



COLLEGE OF BUSINESS

SPRING 2022

COURSE NUMBER: MGT 527 – 01E

COURSE TITLE: GLB/Strategic Management

INSTRUCTOR: Dr. Guclu Atinc

REQUIRED TEXT: Rothaermel Strategic Management 5e bundle ISBN: 9781266617812

This textbook comes with McGrawHill's connect tool and you will need that tool.

**COURSE
DESCRIPTION:**

The focus of this course is on strategic management and business policy formulation and implementation. This course is designed to aid the students in synthesizing and applying knowledge accumulated throughout their studies in earlier courses and to introduce them with concepts unique to strategic management. A case-based approach is used to provide the students with the opportunity to integrate the functional concepts, skills and techniques acquired in previous courses and to apply these skills to actual business cases. Course is open to Business majors only. Course should be taken during semester of graduation unless approved by department head and professor.

PREREQUISITE: Students are expected to come to class with energy and enthusiasm to learn.

COURSE OBJECTIVES:

1. KNOWLEDGE OBJECTIVES OF THIS COURSE INCLUDE BUT ARE NOT LIMITED TO:

1. Integrating the disciplines students have already studied
2. Applying theories and concepts relevant to strategic management
3. Analyzing internal strengths and weaknesses
4. Recognizing external opportunities and threats

5. Awareness of strategic planning at functional, business, corporate and international levels
6. Using both oral and written communication techniques to facilitate an effective strategic management process.

2. OUTCOMES FOR STUDENTS TO SUCCESSFULLY COMPLETE THIS COURSE INCLUDE:

1. Understanding the concepts related to strategic management
2. Understanding how to analyze external and internal environment of a firm
3. Comprehending different levels of strategy
4. Understanding the challenges of becoming a global manager
5. Understanding entrepreneurial strategy, strategic control and corporate governance
6. Understanding how to create effective organizational designs
7. Understanding strategic leadership through creation of learning and ethical organizations
8. Understanding how to manage innovation and fostering corporate entrepreneurship

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 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.

CLASS MEETING: 6:15p.m.-8:55 p.m.

CLASS LOCATION: BA 340

TEACHING METHOD: Lecture, case studies, discussions

OFFICE & TELEPHONE NUMBER: BA 310, Phone: 903-886-5685, Cell: 318-245-2870 (cell phone to be used only in emergencies)

EMAIL ADDRESS: guclu.atinc@tamuc.edu

OFFICE HOURS: Online and by appointment only due to Covid-19 pandemic.

ATTENDANCE POLICY: Attendance is mandatory and will be recorded. Starting with the second absence, each absence will result in a deduction of five percentage points from the overall grade.

MAKE-UP POLICY: Unless there is an officially documented reason for missing an exam, no make-up exams will be given.

TECHNOLOGY REQUIREMENTS

LMS: All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

YouSeeU Virtual Classroom Requirements:

<https://support.youseeu.com/hc/en-us/articles/115007031107-Basic-System-Requirements>

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: <https://www.britannica.com/topic/netiquette>

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf>

Students with Disabilities-- ADA Statement

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 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice

Texas A&M University-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.

Campus Concealed Carry Statement

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 the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

Proctorio is a Learning Integrity resource

This course will use Proctorio, a browser-locking and remote proctoring solution designed to protect the integrity of this course's assessments, within some of your Connect assignments. As your instructor, I've chosen the secure exam settings required by this course, and only I will make a judgment as to any potential academic integrity violation.

Assignments with Proctorio

You'll be able to see which assignments in Connect include Proctorio settings because they will be clearly labeled with "Proctoring Enabled" in the assignment title. The settings that I use may vary depending on the assignment. When you start a proctored assignment, the settings in use will be indicated.

Proctorio Minimum System Requirements

Proctorio offers a flexible service, which may include recording of video, audio, and screen activity or none of the above. The [Proctorio system requirements](#) are dependent on the exam settings and may require a webcam and a microphone. Test takers are encouraged to use a practice exam to test their system prior to taking an exam. Virtual machines and proxy connections will not work.

Equity and Fairness

The reason I've chosen to enable Proctorio settings for specific assignments in this course is to make education more equal by allowing each student to earn the grades they deserve. The US Federal Government also requires that all schools have a process in place for verifying student identity to protect against Federal Student Aid (FSA) fraud.

Privacy

Proctorio is a trusted resource for remote proctoring because of the company's commitment to student privacy. Proctorio uses single sign-on through Connect, and only I or approved individuals, here at our institution, will have access to your exam data. Proctorio never requires personally identifiable information from students, and Proctorio will never sell your data to third parties. Read more about [Proctorio's approach to privacy](#).

Security

Proctorio only runs as an extension in your Chrome browser. This means that Proctorio works within a sandbox and has limited access to your computer system, unlike traditionally installed software applications that have complete access to your computer's hard drive, or other resources.

Proctorio does not continuously run in Connect. Proctorio only runs while you are taking your proctored Connect assignment. After your proctored assignment ends, you may uninstall the extension by right-clicking on it, to bring you peace of mind. Just remember, if you choose to do this, you'll need to reinstall the extension again before starting your next proctored assignment.

All student data is kept safe using zero-knowledge encryption, meaning student data is scrambled and unreadable by anyone outside of our institution's learning platform. Proctorio cannot see your proctored assignment data. Read more about [Proctorio security](#).

Getting Started

Before getting started on your first proctored assignment, please watch the Student Orientation Video on Proctorio, and then make sure to follow the instructions in [Proctorio's Quick Start Test Taker Guide](#) for the extension. To verify your computer system meets the requirements, take the practice quiz. This will ensure that everything will run smoothly on the day of the proctored assignment.

If, after reading the Quick Start Test Taker Guide, you have any trouble while using Connect & Proctorio, you can access quick help guides or reach out to Connect or Proctorio support for troubleshooting. Support can assist in troubleshooting any extension related issues before, during, and after your proctored assignment.

COURSE COMMUNICATION: Students are required to check their e-mail at least once a day for class information. The primary mode of communication in this class will be e-mail messaging. You should also check the D2L platform for announcements, to access the course documents, post comments on the discussion board, and to check your grades. All the audio and video files will be uploaded to D2L.

CASES: Cases constitute to be the major part of this course. They will be used to integrate the material you were exposed to in your previous classes and some new material you are going to be exposed in this class. You have to read the assigned cases thoroughly and must be ready to answer the related questions. The case method is intended to lead us to a debate. During this debate, sometimes we will reach a consensus while other times a single “right answer” may not emerge. The idea is not always to find the right answer but the reasoning process we adopt in our analyses.

STRATEGIC AUDIT: Each student is required to conduct a strategic audit for an assigned company. The rubric for this assignment can be seen below (Rubric 1). Details will be provided by the instructor.

INDIVIDUAL CASE ANALYSIS (mini cases): The textbook comes with mini cases and you will be required to work on four of them throughout the semester. Details will be provided by the instructor.

GROUP PROJECT: Each group (composed of 4-5 students) will be assigned to analyze a case, prepare a report and, if time permits, present it in class using visual aids (e.g., handouts, PowerPoint slides, overheads). The students of the online class will write a report and prepare the related PowerPoint slides. Use the concepts you learn in this class and previous classes to perform your analysis. You will get to rate your group members based on their contribution. I do not want you to come to me to complain about your group members. Try to solve problems in your group as if you will do in real life. Keep in mind that 25 percent of your grade for the group presentation will depend on how your group members rate you individually. In other words, learn how to be a good team player. It is up to you how to organize your paper/presentation, but you should at least address the following issues in addition to what is provided in Rubric 3:

- Diagnosing the company’s situation, including external opportunities and threats, internal strengths/capabilities/resources and weaknesses/liabilities, thorough financial analysis, etc.
- Identifying problems that the company is facing
- Developing various action alternatives that can address the problems
- Analyzing the pros and cons of various action alternatives
- Making your conclusion and recommendations as specific as possible

In short, you assume the role of a consulting team for this company. Your team should be able to make specific recommendations regarding the solutions to the identified problems of this company. One member of your group should upload the final report to Dropbox in D2L.

EXAMS: There will be 2 (two) exams. Exams will include multiple choice and may include essay type questions.

Cumulative/Comp Exam: The individual strategic audits will count as the comprehensive exam for graduation. **YOU MUST OBTAIN A PASSING GRADE ON THIS SUBMISSION TO GRADUATE.**

EVALUATION:

Individual Strategic Audit	20 percent
Individual Case Analysis (mini cases)	10 percent
Connect Assignments	5 percent (two lowest grade will be dropped)
Group Project	20 percent (peer evaluations will impact your grade)
Participation-Discussions	5 percent (peer evaluations will impact your grade)
Exam 1	20 percent (covers Chapters 1-6)
Exam 2	20 percent (covers Chapters 7-13)

90-100 percent	A
80-89 percent	B
70-79 percent	C
60-69 percent	D
less than 60 percent	F

Keep in mind that you are going to be accumulating points throughout the semester!
(In other words, try to get as many points as you can, including the occasional bonus points)
Course Calendar is below, and the course schedule is on the next page.

Week	Dates	
Week 1	3/21/2021	3/27/2021
Week 2	3/28/2021	4/3/2021
Week 3	4/4/2021	4/10/2021
Week 4	4/11/2021	4/17/2021
Week 5	4/18/2021	4/24/2021
Week 6	4/25/2021	5/1/2021
Week 7	5/2/2021	5/8/2021
Week 8	5/9/2021	5/12/2021

COURSE SCHEDULE

DATE	TOPIC	ASSIGNMENT	NOTE
Week 1	Introduction to class, syllabus, formation of groups		Welcome to MGT 527
	Chapter 1 – What is Strategy	Chapter 1	
	Chapter 2 – Strategic Leadership: Managing the Strategy Process	Chapter 2	
Week 2	Chapter 3 – External Analysis: Industry Structure, Competitive Forces, and Strategic Groups	Chapter 3	Mini Case 2: Starbucks (p.475)
	Chapter 4 – Internal Analysis: Resources, Capabilities, and Core Competency	Chapter 4	
Week 3	Chapter 5 – Competitive Advantage, Firm Performance, and Business Models	Chapter 5	
	Chapter 6 – Business Strategy: Differentiation, Cost Leadership, and Blue Oceans	Chapter 6	Mini Case 3: Blackberry’s Rise and Fall (p.480)
	Exam 1		Chapters 1, 2, 3, 4, 5, 6
Week 4	Chapter 7 – Business Strategy – Innovation, Entrepreneurship, and Platforms	Chapter 7	
	Chapter 8 - Corporate Strategy: Vertical Integration and Diversification	Chapter 8	Mini Case 8: GE; Corporate Strategy Gone Wrong (p.490)
Week 5	Chapter 9 – Corporate Strategy: Strategic Alliances, Mergers and Acquisitions	Chapter 9	
	Chapter 10 – Global Strategy: Competing Around the World	Chapter 10	Mini Case 10: Hollywood Goes Global (p.503)
Week 6	Chapter 11 – Organizational Design: Structure, Culture, and Control	Chapter 11	
	Chapter 12 – Corporate Governance and Business Ethics	Chapter 12	
Week 7	Group Projects		Group Project due, Peer Evaluations due, Strategic Audit Due
Week 8	EXAM 2		Chapters 7, 8, 9, 10, 11, 12

The above schedule is tentative and subject to change throughout the semester

Rubric 1 - Strategic Audit Rubric

	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	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	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 –

organization's core values/operating guidelines. 10 pts.		points.	6 points.
Analysis of Organization (VII) – Current Strategies, Alignment with goals, structure. Compare with competition. SWOT & Gap analyses. Suggest & evaluate strategies. (Identify global, other strategies. 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. 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). 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 cases (See Rubric which matches this outline – Rubric 2).

- I. Introduction
- II. Current Situation/Issues/Problems (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

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. 0-17 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

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 class lectures – 9-10 points	Mostly Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Operating Guidelines	Accurate per text and class lectures – 9-10 points	Mostly Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*SWOT Analysis	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Mission	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Vision	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Broad and Specific Goals	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Strategies	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Critical Success Factors	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Distinctive Competencies	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Measurements	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
	90 - 100	70 - 80	

<p>**Individuals Complete Evaluation Form for Self & Other Team Members</p> <p>*Students get strategic plan points based on plan IF they complete the evaluation.</p>	<p>Complete evaluation for self and other team members AND functioned as required by team strategic plan. See Doc Sharing for form.</p>	<p>Complete evaluation for self and other team members AND mostly functioned as required by team strategic plan</p>	<p>Failed to evaluate team members or provide required information – And/or failed to function as required by team strategic plan</p>
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