

Dr. Mildred Golden Pryor – Office = BA 303 McDowell Building, Commerce, Texas Campus
Syllabus with Rubrics – MGT 527:02W (22180) – Strategic Management – Spring, 2020 - Meets 1/30/2020 – 5/8/2020 – Online

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In this course, students will play four roles (As you assume these four roles, this may change the course syllabus): (1) Valued customers of Texas A&M University-Commerce; (2) Co-Managers of the teaching/learning process; (3) Products whom we supply to employers, and (4) To a lesser extent, raw materials as you acquire additional knowledge.

Objectives - After successfully completing this course, students will:	Measurements (Outcome Assessments) –
Understand, and be able to utilize, Strategic Management and ancillary business theories.	Individual Test Results – Case Analysis Scores; Grades 1,2,3, 4, 5, 6, 7
Understand the role of ethics in the strategic management of organizations.	Research & Case Analyses--Grades 1, 2, 3,4,5,6
Understand the influence that external forces--social, political/legal, economic, technological, and globalization--exert in business performance.	Research & Case Analyses--Grades 1,2,3,4,5,6
Understand strategy research, including extensive use of the internet as a research tool.	Research & Case Analyses--Grades 1,2,3,4,5,6
Be able to systematically apply strategic management models, concepts, & tools to the analysis of an ongoing enterprise, including industry, environmental, and firm assessments; firm, business, and functional strategic assessments; development & evaluation of strategic alternatives; and strategic implementation and control.	Research Results, Written Case & Case Analysis – Grades 4,5,6

Global Course: MGT 527, a Texas A&M University-Commerce Global Course, seeks to prepare students for an interconnected world through a focus on improved global competence. As a part of their respective Strategic Audits, students will demonstrate ability to apply their knowledge of the interconnectedness of global dynamics as they analyze organizations, their industries, and their internal and external environments. After grading, students will submit their Strategic Audits to ePortfolio - <https://leo.tamuc.edu> – ManeSync tab. This course meets QEP Global Objectives 1 and 2. **Final grades will be input AFTER Strategic Audits are submitted to ePortfolio.**

Course Description: A study of administrative processes and policy determination at the general management level through the use of case analysis. Course is open to Business majors only. Course should be taken during semester of graduation.

Required Course Text: Hitt/Ireland/Hoskisson - Strategic Management: Concepts and Cases: Competitiveness and Globalization, 12th Ed. ISBN: 9781337062916.

Course Grading & Assignments:

Grade 1 – Sign ethics statement.	1%	Due first week of class.
Grade 2 – Teams of 5 - Develop team strategic plan - core values, operating guidelines, mission, vision, goals, strategies, critical success factors, distinctive competencies, and measurements – Strategic Model in Doc Sharing. Also, individually complete Self and Peer Evaluations – Form posted in Doc Sharing.	10%	All teams – strategic plans due on or before by 2/15/2020 @ 11:30 p.m. CST
Grade 3 – Exam 1 on text, handouts, lectures – Individual – Test open 2/15/20 – 3/9/20 11:30 p.m.	15%	2/15/20 – 3/9/20 @ 11:30 p.m.
Grade 4 – Exam 2 on text, handouts, lectures – Individual – Test open	15%	4/13/20 – 4/27/20 @ 11:30 p.m.
Grade 5 – Strategic Audit of organization (Individual). See REQUIRED Case Outline. Submit Word written case analysis (30 to 40 pages) & PowerPoint presentation (15 to 25 slides). The strategic audit is also the comprehensive exam for some graduate degrees (e.g., MBA and MS in Management).	30%	Draft on or before 4/11/2020 @11:30 p.m. Final on or before 4/25/2020 @ 11:30 p.m.
Grade 6 – All teams – Submit written case analysis (Word) & PowerPoint presentation on Siemens – Case 15	10%	Teams submit Case on/before 5/4/2020 by 11/30 p.m. CST
Grade 7 – Individual – Personal Strategic Plan (AKA Personal Development Plan) is based on the Strategic Management Model in Doc Sharing. It includes your personal core values, operating guidelines, mission, vision, goals, strategies, critical success factors, distinctive competencies, measurements and other items that are strategically and tactically important to you. (This is NOT a plan for this class. It is for YOU.)	9%	Due 3/14/2020 @11:30 p.m. Rubric 3 will be used.
Grade 8 – Discussions	10%	Due weekly

Chart 1: Assignment Schedule for Management 527

Week	Chapters	What?	***Case from Hitt, et al Book (text)	****Individual Cases (Chart 2) must be approved by Professor
Week 1	Chapter 1	Team Establishment These are virtual teams.	Interact with people on your team. Write Team Strategic Plans (mission, vision, goals, etc.). See format in Doc Sharing.	Sign Ethics Statement (Virtual Office). Read/Post “I have read ethics statement & will comply with it.”
Week 2	Chapter 2	Sign into Student Lounge	NOTE DUE DATE for Team Strategic Plans. See below.	Start research on your individual (30%) cases/strategic audits NOW – Choose from list provided by Dr. Pryor
Week 3	Chapter 3	Team Development	Submit team strategic plans by 2/15/2020	All teams - strategic plans due by 2/15 @ 11:30 p.m. CST
Week 4 9/18	Chapter 4			
Week 5	Chapter 5		***Team case from Text	All Teams submit case on or before 5/4/2020 @ 11:30 p.m. CST
Week 6	Chapter 6	Peer Reviews Due		Peer Reviews due on or before 2/17/2020 at 11:30 p.m.
Week 7	TEST 1	Chapters 1-6 & Doc Sharing	Text theory & applications	Test open – 2/15/2020 to 3/9/2020 @ 11:30 p.m. CST
Week	Chapter 7			
Week 9	Chapter 8		Draft of Individual Written Case Analysis (Strategic Audit)	Submit draft of Individual Written Case Analysis/Strategic Audit on or before 4/11/2020 @ 11:30 p.m.
Week 10	Chapter 9			
Week 11	Chapter 10		****Final Individual Written Case Analysis (Strategic Audit) Due 11/05/18	Word document & PowerPoint presentations due on or before 4/25/2020 @ 11:30 p.m. 10 points will be deducted for each day late.
Week 12	Chapter 11		Personal Development Plan	Due any time before 3/14/2020 @ 11:30 p.m. CST
Week 13	Chapter 12			
Week 14	Chapter 13	TEST - Chapters 7-13	Text theory, applications +	Test 2 opens 4/13 - Due on/before 4/27/2020 @ 11:30 p.m. CST
			Submission of ALL assignments is required.	Please note: If you do not complete/submit all assignments, you will get an F in the class even if your average is passing.
				Graduation

NOTE: We will have Scheduled ClassLive (YouSeeU) Sessions. Attendance is not mandatory. However, sessions will be recorded, and you should listen to the recorded sessions. I shall notify you about the time and dates. Change might occur based on my other job requirements.

Additional Information and Requirements

Classroom (and/or Internet) Protocol: Students will function as co-managers of the teaching/learning process. As a part of their process management responsibilities, the first assignment will be to establish classroom (or Internet) protocol and team operating guidelines. Compliance with university policies as well as Federal, State and local laws is expected. Internet students may complete assignments according to their personal schedules as long as they are **not LATE**.

Special Needs/Reasonable Accommodations: 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 – Email: StudentDisabilityServices@tamuc.edu.**

Non-Discrimination Statement: A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Ethical and Professional Conduct: The College of Business at Texas A&M University-Commerce faculty, staff and students will follow the highest level of ethical and professional behavior. We will strive to be recognized as a community with legal, ethical and moral principles and to teach and practice professionalism in all that we do. In our academic environment, we will endeavor to not only teach these values but also to live them in our daily lives and work. Faculty and staff will be held to the same standards and expectations as our students.

All students will follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. (See current Student Handbook). **Plagiarism** and other forms of academic **dishonesty are not tolerated**. Instructors are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is "**Academic dishonesty.**" **It includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material.**" See 13.99.99.R0.03 **Plagiarism**. Penalties for students guilty of academic dishonesty could include **disciplinary probation, suspension, and expulsion.**

Campus Concealed Carry – Texas Senate Bill – 11 (Government Code 411.2031, et al) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1 license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to <http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf> and/or consult your event organizer. Pursuant to PC 46.035, the open carrying of handguns is prohibited on A&M-Commerce campuses. Report violations to University Police Department at 903-886-5868 or 9-1-1.

Chart 2: Organizations/Companies for Individual Written Case Analysis (Strategic Audit). Organization list may change – Choose organization ASAP. *Why am I asking that you not write individual cases on alcoholic beverage, or cigarette companies? Ask yourself: Are they making money because of their strategic management capabilities and actions or because they sell legal addictive drugs, etc? We want to study organizations that have potential for success because of their strategic management capabilities and actions. My intention is to omit alcoholic beverage companies, and cigarette companies. However, I realize that some listed companies may own alcoholic beverage and/or cigarette companies. **Note: Tell me the name of the current CEO when you choose an organization. Choose an organization with Global Operations or the potential for global operations. You may choose your strategic audit organization as early as you wish.**

	Reliance (India)	Alcatel-Lucent (Corporate France)	Infosys Technologies (India)
SAP (Corporate – Germany)	Campbell Soup	PepsiCo	American Apparel
L-3 Harris	Raytheon	Texas Instruments	Boeing
Berkshire Hathaway	HP	IBM	Xerox
Apple	Cisco Systems	Qualcomm	Bell Helicopter
AT&T	Amazon	eBay	DuPont
Intel	Microsoft	Oracle	Symantec
Google	LinkedIn	SAS - www.sas.com	SONY
Texas A&M University System	MIT - Massachusetts Institute of Technology	SMU (Southern Methodist U.)	Baylor University
McKenzie & Company	Ernst & Young	Price Waterhouse Cooper	Starbucks
J.C.Penney	JPMorgan Chase	Wells Fargo	Johnson & Johnson
Ford	General Motors	Toyota (Corporate – Japan)	Yahoo
Home Depot	Lowes	FedEx	UPS
Texas Nameplate	KARLEE Company	Wal-Mart	Target
Mayo Clinic	Parkland Hospital	Baylor Hospital System	Methodist Healthcare System
McKesson	United Health Group	CVS Health	

Rubric 1 - Individual Written Case Analysis (Strategic Audit) Rubric (Word document & PowerPoint Presentation) - Students who score less than 70 points on individual written case (and accompanying PowerPoint slides) will be required to re-submit it. The re-submission cannot score more than 80 points.

	Exceeds Minimum Standards	Meets Minimum Standards	Fails to Meet Standards
Introduction to the Organization (I) - 6 points. History. Current Status. Impact of Globalization. Executives. Business Model.	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. Include global considerations - 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; Global Factors; Threats & Opportunities facing the organization) - 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. Include global considerations. 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 c– 9 points
Analysis of Organization (VI) – Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals; Current problems that conflict with organization’s core values/operating guidelines. 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. Compare with competition. SWOT & Gap analysis. Suggest & evaluate strategies. (Identify global and other strategies, and evaluate application to organization.) –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 new strategies. Evaluates advantages/disadvantages of each. 18-20 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). Articulate ways to coordinate use of financial & human resources and other functional areas to meet organizational goals & objectives.	Demonstrates knowledge of Marketing, Finance, Operations, Purchasing, Human Resources, & Information Systems Strategies and their alignment with emphasis on meeting organizational goals & objectives – 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 of organization’s improvement initiatives & standards (IX) – 10 points	Analyzes current & previous improvement initiatives & standards & impact – 9-10 pts.	Meets basic criteria for Outline Item. 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 criteria for Outline Item. Fails to address some requirements – 3-4 pts.	Fails to address most of the Item Requirements – 0-2 points

Individual 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 2. Professor approval is required. Deliverables are a written case analysis (strategic audit) & PowerPoint presentation – 35% of grade for class).

- 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?** F. 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 (Include global considerations)**
 - 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 threats and opportunities facing the organization?
- V. What is the organization's measurement and control system? (Include Global Considerations.)**
 - 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 organization's 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 (Identify Organizational Strategies (including Global Strategies) and Evaluate Their Application to the Organization.)**
 - A. What are the current organization-level strategies? Business unit strategies?
 - B. To what extent is the organizational structure compatible with the organization's strategies?
 - C. How are the strategies aligned with the goals?
 - D. Compare this organization's strategies with those of competitors.
 - E. Use SWOT analysis and Gap analysis to suggest strategies.
 - F. Evaluate Strategy Application (advantages & disadvantages of each strategy).**
 - G. Key performance indicators (KPI's)
- VIII. Analysis of the Organization – Functional Strategies. Articulate ways to coordinate use of financial & human resources and other functional areas to meet organizational goals & objectives.**
 - 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 outline for textbook case
(See Rubric which matches this outline – Rubric 2). First complete I through V on Text case ONLY,
Then complete VI using Research ONLY

- I. Introduction**
- II. Situation/Issues/Problems in Case in Text (List and Discuss)**
- III. Alternatives for Each Issue/Problem**
- IV. Selection of, and Justification for, Selected Alternative**
- V. Conclusion**
- VI. Appendix A – Current Scenario & Analysis – Research – Answer I-V on Research ONLY.**

Assignment Rubric for Textbook Cases (Rubric 2)

	Significantly Exceeds Minimum Standards	Meets or Somewhat Exceeds Minimum Standards	Fails to Meet Standards
Introduction	5 points	3-4 points	0-2 points
Current Situation/ Issues/ Problems (List and Discuss)	Able to list and correctly discuss all issues. 14-15 points	Able to list and adequately discuss most issues. 10-14 points	Failed to list and adequately discuss few or discussed no issues. 0-9 points
Alternatives for Each Issue/Problem – List advantages and disadvantages of each alternative	Able to list correct alternatives and their advantages and disadvantages for each issue 24-25 points	Able to list adequate alternatives and their advantages and disadvantages for most issues 18-24 points	Failed to list adequate alternatives and their advantages and disadvantages for various issues. 0-18 points
Selection of, and Justification for, Selected Alternative	Able to select correct alternative(s), and provide from textbook correct justification for them. 19-20 points	Somewhat able to select correct alternative(s) and provide textbook justification for them. 13-19 points	Failed to select correct alternative(s) and/or to provide textbook justification for them. 0-12 points
Conclusion	4-5 points	3-4 points	0-2 points
Appendix A – Current Scenario – Research – Where is the organization now? Analyze the current scenario	Able to correctly determine and analyze current situation for organization in case and provide references from research as well as textbook. 29-30 points	Somewhat able to correctly determine and analyze current situation for organization in case and to provide references from research as well as textbook. 23-29 points	Failed to correctly determine and analyze current situation for organization in case and/or to provide references from research as well as textbook. 0-22 points
Total	95-100 points	70-94	0-64

***Textbook is a valuable reference for your textbook case analyses. All chapters include valuable information. So use your textbook. Be sure to read “Preparing an Effective Case Analysis” which is just before the first textbook case. Some financial analysis tools are provided. Sources are listed for industry & competitor analyses as well. Use strategic management theories and tools (e.g., SWOT analysis, financial analysis, etc.). You are to analyze the information provided in the case in the textbook. THEN YOU RESEARCH THE CASE (ORGANIZATION) ON THE INTERNET. Include the current, researched information in an appendix as an addendum to your case analysis. Use I-V on the researched case as well. The researched case analysis must be in the Appendix, not integrated into the analysis of material from text.**

Rubric 3 – Team Strategic Plan and Individual Evaluation of Self and Other Team Members

	Significantly Exceeds Minimum Standards	Meets or Somewhat Exceeds Minimum Standards	Fails to Meet Standards
*Core Values	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Operating Guidelines	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*SWOT Analysis	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Mission	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Vision	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Broad and Specific Goals	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Strategies	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Critical Success Factors	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Distinctive Competencies	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Measurements	Accurate per text and Model in Doc Sharing – 9-10 points	Mostly Accurate per text and Model in Doc Sharing – 7 – 8 points	Failed to meet minimum standards - Zero Points
	90 - 100	70 – 80	0
**Individuals Complete Evaluation Form for Self & Other Team Members *Students get strategic plan points based on plan IF they complete the evaluation.	Complete evaluation for self and other team members AND functioned as required by team strategic plan. See Doc Sharing for form.	Complete evaluation for self and other team members AND mostly functioned as required by team strategic plan	Failed to evaluate team members or provide required information – And/or failed to function as required by team strategic plan

***Complete as a team first 10 items (elements of Team Strategic Plan due on or before 2/15/2020 @ 11:30 p.m. CST.**

****Complete evaluation form individually – Due on or before 2/17/2020 @ 11:30 p.m. CST.**