



**CLASSROOM:** In Class (Web-Enhanced)  
**MEETING TIME:** MONDAY 6:15- 8:55 PM CST (Commerce Campus)  
**LOCATION:** BA 257  
**NOTE ABOUT TIMES:** All times and deadlines for this course are listed as Central Standard Time (CST) Zone (Commerce, TX) times.

**Instructor:** Dr. Sonia Taneja  
**E-mail:** Sonia.Taneja@tamuc.edu  
**Office:** CBT 311  
**Office Hours:** Monday 1:00-5:00 p.m. and by Appointment  
**Contact:** The best way to reach me is during class and through email  
**Phone:** 903-886-5697

#### REQUIRED TEXT:

**Parnell, John (2013). Strategic Management: Theory and Practice, 4<sup>th</sup> Edition. Sage Publications, ISBN: 9781452234984. [www.sagepub.com/books](http://www.sagepub.com/books). Cost: \$127.80(New) and \$102.25 (Used).**

#### GLOBAL COURSE:

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

#### COURSE DESCRIPTION:

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

#### COURSE OBJECTIVES:

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

1. Students will demonstrate an understanding of business strategy and the essential terminology and concepts including the strategic management process, the macro-environment of business, industry competition, various levels of strategy in a business, SWOT analysis, strategy selection, and planning for strategy implementation and control.
2. Students will apply business strategy concepts and the strategic management process to current company and industry situations through case analysis and presentations.

3. Students will develop a personal strategic plan with job search strategies, career analysis and long-term career plans.
4. Students will demonstrate personal communication and project management skills through a team project.
5. Students will demonstrate problem solving skills through case analysis.

### **COURSE PREREQUISITES:**

In order to enroll in this course, you must be in your last semester and have acquired departmental approval.

### **COURSE FORMAT:**

This course is web-enhanced. 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 attend the class regularly. More than four absences will be notified to the head of department for Management and Stewardship for necessary action. If possible, please inform the instructor when you will not be able to attend the class and if there's any medical emergency please submit the necessary paperwork. Otherwise, university attendance rules apply to the class. Please check the student handbook. We will also utilize the class room to have "Discussion on various business strategy issues". I will post topics and/or questions to generate discussion among you and your classmates. You are encouraged to participate in class. ALL assignments will also be posted on eCollege, under the Doc Sharing tab. You should submit all of your work in a format that is compatible with **Microsoft Office 2007/2010** and post it in the appropriate "Dropboxes" when it is due. Please see the schedule for the dates and time.

### **COURSE SCHEDULE:**

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

### **SYLLABUS SUBJECT TO CHANGE STATEMENT:**

I anticipate that we will follow the schedule I've outlined in this syllabus, but I may make adjustments based on what actually happens in class. Be sure to check 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@tamu-commerce.edu](mailto:StudentDisabilityServices@tamu-commerce.edu)

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

**COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:**

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, including during “electronic communication”. Texas A&M-Commerce expects this from you, as do current and future employers. Since so much communication in the workplace is “electronic” 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 439 should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will 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.
- **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
Case Analyses (2 Cases)	Individual	(15%)
Career Assignment	Individual	(10%)
Mid-term Exam (MC/Essay Questions)	Individual	(15%)
Industry/Company Assignment	Group	(30%)
Power-Point Presentation	Group	(10%)
Final Exam (Case Exam)	Individual	(10%)

The ETS <sup>®</sup> Major Field Test in Business	Individual	(10%)
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<b>Course Total</b>		<b>100%</b>
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### GRADING SCALE:

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

Withdrawal - Must be initiated by the student administratively.

### Course Policy for Incomplete Grades:

Incomplete grades are usually reserved for students who have a **family or medical emergency during the last couple of weeks of classes**. For students who are allowed to receive an Incomplete for this course, the University policy states that Incompletes that are not removed by the end of the next long semester (May, 2015) will turn into an "F." Please maintain regular "attendance" (that is, stay up with your work **and** participation) in this class to avoid these problems.

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

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

**MAJOR FIELD TEST (INDIVIDUAL):** The ETS<sup>®</sup> Major Field Test for the Bachelor's Degree in Business contains 120 multiple-choice questions designed to measure a student's subject knowledge and the ability to apply facts, concepts, theories and analytical methods. Some questions are grouped in sets and based on diagrams, charts and data tables. The questions represent a wide range of difficulty and cover depth and breadth in assessing students' achievement levels. **Since this is a face-to-face class, you will be expected to take the MFT during the Monday night class period on October 6<sup>th</sup>.**

All students who complete the exam will receive a minimum of 75%. Students whose scores are above 35% for at least 6 of the 9 subscores will receive 85%. Students whose scores are above 45% for at least 6 of the 9 subscores will receive 100%.

*ETS Review Study Modules* I will be sharing the link to review study modules for major filed on the first class day. You will have two weeks to review those study modules. Please see the schedule. This is to prepare you for the Major Field Test. These study modules will be on the pattern of Major Filed Test.

**CAREER ASSIGNMENT (INDIVIDUAL):** The Career Assignment will be an opportunity to apply some strategy principles to your personal career goals. Students in this class typically graduate during the term they are taking the course. Although some students already have jobs, they may be considering a change. And those with jobs that they do not anticipate leaving in the near future often find they are on the "small" end of a merger/acquisition or in some other way decide it is time to make a change during the next couple of years.

This assignment will facilitate and encourage students to begin preparing for their next job or career change. This assignment is covered in four parts. Please see the schedule when each part is due. You may use the Career Services /Career Development Office located in the new One Stop Student Access and Success Center, or access them online. Instructions are provided in doc sharing.

**MID-TERM EXAM (INDIVIDUAL):** A mid-term exam over the text material and other class materials will be discussed in class. Please review the schedule. This exam will include objective questions (true-false, multiple choice, matching, identify, etc.) and/or an essay or discussion question. Specific instructions for the exams will be posted along with the exams at the scheduled time.

**FINAL (Case) EXAM (INDIVIDUAL):** Each student will be required to prepare an individual case assignment as preparation for the final exam. A question or set of questions will be required for the case final. The case will be provided a week to ten days before the case exam. The company and instructions for the Case Exam MGT 439– Business Strategy

Prep will be available on **Monday, November 17, 2014**. The Case Exam will be due NLT **Monday, December 1, 2014**.

**CASE ANALYSIS (INDIVIDUAL):** You will be reading, analyzing and submitting, two individual written cases during the semester. The purpose is to apply your business knowledge from a variety of functional areas (such as finance, marketing, management) to solve a real business strategic issue. There will be several questions to guide the discussion. Generally cases follow this format: (1) a summary of the relevant situation in the case, (2) Internal analysis of the firm, including current corporate and business-level strategies, (3) external analysis, (4) SWOT analysis culminating in identification of a problem (which may be in fact an opportunity), (5) proposal of 2 or more alternative courses of action that will help solve the problem or exploit the opportunity, (6) evaluation of all alternatives, (7) recommendation of best alternative and (8) implementation issues that need to be considered. **Case 1 is due Monday, October 13; Case 2 is due Monday, November 03.**

**FINDING A GROUP FOR THE INDUSTRY/COMPANY ASSIGNMENT:** Each student is expected to participate in a team. The group should consist of 2-3 members. Try to find and organize a group via the "Student Lounge" function on the eCollege site for this course or the best is to find group members in class on Monday. Once you have formed a group, please select one person to e-mail me a list of the students comprising your group. 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 by the second week of class. I would create "Group discussion forum" on the course home page where you can communicate with each other. As this is a F2F class, I expect that students should use class times where possible to work on this assignment. The last day for establishing teams is **September 01, 2014**.

**INDUSTRY/COMPANY ASSIGNMENT (GROUP):** The purpose of this exercise is to analyze a large corporation and its environments and apply business strategy concepts to find insightful strategic options for this firm. Based on an existing corporation, student will prepare a written strategic analysis applying strategic management concepts. Select an organization from Chart 1 i.e., from the list of Organizations/Companies for Group Written Case Analysis (Strategic Audit). The audit will be graded based upon timeliness, specificity, depth and breadth of analyses, and SUPPORT (from peer-reviewed journal articles, corporate documents, etc.) for your recommendations. Specific instructions for this audit will be posted on eCollege, under the "Doc Sharing" tab.

**POWER POINT PRESENTATION (GROUP):**

Upon completion of your industry/company assignment, your group will be required to create a Power Point presentation highlighting the most important and interesting information from your paper. The presentation is worth 100 points. Specific instructions and format for the presentation will be posted in eCollege, under the "Doc Sharing" tab two weeks before the presentation day. The groups will have to actually present their work in class. The PowerPoint should give highlights of the environment, industry, company, and a brief presentation of the team's recommendations and implementation and control plans. Each member in the group shall be participating in the presentation in class on the assigned date as scheduled in the syllabus. A grading rubric for the presentation can be found at the end of this syllabus.

- ❖ **THIS WEEKLY SCHEDULE IS TENTATIVE.**
- ❖ **I MAY ASSIGN ADDITIONAL READINGS & EXERCISES THROUGHOUT THE SEMESTER.**
- ❖ **Note – Strategic Audits of organizations – not from textbook – will be approximately 15-20 pages in length (Word document) & include ALL required sections (See Case outline in doc sharing). If additional pages are needed, use appendices (e.g., for some of history, etc.). A PowerPoint presentation is also required.**
- ❖ **Each member in the team will be required to participate in presentation in class on scheduled date to get assigned credit allocated for the power-point presentation. Failure to present in the presentation will automatically deduct the assigned points for power-point presentation in class.**

WEEK & DATE	READINGS & ASSIGNMENTS	WORK DUE MONDAY BY 8:00 AM
1. August 25	<p align="center"><b>**TEAM ESTABLISHMENT! **</b></p> <p align="center">Read, Initial, and Submit the Honesty Policy</p> <p><b>INTRODUCTION TO SYLLABUS</b></p> <p><b>P: Chapter 1-</b> Fundamentals of Strategic Management <b>Career Assignment</b></p>	
2. September 1	<p align="center"><b>*LABOR DAY*</b></p>	<p align="center"><b>Honesty Policy (09/01)</b> <b>Submit Team members</b></p>
3. September 8	<p><b>P: Chapter 2-</b> Industry Competition Review ETS study modules</p>	<p align="center"><b>Career Assignment Part 1</b> <b>due on (09/08)</b></p>
4. September 15	<p><b>P: Chapter 3-</b> The External Environment <b>P: Chapter 4-</b> The External Environment Review ETS study modules</p>	<p align="center"><b>Career Assignment Part 2</b> <b>due on (09/15)</b></p>
5. September 22	<p><b>P: Chapter 5-</b> The Organization: Ethics and CSR <b>P: Chapter 6-</b> Corporate-Level Strategies</p>	
6. September 29	<p><b>P: Chapter 7-</b> Business Unit Strategies <b>Case 1 Assigned</b></p>	<p align="center"><b>Career Assignment Part 3 &amp; 4</b> <b>due on (09/29)</b></p>
7. October 6	<p align="center"><b>MAJOR FILED TEST</b> <b>(ON CAMPUS)</b></p>	
8. October 13	<p><b>P: Chapter 8-</b> Functional Strategies <b>**Review for Mid-Term</b></p>	<p align="center"><b>Case 1 due on (10/13)</b></p>
9. October 20	<p align="center"><b>MID-TERM EXAM</b></p>	
10. October 27	<p><b>P: Chapter 9-</b> Strategy Formulation <b>Case 2 Assigned</b></p>	
11. November 03	<p><b>P: Chapter 10-</b> Strategy Execution: Structure <b>***Make sure that you're working hard on the strategic audit! **</b></p>	<p align="center"><b>Case 2 due on (11/03)</b></p>
12. November 10	<p><b>P: Chapter 11-</b> Strategy Execution: Strategic Change, Culture, and Leadership</p>	
13. November 17	<p><b>P: Chapter 12-</b> Strategic Control and Crisis Management</p>	
14. November 24	<p align="center"><b>****FINAL EXAM ASSIGNED</b></p>	<p align="center"><b>Strategic Audit due on</b> <b>(11/24)</b></p>
15. December 1	<p align="center"><b>POWER- POINT PRESENTATION</b> <b>(IN CLASS)</b></p>	<p align="center"><b>FINAL EXAM DUE (12/01)</b></p>
16. December 8	<p align="center"><b>**HAPPY HOLIDAYS**</b></p>	

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

Siemens (Corporate – Germany)	Reliance (India)	Alcatel-Lucent (Corporate France)	Infosys (India)
Whole Foods Market	Campbell Soup	Kraft	McDonald's
L-3 Communications	Raytheon	Texas Instruments	Boeing
Berkshire Hathaway	HP	IBM	Xerox
Apple	Cisco Systems	Qualcomm	Walt Disney
AT&T	Amazon	eBay	DuPont
Intel	Microsoft	Oracle	
Google	LinkedIn	Facebook	Yahoo
McKenzie	Ernst & Young	Price Waterhouse Cooper	
Citigroup	JPMorgan Chase	Wells Fargo	SAS - <a href="http://www.sas.com">www.sas.com</a>
Starbucks	Ben & Jerry's	Proctor & Gamble	Unilever
Ford	General Motors	Toyota	Honda
Home Depot	Lowes	FedEx	UPS

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

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

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

- I. Introduction to the Organization** - History of the Company & Current Status -- A. When was the organization founded, why and by whom? Discuss unusual history associated with the organization. B. Is it privately or publicly held? C. Who are its top executives in terms of experience, academic credentials, diversity, etc.? D. Discuss the organization's Business Model? E. What is the impact of globalization on this organization? Other information?
- II. Identification of the Industry and the Competitors** -- Industry definition is necessary so that competitors can be identified; macro-environmental forces that affect the organization and its industry can be assessed, and the organization's relative strengths and weaknesses can be compared to other organizations within the industry.
- III. Analysis of the Industry**
  - A. Strategic Group(s) in which the company exists and competitors in it/them.
  - B. Intensity of rivalry among existing competitors. Use Porters 5 Forces for B, C, D, E, and F. (C). Threat of new competitors entering the industry; (D) Threat of substitute products or services; (E) Bargaining power of buyers and (F) Bargaining power of suppliers
  - G. Potential Profitability of the Industry - What organizations have succeeded and failed in the industry and why?
  - H. What are the Critical Success Factors for the industry?
- IV. Analysis of the Macro-Environment (Includes identification & analysis of global factors & application of analysis to business situation)**
  - A. What political/legal forces affect the industry?
  - B. What economic forces affect the industry?
  - C. What social forces affect the industry?
  - D. What technological forces affect the industry?
  - E. What are the opportunities and threats facing the organization?
- V. What is the organization's measurement and control system?**
  - A. Current financial position - Is the organization financially sound?
  - B. Compare with competitors and standards.
  - C. Use financial analysis tools.
  - D. What are the organization's Key Performance Indicators (KPI's)?
- VI. Analysis of the Organization (Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals)**
  - A. What is the mission of the organization? Has the mission changed over time?
  - B. What is the vision of the organization? Has the vision changed over time?
  - C. What are the organizations core values and operating guidelines? Analyze current problems that conflict with the organization's core values and operating guidelines.
  - D. What are the organization's core competencies? How are they unique?
  - E. What are the organization's broad and specific goals?
- VII. Analysis of the Organization – Organization-Level and Business Unit Strategies**
  - A. What are the current organization-level strategies? Business unit strategies?
  - B. How are the strategies aligned with the goals?
  - C. Compare this organization's strategies with those of competitors.
  - D. Use SWOT analysis and Gap analysis to suggest strategies.
  - E. Evaluate strategies (advantages & disadvantages of each strategy).
  - F. Key performance indicators (KPI's)
- VIII. Analysis of the Organization – Functional Strategies**
  - A. Marketing – Finance – Operations – Purchasing – Human Resources – Information Systems
  - B. How well are the functional strategies aligned?

- IX. Analyze organization's improvement/change initiatives** (e.g., Six Sigma, SQM, TQM, Lean Manufacturing, JIT, Process Reengineering, High Performance Work Teams, Assessment using Malcolm Baldrige National Quality Award Criteria, ISO 9000, ISO 14000, Benchmarking, Balanced Scorecard, etc.)
- A. Previous & current impact/success of improvement initiatives.
  - B. Alignment of improvement initiatives and integration into strategic management of the organization.
  - C. Comparison of improvement initiatives with other organizations within and outside the industry.
- X. Conclusion and Future of Organization** - Comment about the organization's profile for future competitiveness and success. What does the organization have to do right to succeed (organization's Critical Success Factors)? What are the expected results in terms of short-and long-term profitability and survival?

**Use the following for Team Company Case.** This outline is from Parnell, J. (2013). **Strategic Management**, 3<sup>rd</sup> Ed., 2009 and 4<sup>th</sup> Ed. 2013.

**Business Strategy Project Steps**

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

**Grading Rubric for Job Search/Career:**

<b>Criterion</b>	<b>Fails to meet standards</b> D or < D Less than 70%	<b>Meets Standards</b> C or C- 70 to 79%	<b>Exceeds Standards</b> B 80 to 89%	<b>Far Exceeds Standards</b> A 90 to 100%
<b>Topics:</b> Inclusion of topics appropriate for the assignment and use of qualitative and quantitative information appropriate for the topics	Paper does not include satisfactory discussion of the topics	Paper included a minimal presentation and discussion of assigned topics and appropriate supporting documentation	Paper included an appropriate presentation and discussion of assigned topics and appropriate supporting documentation	Paper provides an outstanding level of presentation and discussion of the topics
<b>Learning and Comprehension:</b> Demonstrate understanding the topics including an ability to make an application of learning, Comprehend the topics by being able to express the topics in one's own words	Paper lacks a satisfactory understanding of the topic and/or inclusion of application of the topic to a management or business situation	Paper demonstrates a moderate level of understanding of the topic and/or inclusion of application of the topic to a management or business situation	Paper demonstrates an good level of understanding of the topic and/or inclusion of application of the topic to a management or business situation	Paper demonstrates an outstanding level of understanding of the topic and/or inclusion of application of the topic to a management or business situation
<b>Writing and paper process issues:</b> Format using instructor's preferences from syllabus Style (APA) Organization Use of headings Use of tables, graphs, charts, maps, diagrams, etc. when appropriate Use of appendices when appropriate Provide a list of references and/or use of endnotes where appropriate to the assignment Proper grammar Spelling Appropriate use of words	Paper fails to meet guidelines of the instructor and/or has numerous grammatical and spelling errors and demonstrates a lack of use of organizational and presentation methods that can enhance the reader's ability to understand the paper.	Paper follows instructor's guidelines presented in the syllabus, uses headings and other paper organizational methods to present the material. Paper has limited grammar mistakes, misspelled and misused words	In addition to following the instructor's format guidelines and providing reasonably good reader-oriented organization, the paper has few grammatical or spelling errors and includes appropriate use of appropriate tables, graphs, etc.	In addition to following the instructor's format guidelines and providing reader-oriented organization, the paper has virtually no grammatical or spelling errors and includes outstanding use of appropriate tables, graphs, etc.
<b>Other specific instructions for the paper:</b> Page or word length (maximums, minimums, and range) Due dates Use of drop box, email, or other methods to turn the work in	Student fails to get the paper in on time or has not met other instructions of the assignment referring to page length, and other issues.	Paper is turned in on time using the appropriate procedure and has followed the guidelines for length.	Paper is turned in on time using the appropriate procedure and has followed the guidelines for length and other instructions reasonably closely	Paper is turned in on time using the appropriate procedure and has followed the guidelines for length and other instructions

## Exam Grading Rubric

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

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

## Power Point Presentation Grading Rubric

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

## Case Analysis Grading Rubric

	<b>Far Exceeds Standards</b>	<b>Exceeds Standards</b>	<b>Meets Standards</b>	<b>Fails to Meet Standards</b>
<p><b>Identification of Critical Issues and Depth of Analysis</b></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><b>Score:</b></p>	<p>Identifies all of the critical business/strategic issues. Thoroughly discusses, evaluates, and analyzes each business/strategic issue, providing convincing and supported arguments.</p> <p><b>(30 points)</b></p>	<p>Identifies most of the critical business issues. Discusses, evaluates, and analyzes each business/strategic issue, providing convincing and supported arguments, but could have gone into a bit more depth.</p> <p><b>(24 points)</b></p>	<p>Identifies many of the critical business/strategic issues. Discusses, evaluates, and analyzes each business/strategic issue, providing convincing and supported arguments, but could have gone into much more depth.</p> <p><b>(20 points)</b></p>	<p>Identifies few, if any, critical business/strategic issues. Fails to discuss, evaluate, and analyze each business/strategic issue, does not provide convincing or supported arguments, and lacks any significant degree of depth.</p> <p><b>(18 points)</b></p>
<p><b>Literature Review of the business Issues—Reference Support</b></p> <p>The more reference support you use, the better. The quality of the journals is also important.</p> <p><b>Score:</b></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><b>(30 points)</b></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><b>(24 points)</b></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><b>(20 points)</b></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> <p><b>(18 points)</b></p>
<p><b>Supported Recommendations Regarding the Best Approaches for Handling the Problematic Issues in the Case</b></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 recommendations.</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 recommendations.</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>

<b>Score:</b>	<b>(40 points)</b>	<b>(32 points)</b>	<b>(30 points)</b>	<b>(28 points)</b>
<p><b>APA-AMJ Formatting of References</b></p> <p>Students must cite all references in proper APA or APA-AMJ format, in-text and on reference page.</p> <p><b>Score: It is a part of overall score but if there are issues I would deduct points</b></p>	<p>Student cited ALL references properly, formatted in accordance with the APA or APA-AMJ Style Guide (no errors).</p>	<p>Student cited most references properly, formatted in accordance with the APA or APA-AMJ Style Guide (a few minor errors).</p> <p><b>(-3 points)</b></p>	<p>Student cited many references properly, formatted in accordance with the APA or APA-AMJ Style Guide (4 or more minor errors).</p> <p><b>(-4 points)</b></p>	<p>Student cited few references properly, not in accordance with the APA or APA-AMJ Style Guide (4 or more errors with at least 1 being a major error).</p> <p><b>(-5 points)</b></p>
<p><b>Turnitin.com Similarity Rating</b></p> <p><b>Score:</b></p>	<p>Student submits a paper that scores a low similarity rating (below 25%), indicating a high degree of originality of the student's work.</p> <p>(There are no additional points for this but points will be deducted for not following turnitin requirements posted on course home page.)</p>	<p>Student submits a paper that scores a mid-range similarity rating (between 25 and 50%).</p> <p><b>(-10 Points)</b></p>	<p>Student submits a paper that scores a rather high similarity rating (between 50% and 75%).</p> <p><b>Paper will not be accepted.</b></p>	<p>Student submits a paper that scores a high similarity rating (above 75%), suggesting that there could be an issue with plagiarism. Such papers will be investigated and administrative action may be taken.</p> <p><b>Paper will not be accepted and reported to the Department Head.</b></p>
<p><b>Overall Quality of Written Communication</b></p> <p><b>Score: There are no additional points for this section but if there are issues I would deduct points</b></p>	<p>Student presented a well-written, coherent analysis that was free from any grammar and/or spelling errors.</p>	<p>Student presented a well-written, coherent analysis that contained a few minor errors.</p> <p><b>(-3points)</b></p>	<p>Student presented a rather coherent analysis that contained several minor errors.</p> <p><b>(-4 points)</b></p>	<p>Student presented an incoherent analysis that contained several major errors.</p> <p><b>(-5 points)</b></p>
<p><b>Total Score:</b></p>	<p>___ out of 100</p>			