

## Syllabus

# SIE367 – Engineering Management II Spring 2021

**Tuesday & Thursday 2:00 pm to 3:15 pm (1400-1515)**  
**M Pacheco ILC, Rm 150**

**Instructor:** Mark R Nicol  
**Office:** Engineering 153  
**Phone:** Office 621-1818 – Cell 520 965 5181  
**Email:** mnicol@arizona.edu  
**Office Hours:** Tu/Th 11.30 am to 1.30pm (1130-1330), or by appointment.

**TA:** Zijin Chen, zijinchen886@email.arizona.edu

**Required Text:** *Strategic Management*, 4th edition,  
by Frank T. Rothaermel

**Designation:** Required course for Engineering Management.

### **Course Description: Engineering Management II (3 units):**

Methods and modern techniques of engineering management analysis for decision making. This course teaches theory and practical applications to prepare students for the challenges of managing a technical organization in the 21<sup>st</sup> century. The course includes:

1. Strategy Analysis
2. Strategy Formulation
3. Strategy Implementation
4. Leadership and Management of Technical People and Team Building

**Course Prerequisites:** SIE 265, or consent of instructor

### **Course Format and Course Communication:**

This class will use web based D2L (Desire to Learn) as the primary means of distributing class materials, including assignments. All projects and homework must be uploaded into Assignment Folders (Drop boxes) on or before the due dates. **NO LATE ASSIGNMENTS** will be accepted. Your grades for all assignments will be available on D2L. You will need a Net ID to access D2L online. You are expected to check D2L frequently for class information.

**Course objectives:**

This course introduces students to concepts of strategic management for technical organizations. Course objectives include:

1. Explore the leadership capabilities required in technology-based organizations.
2. Explore the most typical types of decision making required by strategic leaders in technology-based organizations.
3. Prepare to become participants, effective leaders, and managers in technology-based organizations.

**Absences and Class Participation Policy:**

The UA's policy concerning Class Attendance, Participation, and Administrative Drops is available at: <http://catalog.arizona.edu/policy/class-attendance-participation-and-administrative-drop>

The UA policy regarding absences for any sincerely held religious belief, observance or practice will be accommodated where reasonable, <http://policy.arizona.edu/human-resources/religious-accommodation-policy>.

Absences pre-approved by the UA Dean of Students (or Dean Designee) will be honored. See: <https://deanofstudents.arizona.edu/absences>

Participating in the course and attending lectures and other course events are vital to the learning process. Students are responsible for all materials covered during class. As such, attendance is strongly recommended. Occasionally, attendance may be required for special events such as Project Presentations. Students who miss class due to illness or emergency are required to bring documentation from their health-care provider or other relevant, professional third parties. Failure to submit third-party documentation will result in unexcused absences.

**Final Examination:**

The Final Exam is scheduled for Monday 5/10/2021 – 1530-1730 - hopefully in the in the regular classroom and/or via examity. **Note: attendance at the final is required.** The Final Exam Regulations can be found at <https://www.registrar.arizona.edu/courses/final-examination-regulations-and-information>, and Final Exam Schedule can be found at <http://www.registrar.arizona.edu/schedules/finals.htm>

**Grading Scale and Policies:**

Grades for this course will be determined as follows:

30%	Management Case Study
	Case Study Part 1 – 10%
	Case Study Part 2 – 10%
	Final Case Study – 80%
15%	Quizzes
25%	Mid-Term Exam (March 19 <sup>th</sup> )
30%	Final Exam (May 11 <sup>th</sup> )

Final Grades for this course will be computed as follows:

> 90%	A
> 80%	B
> 70%	C
> 60%	D
< 60%	E

Note - that much of the material that may show up on exams will only be presented in class. It is in your best interest to attend every class.

**Class Schedule:**

The preliminary Class Schedule is available on D2L and the Introduction Lecture. It lists all material to be covered by date and includes references to the textbook chapters and D2L modules. All assignments are listed with their respective due dates. **Note that the Dropbox for each assignment will remain open only until 2330/11.30PM the day the assignment is due.**

**Class Guidelines:**

- Please arrive to class on time and turn off all electronic devices.
- Attendance on Exam days and Final Case Management Presentation is required. In case of emergency or serious illness, notify your instructor prior to the event.
- No extra credit will be available.
- Always behave in an ethical manner. Treat your classmates, instructor, and any guests with respect.
- Students are expected to abide by the University of Arizona Code of Academic Integrity, which may be found at:

<http://studpubs.web.arizona.edu/policies/cacaint.htm>

**Classroom Behavior Policy:**

To foster a positive learning environment, students and instructors have a shared responsibility. We want a safe, welcoming, and inclusive environment where all of us feel comfortable with each other and where we can challenge ourselves to succeed. To that end, our focus is on the tasks at hand and not on extraneous activities (e.g., texting, chatting, reading a newspaper, making phone calls, web surfing, etc.).

**Threatening Behavior Policy**

The UA Threatening Behavior by Students Policy prohibits threats of physical harm to any member of the University community, including to oneself. See

<http://policy.arizona.edu/education-and-student-affairs/threatening-behavior-students>.

**Accessibility and Accommodations:**

Our goal in this classroom is that learning experiences be as accessible as possible. If you anticipate or experience physical or academic barriers based on disability, please let me know immediately so that we can discuss options. You are also welcome to contact the Disability Resource Center (520-621-3268) to establish reasonable accommodations. For additional information on the Disability Resource Center and reasonable accommodations, please visit <http://drc.arizona.edu>.

If you have reasonable accommodations, please plan to meet with me by appointment or during office hours to discuss accommodations and how my course requirements and activities may impact your ability to fully participate.

Please be aware that the accessible table and chairs in this room should remain available for students who find that standard classroom seating is not usable.

**Code of Academic Integrity**

Students are encouraged to share intellectual views and discuss freely the principles and applications of course materials. However, graded work/exercises must be the product of independent effort unless otherwise instructed. Students are expected to adhere to the UA Code of Academic Integrity as described in the UA General Catalog. See: <http://deanofstudents.arizona.edu/academic-integrity/students/academic-integrity>.

The University Libraries have some excellent tips for avoiding plagiarism, available at <http://www.library.arizona.edu/help/tutorials/plagiarism/index.html>.

*Selling class notes and/or other course materials to other students or to a third party for resale is not permitted without the instructor's express written consent.* Violations to this and other course rules are subject to the Code of Academic Integrity and may result in course sanctions. Additionally, students who use D2L or UA e-mail to sell or buy these copyrighted materials are subject to Code of Conduct Violations for misuse of student e-mail addresses. This conduct may also constitute copyright infringement.

## UA Nondiscrimination and Anti-Harassment Policy

The University is committed to creating and maintaining an environment free of discrimination; see <http://policy.arizona.edu/human-resources/nondiscrimination-and-anti-harassment-policy>

Our classroom is a place where everyone is encouraged to express well-formed opinions and their reasons for those opinions. We also want to create a tolerant and open environment where such opinions can be expressed without resorting to bullying or discrimination of others.

## Additional Resources for Students:

UA Academic policies and procedures are available at <http://catalog.arizona.edu/policies>

Student Assistance and Advocacy information is available at <http://deanofstudents.arizona.edu/student-assistance/students/student-assistance>

## Confidentiality of Student Records

All student records are held in strict confidence. Additional information can be found at <http://www.registrar.arizona.edu/personal-information/family-educational-rights-and-privacy-act-1974-ferpa?topic=ferpa>

## Subject to Change Statement:

The information contained in the course syllabus, other than the grade and absence policies, may be subject to change.

## Updated COVID 19 guidelines – as of 1/9/2021

This class is scheduled to be taught in the IN-PERSON modality.

- **Meeting Times:** We will **be meeting remotely** until the University notifies us that in-person meetings may commence. We will meet as per the class schedule i.e., Tuesdays and Thursday 2.00pm to 3.15pm (1400-1500). Zoom Schedule is in Announcements in D2L. Lectures will be recorded in Zoom and Panopto.
  - When the COVID-19 situation permits teaching on campus, we will be meeting as per schedule in Room 150, M Pacheco ILC.
- **Face coverings are required in our classroom:** Per UArizona's **Administrative Directive**, face coverings that cover the nose, mouth, and chin are required to be worn in all learning spaces at the University of Arizona (e.g., in classrooms, laboratories and studios). Any student who violates this directive will be asked to immediately leave the learning space and will be allowed to return only when they are wearing a face covering. Subsequent episodes of noncompliance will result in a Student Code of Conduct complaint being filed with the Dean of Students Office, which may result in sanctions being applied. The student will not be able to return to the learning space until the matter is resolved.
  - The Disability Resource Center is available to explore face coverings and accessibility considerations if you believe that your disability or medical condition precludes you from utilizing any face covering or mask option. DRC will explore the range of potential options as well as remote course offerings.

Should DRC determine an accommodation to this directive is reasonable, DRC will communicate this accommodation with your instructor.

- **Physical distancing is required in our classroom:** During our in-person class meetings, we will respect CDC guidelines, including restricted seating to increase physical distancing. Any student who does not maintain physical distance from others may be asked to immediately leave the learning space. Noncompliance may result in a Student Code of Conduct complaint being filed with the Dean of Students Office, which may result in sanctions being applied.
- **Classroom attendance:**
  - If you feel sick or may have been in contact with someone who is infectious, stay home. Except for seeking medical care, avoid contact with others and do not travel.
  - Notify your instructors if you will be missing an in person or online course meeting, or you will miss an assignment deadline.
  - **Non-attendance for any reason does not guarantee an automatic extension of due date or rescheduling of examinations.**
    - **Please communicate and coordinate any request directly with your instructor.**
  - Campus Health is testing for COVID-19. Please call (520) 621-9202 before you visit in person.
  - Visit the UArizona COVID-19 page for regular updates.
- **Academic advising:** If you have questions about your academic progress this semester, or your chosen degree program, please note that advisors at the Advising Resource Center can guide you toward university resources to help you succeed.
- **Life challenges:** If you are experiencing unexpected barriers to your success in your courses, please note the Dean of Students Office is a central support resource for all students and may be helpful. The Dean of Students Office can be reached at 520-621-2057 or [DOS-deanofstudents@email.arizona.edu](mailto:DOS-deanofstudents@email.arizona.edu).
- **Physical and mental-health challenges:** If you are facing physical or mental health challenges this semester, please note that Campus Health provides quality medical and mental health care. For medical appointments, call (520-621-9202. For After Hours care, call (520) 570-7898. For the Counseling & Psych Services (CAPS) 24/7 hotline, call (520) 621-3334.
- **Equipment and software requirements:** For this class you will need daily access to the following hardware: laptop and/or web-enabled device with a webcam and microphone.
- **Staying current:** You are required to complete to complete all homework and case studies on your own time. We will need to form Groups for the case studies – more information to follow.
- **Remain flexible:** If pandemic conditions warrant, the University may require that we return to remote operations. If that is the case, we will notify you by D2L Announcement and email that we are moving to remote operations.
- **Class Recordings:**
  - For lecture recordings, which are used at the discretion of the instructor, students must access content in D2L only. Students may not modify content or re-use

content for any purpose other than personal educational reasons. All recordings are subject to government and university regulations. Therefore, students accessing unauthorized recordings or using them in a manner inconsistent with Arizona values and educational policies are subject to suspension or civil action.