or professionally).
3	Bibliographic references you have made thus far to select this subject.
4	Chapter Outline (6 to 8) with heading of your written report as Illustrated under Option 1. Though this outline is not final, you must have a clear idea about what areas you will be discussing in your written report.

Written Report:

The written report is the major vehicle through which you demonstrate achievement of your writing skills. The length of the report should be from 25 to 50 pages (excluding appendix) professionally typed, double space only with one inch margins on all four sides.

The mark of a good capstone project is that someone totally ignorant about your topic can read it, understand it, and if necessary implement it without ever talking to the researcher. Achieving this ideal requires well organized, systematic and consistent work throughout your 2nd and 3rd semesters of your ADCP program.

During the end of your 2nd semester, when you meet for your BUAD 455 module, you are required to turn in a preliminary or partial report to the instructor. You are also required to make an oral presentation in class about the project you are working on.

OPTION 4: Business Plan

Appendix 1 Business Plan Outline

INDUSTRY SUMMARY

Section Outline:

- I. General Industry Information
- II. Description of Major Competitors
- III. Short-term/Long-term Industry Outlook
- IV. Industry Keys to Success

The industry summary should provide an overview of the particular industry you are seeking to enter. For example, if you were looking to open a restaurant, the industry summary would provide information about the makeup of the fast food, ready-to-eat, and/or sit down eating industries.

Your first step is to find the Standard Industrial Classification (SIC) or North American Industrial (NAIC) Code. Every industry has a particular code. You can find the code for your particular industry on the U.S. Census website at <http://www.census.gov/epcd/www/naics.html>. Gather as much basic industry information you can. You may obtain industry information in the business reference section of your local public or college library. Additional information can also be obtained from the World Wide Web. The Small Business Administration (SBA) web site offers valuable support in this area. To guide you in research, you can use the list of questions below:

1. Who are the major competitors in the industry?
2. What is the present rate of growth in the industry?
3. Is there a cyclical nature to your industry? If so, describe it.
4. How competitive is the industry?
5. What factors will help decide competitive success or failure?
6. What forces are leading the changes in the industry?
7. What are the average and median revenues and profit for industry participants?
8. What segment of the industry's market seems to be under served?

YOUR COMPANY (ADCP 420 Business Legal Environment)

Section Outline:

- I. Business Legal Structure
- II. Business Description
- III. Business Location
- IV. Physical Plant

In this section you should briefly discuss the general characteristics of your business beginning with its legal structure. An overview of business legal structure and questions for guidance are given below.

Legal Structure

When considering the proper legal structure for your business, there are two primary concerns: (1) tax consequences and (2) legal consequences. It is strongly advised that you consult a legal and/or tax professional before you decide upon a business structure and/or begin business operation. A brief description of forms of ownership is listed below.

Sole Proprietorships

A sole proprietorship is a business in which the owner and the business are legally and for tax purposes are inseparable. Although business losses and income flow directly through to the owners without being taxed first, a sole proprietorship has unlimited legal liability for the owner.

Partnerships

A business with more than one owner that is not incorporated or organized as an LLC is, by default, a partnership. If you haven't yet drafted a partnership agreement spelling out the relationship between you and your business partners, you're asking for trouble. A special kind of partnership is a limited partnership. It has different rules regarding a limited partner's management powers and personal liability.

Corporations

A corporation is legally separated from the individuals who own or operate it. Forming a corporation limits your personal liability for business debts and obligations. However, corporation owners have to pay “double” taxes: corporate taxes and personal taxes for owners and/or shareholders.

Limited Liability Companies (LLC's)

LLC's are a hybrid of a partnership and a corporation. LLC's offer a new way of organizing and managing your business. However, creating an LLC involves filing the correct paperwork with the state. LLC's offer flexible management structure, though owners must comply with certain state and federal laws. It is strongly advised to consult legal and tax professionals before organizing an LLC.

Non-Profit Corporation

Yes, a non-profit corporation is a business. It is a business enterprise with a tax exemption. Formal non-profit status involves receiving designation from the Internal Revenue Service under Section 501 (c) of the Internal Revenue Code of 1986. Special considerations for forming a non-profit corporation are its limitations and the types of activities that would be most appropriate. The assets of your nonprofit must be irrevocably dedicated to charitable, educational, religious or similar purposes. If your 501(c) (3) nonprofit dissolves, any assets it owns must be transferred to another 501(c) (3) organization. Your organization cannot campaign for or against candidates for public office, and political lobbying activity is restricted. If your nonprofit makes a profit from activities unrelated to its exempt-purposes activities, it must pay taxes on the profit (but up to \$1,000 of unrelated income can be earned tax free).

Organizations that should consider becoming nonprofit corporations include: child care centers, shelters for the homeless, community health care clinics, museums, hospitals, places of worship, schools, performing arts groups, and conservation groups.

Business Description

1. What products/services will you sell?
2. What are your company's strengths and weaknesses?
3. What is unique about your company and its products?
4. What image do you want to portray?
5. Determine what it is that your company will not do.
6. Prepare an operational schedule including hours of operation and staffing needs.

Business Location

Briefly describe the general area in which your business located. You will give additional details in the marketing section. Your discussion should answer the following questions:

1. Does your location adequately serve the needs of your customers?
2. Does your location suit your own company's image and positioning?

Physical Plant

You want to describe the actual or proposed building which will house your business. You should discuss the layout of the physical floor space and whether your location meets all local zoning and licensing requirements.

MARKETING (ADCP 335 Managerial Marketing)

Section Outline:

- I. Current Market Conditions
- II. Selected Target Market
- III. Strategy
- IV. Performance Evaluation

To properly develop your marketing strategy, you need to understand what marketing is. Marketing is more than sales and advertising. Marketing involves the creation, distribution, promotion, and pricing of goods, services, and ideas. Marketing activities are tailored to meet the demands or tastes of a particular group of people you want to reach referred to as a target market. Usually, there is a primary target market and a secondary target market. The bulk of your business sales will come from the primary target market. However, a significant amount of sales will come from one or more secondary target markets. Sales sometime come from several primary target markets.

The key to effective marketing activities is the right combination of product, price, promotion, and place. This combination is referred to as your marketing mix. Together the target market selected and the marketing mix form your marketing strategy. In other words, you must have the right product, good, service, or idea at the right price using the right promotional campaign in the right environment.

In your marketing section, you should discuss how you selected your target market, the characteristics of your target market, your marketing mix, and your method for evaluating the effectiveness of your marketing strategy. The outline below will guide you in developing your marketing discussion in your business plan. Good sources of marketing information include your local Chamber of Commerce (www.memphischamber.com, www.marketingsource.com, www.sba.gov/starting_business/marketing/basics.html. and www.demographics.com.

- I. Current Market Conditions
 - A. List and describe all potential target market(s)
 - B. List and describe all potential competitors
 - C. Describe the market environment (opportunities and threats)

- II. Selected Target Market
 - A. Select primary and secondary target markets based on section I
 - B. Provide additional information about the target market (s) selected

- III. Strategy
 - A. Target market
 - 1. Describe the demographic (age, race, income, gender, etc.) make up of the target market(s)
 - 2. Describe the geographic area of the target market(s)

 - B. Marketing mix
 - 1. Discuss what product(s) will be sold
 - 2. Discuss the pricing points
 - 3. Discuss promotional activities (advertising, flyers, word of mouth, etc.)
 - 4. Discuss where sales will take place (distribution)

- IV. Performance Evaluation
(Briefly discuss how you will measure the effectiveness of your marketing strategy, surveys, coupons, etc.)

MANAGEMENT (ADCP 321 Principles of Management)

Section Outline:

- I. Management Team
- II. Staffing Concerns

In this section you will discuss the make-up of your management team and summarize staffing concerns. The management team consists of the owners and key managers. An effective management section highlights the operational expertise and financial management skills of the key people in your business. You should begin with an organizational chart and an overview that clearly defines the business hierarchy and the roles and responsibilities and experience of key management personnel. You should prepare professional looking resumes for all those mentioned in this section. Include them in the addendum to your business plan. You should use the résumé you developed in ADCP 303.

The second part of your management section should summarize staffing concerns. Since every business should have an employee manual, this section should summarize the major points of your employee manual. There are several employee manual software programs on the market. All you have to do is add your business information. An employee manual not only allows you to navigate better employee legal issues but also provide a written document for employee rewards and discipline. Good sources of information for this section include www.hr.com, and www.irs.gov. Also remember that every person in the business should have a clearly defined job description. When everyone clearly understands their role and responsibilities it allows for better business operations.

FINANCIAL ASSUMPTIONS

Section Outline:

- I. Business Assumptions
- II. Financial Projections

Developing your financial projections involves a basic understanding of financial statements. Your business will depend upon maximizing revenue or sales and minimizing expenses. To produce sales, certain costs are incurred. These costs are called cost of sales or cost of goods. Examples of these costs include inventory, sales commissions, and sub-contracted services. Sales less cost of sales determine net sales or gross margin. Gross margin is the amount of dollars available to pay operating expenses. After subtracting operating expenses from gross margin, net operating income is calculated. Net operating income is the amount of net dollars from normal operation of your business used to pay loan payments and upon which tax costs or benefits are calculated. Net operating income less loan payments yield before tax cash flow. After tax payments are deducted or tax refunds added, after tax cash flow remains. This amount is available for re-investment into the business or used for return on investment to the owners and/or investors.

The financial assumptions sections provide information on the financial projections for your business. You should begin with a discussion of how you determined your financial assumptions. From your research on your business' industry, you should have obtained information about industry financial assumptions. For example, the restaurant industry may have a sales assumption of \$12.00 per square foot per week for a fast food restaurant. That means that an industry business of 1000 square foot would have a sales projection of \$12,000 per week. Other assumptions could include cost of sales, gross margin, operating expenses, and taxes. Many of these assumptions will be listed as percentages of sales.

Since your business will be a start up, it is not reasonable to assume that your business will achieve the same standards as those of the industry. Industry assumptions are based upon existing businesses with experienced management. Thus, you will adjust your businesses assumptions accordingly to reflect the level of experience of your operation. Keep in mind that you should have some "gut feeling" for what level of sales and expenses your business will experience. Always break sales assumptions down to a daily basis. Then ask yourself whether it is reasonable for your business to achieve this level of sales. All assumptions should pass the "does it make sense" test.

Remember to clearly explain all assumptions you make in determining your level of sales, cost of sales, and expenses. Refer to the sample financial statements in the accompanying Excel workbook. You may refer to http://www.sba.gov/starting_business/index.html for further information.