



CLASSROOM: Online Course—E-College

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REQUIRED TEXT:

Hitt, Ireland, & Hoskison. (2011). *Strategic Management: Competitiveness & Globalization*. 9th ed. Thomson/Southwestern. ISBN listed by A&M-Commerce bookstore is 9781439042304. New: \$283.70; Used: \$227.00*.

***NOTE: These are the campus book store prices.**

COURSE DESCRIPTION:

This class involves the study of administrative processes and policy determination at the general managerial level which will be taught through assigned readings, applied homework, a business plan or a strategic audit, and the sharing of ideas and experiences with peers. This course is open to business majors only and should be taken during semester of graduation unless approved by department head and professor.

COURSE OBJECTIVES:

1. Understand the nature of competition and industries at an advanced level.
2. Understand how external forces such as social, political/legal, economic, and technological, influence strategic decision-making and firm performance.
3. 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.
4. Understand strategy research, including extensive use of the internet as a research tool.
5. Be able to systematically 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 of an MBA/MSM/MS-Marketing program and have acquired departmental approval.

COURSE FORMAT:

This course is entirely Web-based. 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. Be sure to log onto eCollege and check your university e-mail regularly to see what work you are required to do. All assignments and additional materials/readings will be posted on eCollege, under the Doc Sharing tab. You should submit your work in a format that is compatible with **Microsoft Office 2003/2007/2010** and post it in the appropriate "Dropboxes" when they are due. I will also facilitate an introductory chat session at the beginning of the course in order to answer any questions or concerns about the course.

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 to 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 the "Doc Sharing" tab. You should read this document, initial it, and submit it to me via its corresponding "Dropbox".

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@tamuc.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" nowadays, 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 regularly.
- **Assignments:**
 1. **Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students in MGT 527 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 detract from your grade!
 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.
 4. **Please submit assignments in a format that is compatible with Microsoft Office 2003.** I have to reformat docx files before I am able to open them, so please save all documents as doc files.
- **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	Group	50 points (10%)
Team Case Analysis	Group	50 points (10%)
Exam	Individual	100 points (20%)
Case Analysis	Individual	50 points (10%)
Strategic Audit	Individual	200 points (40%)
Team Case Analysis	Group	50 points (10%)
Course Total		500 points

GRADING SCALE:

A	90 – 100%	450-500 points	D	60-69%	300-349 points
B	80 – 89%	400-449 points	F	Below 60%	Less than 300 points
C	70-79%	350-399 points			

Incomplete - Must be previously agreed upon by student and instructor.

Withdrawal - Must be initiated by the student administratively.

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

INTRODUCTORY CLASS LIVE PRO SESSION: It is not required that you participate in the Class Live Pro, but it is a great opportunity to communicate with me and your fellow students and to ask questions and gain clarification on any issues you may have. In order to get to the chat room: (1) Click the "Live" tab at the top of the eCollege course screen; (2) Click "**CLASS LIVE**" to enter the main discussion room for this course; Then "Click the Join session button to Enter Class Live Pro" session. This chat will be held on September 4th from 7:30-8:30 PM in the Class Live Pro session.

WEEK & DATE	READINGS & ASSIGNMENTS	WORK DUE MONDAY BY 8:00 AM
1. August 27	Chapter 1: Strategic Management and Strategic Competitiveness **TEAM ESTABLISHMENT! ** Strategic Audit Assigned (Individual)	Submit AHP in dropbox
2. September 03	Chapter 2: The External Environment Chapter 3: The Internal Organization Team Strategic Plan Assigned Peer Evaluation Assigned	ClassLive Pro (7:30-8:30 PM CST) on September 04th Teams - Select Cases from Textbook. If select C-2 Baidu, you are Team 1
3. September 10	Chapter 4: Business Level Strategy Chapter 5: Competitive Rivalry and Competitive Dynamics Individual Case Analysis Assigned (Nintendo, Pg. 276)	Team Strategic Plan Due Submit Peer Evaluation
4. September 17	Chapter 6: Corporate-Level Strategies	Individual Assignment Due
5. September 24	Chapter 7: Merger and Acquisition Strategies Chapter 8: International Strategy Group Case Analysis (I) Assigned (Apple Case, Pg. 188)	
6. October 01	Exam 1 Assigned (Chapters 1-8)	Group Case Analysis (I) (Apple Case) Due
7. October 08	Chapter 9: Cooperative Strategy	Exam Due
8. October 15	Chapter 10: Corporate Governance Group Case Analysis Assigned (II) **TEAMS Select case from the book! **	
9. October 22	Chapter 11: Organization Structure and Controls	Group Case Analysis (II) Due
10. October 29	Chapter 12: Strategic Leadership	
11. November 05	Chapter 13: Strategic Entrepreneurship	
12. November 12	Exam 2 Assigned (Chapters 9-13)	
13. November 19	HAPPY THANKSGIVING!!!!!! **Make sure that you're working hard on the strategic audit! **	Exam Due
14. November 26		Submit Strategic Audit
15. December 03		
16. December 10	*Last official week of class! **	

- ❖ THIS WEEKLY SCHEDULE IS TENTATIVE.
- ❖ I MAY ASSIGN ADDITIONAL READINGS & EXERCISES THROUGHOUT THE SEMESTER.

FINDING A GROUP FOR THE TEAM STRATEGIC PLAN AND CASE ANALYSES: The group that you select for your Team Strategic Plan homework assignment is the same group that you will be a part of for the Group Case Analyses. The group should consist of 4-5 members. Try to find and organize a group via the "Student Lounge" function on the eCollege site for this course. Once you have formed a group, please select one person to e-mail me a list of the students comprising your group. If you can only find 3-4 members, e-mail me that list and I can place 1-3 people who do not have a group in your group so that it is complete. If you cannot find a group, e-mail me as soon as possible so that I have time to find you one. I will set up "groups" in eCollege so that members can contact each other and share information via our eCollege site. You should establish your group within the first few days of class. I would create "Group discussion forum" on the course home page where you can communicate with each other .

TEAM STRATEGIC PLAN ASSIGNMENT:

During the second week of the semester, you will be required to complete one strategic plan assignment (worth 50 points). The document must be compatible with Microsoft Word 2003. As a group of 4-5 students, select a firm of your choice (other than firm that you will use for your strategic audit assignment) and conduct a SWOT analysis. Based upon the SWOT, recommend potential strategies that the firm could take to capitalize on opportunities and strengths while protecting itself from threats and weaknesses. This homework will be graded based on the level of detail of the SWOT analysis and the depth and logic of your insight regarding strategies the firm should pursue. Specific instructions for this assignment will be posted under the “Doc Sharing” tab in eCollege. The assignment should be submitted to the designated “Dropbox”. Only one member of the group needs to submit the assignment for the group. The document must be compatible with Microsoft Word 2003. A grading rubric for this assignment can be found at the end of this syllabus. This assignment is worth 50 points.

EXAM:

There will be two exams and will test your comprehension of the Text book via multiple-choice, short answer, and essay items. The final exam will be posted during the scheduled week as listed in the schedule, and is worth 100 points each.

CASE ANALYSIS ASSIGNMENT (INDIVIDUAL & GROUP):

You will be required to analyze one case individually and two group case analyses as scheduled in the “course schedule”. I’ve assigned one Group Case as listed in the schedule. Each team has a choice to select second case from the list posted in the doc sharing. Teams should post their selection on the virtual office. Both individual and Group case work is worth a total of 150 points. Specific instructions for this case will be posted on eCollege, under the “Doc Sharing” tab. The analyses should be submitted to the “Dropbox” designated for that case. The document must be compatible with Microsoft Word 2003/2007. A grading rubric for the case assignment can be found at the end of this syllabus.

STRATEGIC AUDIT (INDIVIDUAL):

The purpose of this exercise is to analyze a large corporation and its environments and apply strategic management concepts to find insightful strategic options for this firm. Based on an existing corporation, your team will prepare a written strategic analysis applying strategic management concepts. Select an organization other than firm that you used for your group homework assignment. 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, as well as your team members’ ratings of your contribution. Specific instructions for this audit will be posted on eCollege, under the “Doc Sharing” tab. The audit should be submitted to the “Dropbox” designated for this assignment. Only one member of the group needs to submit the audit for the group. The document must be compatible with Microsoft Word 2003. A grading rubric for this assignment can be found at the end of this syllabus. This assignment is worth 200 points.

ASSIGNMENT GRADING RUBRICS:

Team Strategic Plan Rubric

Criteria	Exceeds Standards	Meets Minimum Standards	Fails to Meet Standards
<p>SWOT Analysis: Perform an internal (strengths and weaknesses) and external (opportunities and threats) analysis of the organization.</p> <p>Score: __ out of 20</p>	<p>Identifies and thoroughly discusses all strengths, weaknesses, opportunities, and threats regarding the chosen firm.</p> <p>(18 to 20 points)</p>	<p>Identifies and discusses most strengths, weaknesses, opportunities, and threats regarding the chosen firm.</p> <p>(14 to 17 points)</p>	<p>Identifies few strengths, weaknesses, opportunities, and threats and does not do a good job of discussing them.</p> <p>(0 to 13 points)</p>
<p>Potential Strategies: After completing the SWOT analysis, you must be able to capitalize on strengths and opportunities, as well as protect yourself (the firm) from weakness and threats.</p> <p>Score: __ out of 25</p>	<p>Identifies and thoroughly discusses several valid potential strategies that the chosen firm could or should adopt. Backs up recommended strategies with ample, high-quality reference support.</p> <p>(23 to 25 points)</p>	<p>Identifies and discusses some valid potential strategies that the chosen firm could or should adopt. Backs up recommended strategies with an adequate amount of, average- to high-quality reference support.</p> <p>(20 to 22 points)</p>	<p>Identifies and discusses few potential strategies that the chosen firm could or should adopt. Fails to back up recommended strategies with adequate reference support.</p> <p>(0 to 19 points)</p>
<p>Peer Evaluation: In order to secure equity, I want each member to rate the other members on a scale from 1-5 with 5 being the highest score.</p> <p>Score: __ out of 5</p>	<p>The peer performed excellent work, collaborated on the strategic audit, and delivered everything that was agreed upon.</p> <p>(5 points)</p>	<p>The peer performed average to good work, on occasion collaborated on the strategic audit, and delivered a little less than what was agreed upon.</p> <p>(4 points)</p>	<p>The peer performed mediocre to poor work, did not collaborate on the strategic audit, and did not deliver what was agreed upon.</p> <p>(0 to 3 points)</p>
<p>GRADE TOTAL</p> <p>Score: __ out of 50 Percentage: __ %</p>			

Exam Grading Rubric

- Students will receive points for each of the questions that they answer correctly on the exam.

Case Analysis Grading Rubric

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
<p>Identification of Critical Issues and Depth of Analysis</p> <p>I will consider how detailed your analysis is, how far into depth you go, and whether you address many of the existing and critical issues in the case.</p>	<p>Identifies all of the critical managerial issues. Thoroughly discusses, evaluates, and analyzes each managerial issue, providing convincing and supported arguments.</p>	<p>Identifies most of the critical managerial issues. Discusses, evaluates, and analyzes each managerial issue, providing convincing and supported arguments, but could have gone into a bit more depth.</p>	<p>Identifies many of the critical managerial issues. Discusses, evaluates, and analyzes each managerial issue, providing convincing and supported arguments, but could have gone into much more depth.</p>	<p>Identifies few, if any, critical managerial issues. Fails to discuss, evaluate, and analyze each managerial issue, does not provide convincing or supported arguments, and lacks any significant degree of depth.</p>
Score:	(15 points)	(12 points)	(10 points)	(9 points)
<p>Literature Review of the Managerial Issues—Reference Support</p> <p>The more reference support you use, the better. The quality of the journals is also important.</p>	<p>Provides a complete and clear review of the scholarly journal literature. Empirical research from multiple journal articles provided support for why each issue was included. Several of the journal articles used came from top-tier journals.</p>	<p>Provides a substantial and clear review of the scholarly journal literature. Some, but not all, issues were supported by empirical research from journal articles. More references could have been used and more could have come from top-tier journals.</p>	<p>Provides an adequate and clear review of the journal literature, but several issues lacked strong support from the empirical research presented in journal articles. Most of the articles came from lower-level journals.</p>	<p>Provides an incomplete review of the journal literature and fails to support the knowledge associated with each identified managerial issue. The few articles that were used came from low-level journals or websites.</p>
Score:	(15 points)	(12 points)	(10 points)	(9 points)
<p>Supported Recommendations Regarding the Best Approaches for Handling the Problematic Issues in the Case</p>	<p>Provided a thorough and well-supported discussion of several valid approaches for dealing with all of the critical, problematic issues in the case.</p>	<p>Provided a sufficient and supported discussion of several valid approaches for dealing with most of the critical, problematic issues in the case, but could have gone into more depth or provided a few more</p>	<p>Discussed some valid approaches for dealing with some of the critical, problematic issues in the case, but could have gone into much more depth, provided more support, and/or provided several more</p>	<p>Discussed few, if any, approaches for dealing with some of the critical, problematic issues in the case, and provided little or no support.</p>

Strategic Audit Grading Rubric

Criteria	Exceeds Standards	Meets Minimum Standards	Fails to Meet Standards
<p>Introduction to the Organization (I): History of the Company and Current Status</p> <p>Score: ___ out of 10</p>	<p>Includes all essential material in this section. Any additional material is in an appendix.</p> <p>(9 to 10 points)</p>	<p>Includes most essential material in this section. Any additional material is in an appendix.</p> <p>(7 to 8 points)</p>	<p>Essential material not included.</p> <p>(0 to 6 points)</p>
<p>Identification of the Industry and the Competitors (II)</p> <p>Score: ___ out of 10</p>	<p>Lists and briefly discusses all industry or industries in which the organization competes and identifies all of its competitors.</p> <p>(9 to 10 points)</p>	<p>Lists and briefly discusses most industry or industries in which the organization competes and identifies most of its competitors.</p> <p>(7 to 8 points)</p>	<p>Fails to address industry or industries in which the organization competes and/or its competition.</p> <p>(0 to 6 points)</p>
<p>Analysis of the Industry (III): Strategic Group(s), Porter's 5 Forces, Threats, Bargaining Power, Industry CSFs, and Successful and Failed Organizations</p> <p>Score: ___ out of 20</p>	<p>Analyzes the organization's strategic group(s), critical success factors for industry, and lists successful and failed organizations. Discusses Porter's 5 Forces and provides an in-depth analysis for industry and organization.</p> <p>(17 to 20 points)</p>	<p>Meets the basic criteria for this outline item, but fails to demonstrate knowledge of theories needed to address some of the requirements.</p> <p>(12 to 16 points)</p>	<p>Meets some of the basic criteria for this outline item, but fails to demonstrate knowledge of theories needed to address most of the requirements.</p> <p>(0 to 11 points)</p>
<p>Analysis of the Macro-Environment (IV): Political, Economic, Social, and Technological Forces; Threats and Opportunities Facing the Organization</p> <p>Score: ___ out of 20</p>	<p>Demonstrates knowledge of, and the capability to apply, theories and tools in the analysis of the macro-environment (e.g., Political, Economic, Social, and Technological Forces). Also identifies the threats and opportunities facing the organization.</p> <p>(17 to 20 points)</p>	<p>Meets most of the basic criteria for this outline item, but fails to demonstrate complete knowledge of, or ability to use, theories and tools needed to analyze the macro-environment. May not identify some threats and/or opportunities facing the organization.</p> <p>(12 to 16 points)</p>	<p>Meets some of the basic criteria for this outline item, but fails to demonstrate knowledge of theories and tools needed to analyze the macro-environment. Identifies few, if any, threats and/or opportunities facing the organization.</p> <p>(0 to 11 points)</p>
<p>Analysis of Organization's Measurement and Control System (V): Current Financial</p>	<p>Applies financial analysis theories and tools to determine the organization's current financial position and</p>	<p>Meets basic criteria for this outline item, but fails to demonstrate complete knowledge of, and/or capability to apply,</p>	<p>Meets some of the basic criteria for this outline item, but fails to demonstrate knowledge of, or</p>

<p>Position; Compare with Competitors and Standards; Use Financial Analysis Tools; List KPIs (Key Performance Indicators)</p> <p>Score: __ out of 20</p>	<p>compares it with competitors and standards. Discusses its measurement and control system and KPIs.</p> <p>(17 to 20 points)</p>	<p>financial analysis theories and tools and/or fails to compare it with competitors and standards.</p> <p>(12 to 16 points)</p>	<p>capability to apply, theories and tools needed to address most of the requirements.</p> <p>(0 to 11 points)</p>
<p>Analysis of the Organization (VI): Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals</p> <p>Score: __ out of 20</p>	<p>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, core competencies, and goals.</p> <p>(17 to 20 points)</p>	<p>Meets the basic criteria for this outline item, but fails to demonstrate complete knowledge of, or capability to apply, theories needed to address some of the requirements.</p> <p>(12 to 16 points)</p>	<p>Meets some of the basic criteria for this outline item, but fails to demonstrate knowledge of theories needed to address most of the requirements.</p> <p>(0 to 11 points)</p>
<p>Analysis of the Organization (VII): Current Strategies, Alignment with Goals; Compares with Competition: Completes SWOT Analysis and Gap Analysis for Organization; Suggest Strategies; Evaluates Strategies</p> <p>Score: __ out of 20</p>	<p>Demonstrates knowledge of, and capability to apply, theories and tools in the analysis of the organization (current strategies, alignment of strategies with goals, competition). Uses SWOT and Gap Analyses; Suggests strategies and evaluates each of them.</p> <p>(17 to 20 points)</p>	<p>Meets the basic criteria for this outline item, but fails to demonstrate complete knowledge of, or capability to apply, theories needed to address some of the requirements.</p> <p>(12 to 16 points)</p>	<p>Meets some basic criteria for this outline item. Fails to demonstrate knowledge of theories needed to address most of the requirements.</p> <p>(0 to 11 points)</p>
<p>Analysis of the Organization (VIII): Functional Strategies</p> <p>Score: __ out of 20</p>	<p>Marketing, Finance, Operations, Purchasing, Human Resources, Information Systems Strategies and Their Alignment</p> <p>(17 to 20 points)</p>	<p>Meets basic criteria for this outline item, but fails to demonstrate complete knowledge of, or ability to apply, theories needed to address requirements.</p> <p>(12 to 16 points)</p>	<p>Fails to demonstrate knowledge of, and ability to apply, theories needed for most requirements.</p> <p>(0 to 11 points)</p>
<p>Analysis of Organization's Improvement/Change Initiatives (IX):</p> <p>Score: __ out of 20</p>	<p>Analyzes current and previous improvement initiatives, standards, and impact.</p> <p>(17 to 20 points)</p>	<p>Meets basic criteria for this outline item, but fails to address some of the requirements.</p> <p>(12 to 16 points)</p>	<p>Fails to address most of the outline item requirements.</p> <p>(0 to 11 points)</p>
<p>Conclusion and Future of Organization (X):</p>	<p>Thoroughly addresses expected competitiveness, results, and the</p>	<p>Meets basic criteria for this outline item, but fails to address some</p>	<p>Fails to address most of the outline item requirements.</p>

<p>Comment on Future Competitiveness, What It Must Do to Succeed, and Expected Results</p> <p>Score: ___ out of 20</p>	<p>organization's potential for future success.</p> <p>(17 to 20 points)</p>	<p>requirements.</p> <p>(12 to 16 points)</p>	<p>(0 to 11 points)</p>
<p>Overall Quality of Audit: Presentation, Appearance, Professionalism, and Completeness of Audit</p> <p>Score: ___ out of 10</p>	<p>The audit was presented in a way that was professional, well-written, free from errors, and complete.</p> <p>(9 to 10 points)</p>	<p>The audit was professional and complete, but there were some errors that detracted from its overall appearance.</p> <p>(7 to 8 points)</p>	<p>The audit lacked professionalism, was incomplete, and/or multiple errors detracted from its overall appearance.</p> <p>(0 to 6 points)</p>
<p>Peer Evaluation: In order to secure equity, I want each member to rate the other members on a scale from 1-10 with 10 being the highest score for exceptional work and collaboration.</p> <p>Score: ___ out of 10</p>	<p>The peer performed excellent work, collaborated on the strategic audit, and delivered everything that was agreed upon.</p> <p>(9 to 10 points)</p>	<p>The peer performed average to good work, on occasion collaborated on the strategic audit, and delivered a little less than what was agreed upon.</p> <p>(7 to 8 points)</p>	<p>The peer performed mediocre to poor work, did not collaborate on the strategic audit, and did not deliver what was agreed upon.</p> <p>(0 to 6 points)</p>
<p>GRADE TOTAL</p> <p>Score: ___ out of 200 Percentage: ___ %</p>			