



CLASSROOM: Online - eCollege

NOTE ABOUT TIMES: All times and deadlines for this course are listed as Central Standard Time (CST)

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REQUIRED TEXT:

Parnell, John (2013). Strategic Management: Theory and Practice, 4th Edition. Sage Publications, ISBN: 9781452234984. www.sagepub.com/books. New, Used, Rental and eBook versions may be available. Textbook and syllabus are listed in Schedule of Classes for Summer I. Several versions of textbook are available in the TAMUC bookstore.

GLOBAL COURSE:

As a Texas A&M University-Commerce Global Course, this course has an overarching objective to prepare our students for an interconnected world. One of our objectives is to gain a better understanding of global dynamics in general and particularly in global business communities and markets. This will be emphasized in our second case study where students will be able to examine specific global business situations. We will focus on case situations which require an examination and understanding of global dynamics. The case analysis product will be graded and returned to each student to be included in their ePortfolio. (To access the student ePortfolio, go to myLeo (<https://leo.tamuc.edu>) and log onto your account. Then go to the ManeSync tab.) You may submit all assignments to your ePortfolio.

COURSE DESCRIPTION:

This course provides a business capstone for the study of the overall functioning of various types of organizations. This course includes a brief study of strategic planning including mission statement development, analysis of external environment and internal organizational factors, development of strategic alternatives, selection of appropriate alternatives, implementation of strategies, and competitive strategies and dynamics. Special emphases are given to the integration and coordination of the functional areas within the enterprise. The case method and/or business simulation will be used to provide practical experience in analysis and decision making in the solution of business problems. Prerequisites: Senior standing; FIN 304, BA 302, MGT 305, 307, MKT 306.

COURSE OBJECTIVES:

This course aims to improve student understanding of concepts, principles, problems and applications of strategy.

Upon completion of this course, students should be able to:

- Understand the nature of competition and industries at an advanced level.
- Understand how external forces such as social, political/legal, economic, and technological, influence strategic decision-making and firm performance.
- Understand the sophisticated relationships among the functional areas of an organization (marketing, human resources, production, finance, and accounting) and how effective strategic planning requires a concerted effort among all functional areas.
- Understand strategy research, including extensive use of the internet as a research tool.
- Apply the strategic management model to the analysis of an ongoing enterprise, including industry, environmental, and firm assessments; firm, business, and functional strategic assessments; development and evaluation of strategic alternatives; and strategic implementation and control.

COURSE PREREQUISITES:

In order to enroll in this course, you must be in your last semester and have acquired departmental approval. See schedule of classes. Prerequisites are: Senior standing; FIN 304, BA 301, 302, 303, MGT 305, 307, 308, MKT 306. More importantly, students are expected to take this class with enthusiasm to learn.

COURSE FORMAT:

This course is online. You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the eCollege course management website. ALL assignments will also be posted on eCollege, under the Doc Sharing tab. You should submit all of your assignments in a format that is compatible with **Microsoft Office 2007/2010** and post them in the appropriate “Dropboxes” when they are due. Please see the schedule for the dates and time.

COURSE SCHEDULE:

A course schedule is included at the end of this syllabus.

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I anticipate that we will follow the schedule I've outlined in this syllabus, but I may make adjustments based on what actually happens in class. Be sure to check announcements and emails for any change. I may also change the basis for the course grade. If I do so, I will so inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

STATEMENT ON ACADEMIC INTEGRITY: Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

An academic honesty policy has been posted under ethics in Virtual Office. Please read this document and respond as requested, “I have read the ethics document, and I will comply with it”.

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services
Texas A&M University-Commerce
Gee Library
Room 132
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
StudentDisabilityServices@tamu-commerce.edu

TENETS OF COMMON BEHAVIOR STATEMENT: All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, including during “electronic communication”. Texas A&M-Commerce expects this from you, as do current and future employers. Since so much communication in the workplace is “electronic,” this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions.
- **Regular and Timely Attendance and Participation:** You are expected to log onto eCollege and check emails regularly.

▪ **Assignments:**

1. **Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students in MGT 439 should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will negatively impact your grade! Therefore, please spell check your assignments and read them out loud before you submit them.
2. **Assignments must be turned in on time.** Assignments are due at the **date** and **time** listed. All work and assignments for the entire course will be available on the first day of class. While the syllabus designates specific dates for which work is assigned, you do not have to wait until the “assigned” date to start working on it. Start working on each assignment as soon as you possibly can and make sure that you have the general and case assignments submitted by the specified due dates. I have outlined a “suggested” schedule that I think would help you maintain a good pace, but you don’t have to follow it. However, you **MUST** turn in general and case assignments and the exam **ON TIME**. You will have until **8:00 AM CST** to submit the work that is listed in the far right, “Work Due” column of the course schedule provided on page 4 of this syllabus. I will accept late assignments. However, there will be a significant penalty. For each day that your assignment is late, I will deduct **10 POINTS** from your grade. If you do not meet the 8:00 AM deadline (even by one or two minutes), I will deduct 10 points. If you do not turn the assignment in by 8:00 AM CST the next day, I will deduct an additional 10 points, and so on. Saturdays and Sundays count towards the total days late.
3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don’t turn in work that is only “half-finished” and then attempt to submit the rest of the assignment at a later date.
 - **Back-ups are required:** You are required to back up all your assignments on a disk that can be submitted to me upon my request. If work is lost due to insufficient back-up, you will not have the opportunity to recreate and submit at a later time.
 - **E-mail:** Students must routinely check e-mail sent to his or her **Texas A&M-Commerce account**. This is my primary mechanism for communicating to the class. I check my e-mail several times a day, so this is the best way to reach me.
 - **Make-up Exams or Late Assignments Will Only Be Accepted If You Obtain University Approved Documentation for Your Excuse:** There are no make-up assignments for poor performance on a previous assignment.
 - **Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced via eCollege and e-mail. It is your responsibility to become aware of any such changes.

GRADE COMPONENTS:

Component	Type	Value
Team Strategic Plan	Team	100 Points (10%)
Exam 1 (25 MC, 75 Case)	Individual	100 Points (20%)
Exam 2 (25 MC, 75 Case)	Individual	100 Points (20%)
Industry/Company Assignment	Team	100 Points (20%)
Power-Point Presentation	Team	100 Points (10%)
Personal Strategic Plan	Individual	100 Points (20%)
Course Total		100%

GRADING SCALE:

A	90 – 100%	D	60-69%
B	80 – 89%	F	Below 60%
C	70-79%		

Withdrawal - Must be initiated by the student administratively.

Course Policy for Incomplete Grades: Incomplete grades are reserved for students who have a **medical or other emergency during the last couple of weeks of classes**. For students who are allowed to receive an Incomplete for this course, the University policy states that Incompletes that are not removed by the end of the next long semester (Dec, 2016) will turn into an “F.” Please maintain regular “attendance” (that is, stay up with your work **and** participation) in this class to avoid these problems.

NOTE: Final grades will be assigned based upon your final **POINT** total.

- *I do not assign any extra credit so please do not ask for it.*

EXAM INFORMATION

There will be two exams given to assess your understanding of course material. Exams will be available on the scheduled date. Exam will consist of 25 multiple choice questions as well as a written assignment (case analysis).

- **Multiple Choice:** This portion of the exam will be timed and can only be accessed once; therefore, once you begin, you may not stop and come back to it later.
- **Case Analysis:** Cases analysis is a major part of this course. They are designed to integrate the material you were exposed to in your previous classes along with new material you learned in this class. Read the assigned cases and thoroughly answer the related questions. The idea is not always to find the right answer, but the reasoning process we adopt in our analyses. Therefore, be thorough in support of your answers.

Specific instructions for the exams will be posted along with the exams at the scheduled time.

Please note: If a student misses an exam, the student will earn a grade of zero. Makeup exams will not be given. Please see the schedule for the due dates.

The exam component of the course measures your individual ability to understand the concepts, principles, problems, and practices of strategic management. Therefore, you must do and submit your own work. In accordance with the Texas A&M University-Commerce Code of Student Conduct Section 5.b [1, 2, 3], the penalties for students guilty of academic dishonesty include disciplinary probation, suspension, and expulsion.

CASE ANALYSIS (INDIVIDUAL): You will be reading, analyzing and submitting, three individual written cases during the semester (2 cases are part of assigned exams and 1 is to prepare students to analyze the case). The purpose is to apply your business knowledge from a variety of functional areas (such as finance, marketing, management) to solve a real business strategic issue. There will be several questions to guide the discussion. Generally cases follow this format: (1) a summary of the relevant situation in the case, (2) Internal analysis of the firm, including current corporate and business-level strategies, (3) external analysis, (4) SWOT analysis culminating in identification of a problem (which may be in fact an opportunity), (5) proposal of 2 or more alternative courses of action that will help solve the problem or exploit the opportunity, (6) evaluation of all alternatives, (7) recommendation of best alternative and (8) implementation issues that need to be considered. Please refer to schedule for the assigned date.

PARTICIPATE IN A TEAM FOR THE INDUSTRY/COMPANY ASSIGNMENT: Each student is expected to participate in a team of 3 members. Professor will assign team members.

INDUSTRY/COMPANY ASSIGNMENT (Team): The purpose of this exercise is to analyze a large corporation and its environments and apply business strategy concepts to find insightful strategic options for this firm. Based on an existing corporation, student will prepare a written strategic analysis applying strategic management concepts. Select an organization from Chart 1 i.e., from the list of Organizations/Companies for Group Written Case Analysis (Strategic Audit). The audit will be graded based upon timeliness, specificity, depth and breadth of analyses, and SUPPORT (from peer-reviewed journal articles, corporate documents, etc.) for your recommendations. Specific instructions for this audit will be posted on eCollege, under the “Doc Sharing” tab. Only the team leader will need to submit the assignment for all the individuals on the team—in other words, each team member does not have to submit the assignment as I will give grades to all those whose names appear on the received document.

Please refer to Strategic Audit of a Corporation in Appendix 1.A on pages 34-41. You should use this outline as a guide for your project. You may also want to refer to chapter 12 for additional guidance. The minimum length of the strategic audit should be 25 pages excluding appendices. The following formatting guidelines for all written assignments should be used: 12-point Times New Roman font, double spaced, one-inch margins all around, page numbering on bottom right of page, no header or footer, and student name, assignment information, and date in upper right-hand corner.

POWER POINT PRESENTATION (Team):

Upon completion of your industry/company assignment, your team will be required to create a Power Point presentation highlighting the most important and interesting information from your paper. The presentation is worth 100 points. Specific instructions and format for the presentation will be posted in eCollege, under the “Doc Sharing” tab. The PowerPoint slides should give highlights of the environment, industry, company, and a brief presentation of the team's recommendations and implementation and control plans.

- ❖ **THIS WEEKLY SCHEDULE IS TENTATIVE.**
- ❖ **I MAY ASSIGN ADDITIONAL READINGS & EXERCISES THROUGHOUT THE SEMESTER.**
- ❖ **Note – Strategic Audits of organizations – not from textbook – will be approximately 25 pages in length (Word document) & include ALL required sections (See Case outline in doc sharing). If additional pages are needed, use appendices (e.g., for some of history, etc.). A PowerPoint presentation is also required.**
- ❖ **Each member in the team will be required to participate in development of the PowerPoint presentation.**

WEEK & DATE	READINGS & ASSIGNMENTS	WORK DUE TUESDAY BY 8:00 AM
June 6	**TEAM ESTABLISHMENT! ** INTRODUCTION TO SYLLABUS	See Virtual Office – Ethics – for honesty policy. Read and respond as required.
June 6	P: Chapter 1- Fundamentals of Strategic Management	
June 6	P: Chapter 2- Industry Competition	
June 13	P: Chapter 3- The External Environment P: Chapter 4- The External Environment	Team Strategic Plan Due on or before June 13 @ 8 a.m. CST
June 13	P: Chapter 5- The Organization: Ethics and CSR P: Chapter 6- Corporate-Level Strategies **Review for EXAM I	
June 13	P: Chapter 7- Business Unit Strategies P: Chapter 8 – Functional Strategies Case 1 Assigned	
June 20	On Line - EXAM I	June 18 – 22 - On or before June 22 @ 11:30 p.m.
June 20	P: Chapter 9- Strategy Formulation	
June 20	P: Chapter 10- Strategy Execution: Structure ***Make sure that you're working hard on the strategic audit!	
June 27	P: Chapter 11- Strategy Execution: Strategic Change, Culture, and Leadership	Personal Strategic Plan due on or before 6/27/2016 @ 8 a.m.
June 27	P: Chapter 12- Strategic Control and Crisis Management	
June 27	EXAM II	June 30 – July 3 @ 11:30 p.m.
July 4	Team Strategic Audit Word Document and PowerPoint Presentation	Due on or before 07/5 at 11:30 p.m.
		Last day of class 07/07/16

Chart 1: Organizations/Companies for Individual Written Case Analysis (Strategic Audit) Options

Company List (in no particular order) – Only 1 or 2 teams per organization (I prefer 1):

Disney	L-3 Communications
Whole Foods	Raytheon
Michael Kors	Microsoft
McDonald's	Campbell Soup
Hasbro	Boeing
HP	Lockheed
IBM	Texas Instruments
Xerox	Google
AT&T	Apple
Proctor & Gamble	3M Company
Gap	Southwest Airlines

You only need to submit one assignment for all the individuals on the team—in other words, each team member does not have to submit the assignment as I will give grades to all those whose names appear on the received document.

Your research and analysis in Word document and PP slides should include 2015 and 2016 data/information. Much of the historical information can be put in appendices in the Word document and is not necessary in the PP slides.

Rubric 1 – Team Written Case Analysis (Strategic Audit) Rubric (Word document & PowerPoint Presentation) - Teams who score less than 70 points on group written case (and accompanying PowerPoint slides) will be required to re-submit it, with the understanding that a re-submission cannot score more than 80 points.

	Exceeds Minimum Standards	Meets Minimum Standards	Fails to Meet Standards
Introduction to the Organization (I) – Company History. Current Status. Executives. Business Model – 6 points	Includes essential material in this section. Any additional material is in an appendix. (Also PP slides) 5-6 points	Includes essential material in this section. Any additional material is in an appendix. (Also PP slides) 3-4 points	Essential material not included and/or PP slides not included. 0 to 2 points
Identification of Industry & competitors (II) (2 points)	Lists and briefly discusses industry(ies) in which organization competes & its competitors – 2 points	Lists and briefly discusses industry(ies) in which organization competes & its competitors – 2 points	Fails to address industry(ies) in which organization competes and/or its competition. 0 to 1 point.
Analysis of the Industry (III) Strategic group, Porter’s 5 Forces, Industry CSF’s, & Successful & Failed Organizations - 10 points	Analyzes organization’s strategic group(s), critical success factors for industry, & lists successful & failed organizations. Discusses Porter’s 5 Forces & provides an in-depth analysis for industry & organization-9-10 pts	Meets the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address some of the requirements. – 7 or 8 points	Meets some of the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address most of the requirements. – 0 to 6 points
Analysis of Macro-Environment (IV) (Political, Economic, Social, and Technological forces - Opportunities & threats. Includes identification & analysis of global factors & application of analysis to business situation. 12 points	Demonstrates knowledge of, & capability to apply, theories and tools in the analysis of Macro-Environment (e.g., Political, Economic, Social, and Technological forces). Also identifies the threats and opportunities facing the organization. 10-12 points	Meets basic criteria for this Outline Item. Fails to demonstrate knowledge of, or ability to use, theories & tools needed to analyze Macro-Environment. May not identify some threats and/or opportunities facing the organization. – 7-9 points	Meets some of the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address most of the requirements – 0 – 6 points.
Analysis of Organization - Measurement and control system (V) - Current financial position - Use financial analysis tools - Compare with competitors and standards. List KPI’s (Key Performance Indicators) – 15 points.	Applies financial analysis theories and tools to determine organization’s current financial position & compares it with competitors and standards. Discusses its measurement and control system & KPI’s – 13-15 points.	Meets basic criteria for this Outline Item. Fails to demonstrate knowledge of, and/or capability to apply, financial analysis theories & tools and/or fails to compare it with competitors and standards – 10-12 points.	Meets some of the basic criteria for this Outline Item, but fails to demonstrate knowledge of, or capability to apply, theories & tools needed to address most of the requirements – 0 – 9 points
Analysis of Organization (VI) – Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals - 10 pts.	Demonstrates knowledge and capability to apply theories and tools in the analysis of the organization in terms of its mission, vision, core values, operating guidelines, and core competencies – 9-10 points.	Meets the basic criteria for this Outline Item, but fails to demonstrate knowledge of, or capability to apply, theories needed to address some of the requirements – 7-8 points.	Meets some of the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address most of the requirements – 0 – 6 points.
Analysis of Organization (VII) – Current Strategies, Alignment with goals. Compares with competition. Completes SWOT analysis and Gap analysis for organization. Suggests strategies. Evaluates strategies –20 points	Demonstrates knowledge of, and capability to apply, theories & tools in analysis of organization (current strategies, alignment of strategies with goals, competition). Uses SWOT & Gap analyses. Suggests strategies & evaluates each of them - 17-20 points.	Meets the basic criteria for this Outline Item, but fails to demonstrate knowledge of, or capability to apply, theories needed to address some of the requirements – 12-16 points.	Meets some basic criteria for this Outline Item. Fails to demonstrate knowledge of theories needed to address most of the requirements – 0 – 11 points.
Analysis of Organization (VIII) – Functional Strategies (10 pts)	Marketing , Finance, Operations, Purchasing Human Resources, Information Systems Strategies and their alignment – 9-10 pts.	Meets basic criteria. Fails to demonstrate knowledge of, or ability to apply, theories needed to address requirements – 6-8 pts.	Fails to demonstrate knowledge of, & ability to apply, theories needed for most requirements - 0-5 pts.
Analysis organization’s improvement initiatives & standards (IX) – 10 points	Analyzes current & previous improvement initiatives & standards & impact – 9-10 pts.	Meets basic Outline Item criteria. Fails to address some requirements – 6-8 points.	Fails to address most of the Item Requirements – 0-5 points.
Conclusion and Future of Organization (X) – 5 points	Addresses expected results & organization’s potential for future success – 5 points	Meets basic Outline Item Criteria. Fails to address some requirements 3-4 pts.	Fails to address most of the Item Requirements – 0-2 points

Team Written Case Analysis (Strategic Audit) Outline – Rubric 1 applies to this. (Assignment: Each student will develop a case about, analyze, and make recommendations about an organization listed on Chart 1. Professor approval is required. Deliverables are a written case analysis (strategic audit) & PowerPoint presentation).

- I. Introduction to the Organization** - History of the Company & Current Status -- A. When was the organization founded, why and by whom? Discuss unusual history associated with the organization. B. Is it privately or publicly held? C. Who are its top executives in terms of experience, academic credentials, diversity, etc.? D. Discuss the organization's Business Model? E. What is the impact of globalization on this organization? Other information?
- II. Identification of the Industry and the Competitors** -- Industry definition is necessary so that competitors can be identified; macro-environmental forces that affect the organization and its industry can be assessed, and the organization's relative strengths and weaknesses can be compared to other organizations within the industry.
- III. Analysis of the Industry**
 - A. Strategic Group(s) in which the company exists and competitors in it/them.
 - B. Intensity of rivalry among existing competitors. Use Porters 5 Forces for B, C, D, E, and F. (C). Threat of new competitors entering the industry; (D) Threat of substitute products or services; (E) Bargaining power of buyers and (F) Bargaining power of suppliers
 - G. Potential Profitability of the Industry - What organizations have succeeded and failed in the industry and why?
 - H. What are the Critical Success Factors for the industry?
- IV. Analysis of the Macro-Environment** (Includes identification & analysis of global factors & application of analysis to business situation)
 - A. What political/legal forces affect the industry?
 - B. What economic forces affect the industry?
 - C. What social forces affect the industry?
 - D. What technological forces affect the industry?
 - E. What are the opportunities and threats facing the organization?
- V. What is the organization's measurement and control system?**
 - A. Current financial position - Is the organization financially sound?
 - B. Compare with competitors and standards.
 - C. Use financial analysis tools.
 - D. What are the organization's Key Performance Indicators (KPI's)?
- VI. Analysis of the Organization (Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals)**
 - A. What is the mission of the organization? Has the mission changed over time?
 - B. What is the vision of the organization? Has the vision changed over time?
 - C. What are the organizations core values and operating guidelines? Analyze current problems that conflict with the organization's core values and operating guidelines.
 - D. What are the organization's core competencies? How are they unique?
 - E. What are the organization's broad and specific goals?
- VII. Analysis of the Organization – Organization-Level and Business Unit Strategies**
 - A. What are the current organization-level strategies? Business unit strategies?
 - B. How are the strategies aligned with the goals?
 - C. Compare this organization's strategies with those of competitors.
 - D. Use SWOT analysis and Gap analysis to suggest strategies.
 - E. Evaluate strategies (advantages & disadvantages of each strategy).
 - F. Key performance indicators (KPI's)
- VIII. Analysis of the Organization – Functional Strategies**
 - A. Marketing – Finance – Operations – Purchasing – Human Resources – Information Systems
 - B. How well are the functional strategies aligned?
- IX. Analyze organization's improvement/change initiatives** (e.g., Six Sigma, SQM, TQM, Lean Manufacturing, JIT, Process Reengineering, High Performance Work Teams, Assessment using Malcolm Baldrige National Quality Award Criteria, ISO 9000, ISO 14000, Benchmarking, Balanced Scorecard, etc.)
 - A. Previous & current impact/success of improvement initiatives.
 - B. Alignment of improvement initiatives and integration into strategic management of the organization.
 - C. Comparison of improvement initiatives with other organizations within and outside the industry.
- X. Conclusion and Future of Organization** - Comment about the organization's profile for future competitiveness and success. What does the organization have to do right to succeed (organization's Critical Success Factors)? What are the expected results in terms of short-and long-term profitability and survival?

Use the following for Team Company Case. This outline is from Parnell, J. (2013). **Strategic Management**, 3rd Ed., 2009 and 4th Ed. 2013. (Note: I have not checked these page numbers.)

Business Strategy Project Steps

Step	Topic/Question	Chapter-Pg-3 rd ed	Chapter-Pg-4 th ed
1	Introduction of the organization	1-10	1-13
2	Identification of the industry and competitors	3-40	2-32
3	Potential profitability of the industry	3-51	2-43
4	Who has succeeded and failed in the industry and why? What are the critical success factors?	3-51	2-43
5	What political/legal forces affect the industry?	4-67	3-62
6	What economic forces affect the industry?	4-71	3-68
7	What social forces affect the industry?	4-78	4-89
8	What technical forces affect the industry?	4-82	4-96
9	What are the organization's Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals? See Strategic Management Model in Doc Sharing.		
10a	What is the current firm-level strategy?	6-132	6-163
10b	What is the current business-level strategy?	7-162	7-197
11	What business-level strategies are presently being employed by competitors?	7-164	7-199
12	What is the organization's marketing strategy?	8-179	8-225
13	What is the organization's financial position and financial strategy?	8-182	8-227
14	What are the organization's production and purchasing strategies?	8-186	8-231
15	What are the current strategies in other functional areas such as HR and information systems?	8-189	8-235
16	What strengths exist for the organization?	9-204	9-253
17	What weaknesses exist for the organization?	9-204	9-253
18	What opportunities exist for the organization?	9-205	9-255
19	What threats exist for the organization?	9-205	9-255
20	What strategic alternatives are available for the organization?	9-208	9-259
21	What are the pros and cons of these alternatives?	9-208	9-259
22	Which alternative(s) should be pursued and why?	9-208	9-259
23	How should the alternative(s) be implemented?	11-255	11-305
24	How should the alternative(s) be controlled?	12-278	12-334
25	What improvement initiatives are currently being implemented?		7-193
26	What crisis events should the firm anticipate? What are the future prospects for the company?	12-281	12-341

Exam Grading Rubric

The exam will test your knowledge and understanding of the business strategy topics covered in the case and will be assessed via short essay questions given at the end of case study. Each question will be evaluated using the following rubric.

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
<p>Response and Reference Support</p> <p>Demonstration of applicable knowledge of the topic or topics identified in the question; thorough discussion of the topic(s); the more reference support you use to substantiate your discussion, the better. The quality of the journals you cite is also important.</p> <p>Score:</p>	<p>Thoroughly demonstrated applicable knowledge of the topic(s) in question. Empirical research from multiple journal articles provided support for the discussion. Several of the journal articles used came from top-tier journals.</p> <p>(9-10)</p>	<p>Demonstrated applicable knowledge of the topic(s) in question; Convincing, but could have gone into a bit more depth. More references and empirical research could have been used to support the discussion and more references could have come from top-tier journals.</p> <p>(8-9)</p>	<p>Demonstrated applicable knowledge of the topic(s) in question, but could have gone into much more depth. Much more references and empirical research could have been used to support the discussion. Most of the articles came from lower-level journals.</p> <p>(7-8)</p>	<p>Failed to demonstrate applicable knowledge of the topic(s) in question; Lacks any significant degree of depth. Hardly any references or empirical research was used to support the discussion. The few articles that were used came from low-level journals or websites.</p> <p>(0-6)</p>

Power Point Presentation Grading Rubric

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
<p>Importance and Accuracy of the Information Presented on the Slides</p> <p>Score:</p>	<p>Includes a large amount of information that is both accurate and important for other students to know.</p> <p style="text-align: center;">(50)</p>	<p>Includes a moderate amount of information that is both accurate and important for other students to know.</p> <p style="text-align: center;">(40)</p>	<p>Includes a few pieces of information that are both accurate and important for other students to know.</p> <p style="text-align: center;">(35)</p>	<p>Includes one or two pieces of information that are inaccurate and not important for other students to know.</p> <p style="text-align: center;">(30)</p>
<p>Reference Support Included on the Slides</p> <p>By citing the reference support that you found to be informative, you can help your fellow students find this research and learn.</p> <p>Score:</p>	<p>Provides several citations from scholarly journal literature that other students can find and read.</p> <p style="text-align: center;">(30)</p>	<p>Provides a moderate amount of citations from scholarly journal literature that other students can find and read.</p> <p style="text-align: center;">(24)</p>	<p>Provides a few citations from scholarly journal literature that other students can find and read.</p> <p style="text-align: center;">(21)</p>	<p>Provides one or two citations from questionable journal literature or Internet websites.</p> <p style="text-align: center;">(18)</p>
<p>Overall Appearance of the Power Point Presentation</p> <p>Score:</p>	<p>Presents aesthetically pleasing, professional slides that are easy to read and free from grammar and typographical errors.</p> <p style="text-align: center;">(20)</p>	<p>Presents aesthetically pleasing, professional slides that are easy to read and contain very few grammar and typographical errors.</p> <p style="text-align: center;">(16)</p>	<p>Presents professional slides that could be more aesthetically pleasing and easier to read; slides contain many grammar and typo errors.</p> <p style="text-align: center;">(14)</p>	<p>Presents unprofessional slides that could be much more aesthetically pleasing and easier to read; slides contain several grammar and typo errors.</p> <p style="text-align: center;">(12)</p>
<p>Total Score:</p>	<p>___ out of 100</p>			

Rubric	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
1. Identification of Critical Issues and Factors; Depth of Analysis - I will consider how detailed your analysis is and whether you address all existing critical issues in the case.	Identifies all of the critical issues. Thoroughly discusses, evaluates, and analyzes each issue, providing convincing and supported arguments.	Identifies most of the critical issues. Discusses, evaluates, and analyzes each managerial issue, providing convincing and supported arguments, but could have gone into more depth.	Identifies some of the critical issues. Discusses, evaluates, and analyzes some of the managerial issues, providing somewhat convincing and supported arguments, but should have gone into much more depth.	Identifies few, if any, critical issues. Fails to discuss, evaluate, and analyze each issue, does not provide convincing or supported arguments, and lacks any significant degree of depth.
Section 1 Score:	(17-18)	(15-16)	(13-14)	(12 or less)
2. Analysis of the current competitive environment	Identifies all of the parties impacted by the issue. Thoroughly discusses, evaluates, and analyzes the impact, based on Porter's Five Forces Model: the threat of substitute products/services, established rivals, and new entrants; and the bargaining power of suppliers and of customers.	Identifies most of the parties impacted by the issue. Thoroughly discusses, evaluates, and analyzes the impact, based on Porter's Five Forces Model, but could have gone more into depth.	Identifies some of the parties impacted by the issue. Discusses, evaluates, and analyzes a few of the impacts, based on Porter's Five Forces Model, but should have gone much more into depth.	Identifies few of the parties impacted by the issue. Does not discuss, evaluate, or analyze the impact, based on Porter's Five Forces Model.
Section 2 Score:	(17-18)	(15-16)	(13-14)	(12 or less)
3: Generates Alternatives and Recommendations;	Generates several high-quality alternative solutions; Recommendations are well- argued and based on thorough analysis.	Generates two or more high- quality alternative solutions; Recommendations are fully supported by the analysis.	Generates one or two alternative solutions; Recommendations are not fully supported by the analysis.	Proposes no alternative solution(s).
Section 3 Score:	(17-18)	(15-16)	(13-14)	(12 or less)
4: Develops a Plan of Action for Implementing Recommendations	Develops a thorough, plausible plan for implementing the proposed solutions; Discusses potential problems with the implementation and develops a variety of quality suggestions for minimizing them.	Develops an adequate plan for implementing the proposed solutions; Discusses potential problems with the implementation and develops a few suggestions for minimizing them.	Acknowledges potential problems with implementation, but does not adequately address mitigation; The link between the problem and the action plan is still logically consistent.	Does not develop an action plan; or it is incomplete, vague," or unrealistic for implementing the proposed solution.
Section 4 Score:	(17-18)	(15-16)	(13-14)	(12 or less)
5: Globalization and Cultural Diversity	Considers many multidisciplinary perspectives employed to address global issues; Describes global interdependence and its impacts very well; and Articulates a complete understanding of cultural differences.	Considers a minimum of 2-3 multidisciplinary perspectives employed to address global issues; Adequately describes global interdependence and its impacts; Articulates an understanding of some of the cultural differences.	Considers only 1 multidisciplinary perspective employed to address global issues; Attempts to describe global interdependence and its impacts; Exhibits a limited understanding of cultural differences.	Does not consider multidisciplinary perspectives to address global issues; Does not adequately describe global interdependence and its impacts; Exhibits no understanding of cultural differences.
Section 5 Score:	(17-18)	(15-16)	(13-14)	(12 or less)
Turnitin.com Similarity Rating	Student submits a paper that scores a low similarity rating (below 25%), indicating a high degree of originality of the student's work.	Student submits a paper that scores a mid-range similarity rating (between 25 and 50%)	Student submits a paper that scores a rather high similarity rating (between 50% and 75%). Such papers may be investigated and administrative action may be taken.	Student submits a paper that scores a high similarity rating (above 75%), suggesting that there could be an issue with plagiarism. Such papers will be investigated and administrative action may be taken.
Turnitin Rating:	No points deducted	One point deducted for each percentage over 25%		
Overall Quality of Written Communication	Student presented a well- written, coherent analysis that was free from any grammar and/or spelling errors.	Student presented a well-written, coherent analysis that contained a few minor errors.	Student presented a somewhat coherent, but lacking analysis that contained several minor errors.	Student presented an incoherent analysis that contained several major errors.
Communication Score:		5 points deducted	10 points deducted	20 Points deducted
Total Score (out of 100):				