

## Syllabus with Rubrics -- MGT 527:03W – Strategic Management –Spring, 2016 – 01/19/2016 – 05/13/2016 – Online

<b>Office:</b>	903-886-5115 (Email & Virtual Office first)	<b>Meeting Time &amp; Place:</b>	<b>Online Virtual Office</b>
<b>E-Mail:</b>	Mildred.pryor@tamuc.edu	<b>Also may visit/participate:</b>	Student Lounge & discussion boards

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

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

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

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

**Required Course Text:** Hitt/Ireland/Hoskisson - Bundle: Strategic Management: Concepts and Cases: Competitiveness and Globalization, Loose-leaf Version, 11<sup>th</sup> + MindTap® Management, 1 term (6 months) Printed Access Card ISBN: 9781305135765 © 2015 11th Edition.

### Course Grading & Assignments:

Grade 1 – Teams of 5 - Develop team strategic plan - core values, operating guidelines, mission, vision, goals, strategies, critical success factors, distinctive competencies, and measurements – Strategic Model in Doc Sharing. Also individually complete Peer Evaluations – Form posted in Doc Sharing.	10%	<b>All teams – strategic plans due on or before by 02/02 at 11:30 p.m. CST Peer Evaluations by 02/06 at 11:30 p.m.</b>
Grade 2 – Exam 1 on text – Individual - <b>Test open 02/22 until 02/29 at 11:30 p.m.</b>	15%	<b>02/22 - 02/29 at 11:30 p.m.</b>
Grade 3 – Exam 2 on text – Individual - <b>Test open 04/29 until 05/06 at 11:30 p.m. CST</b>	10%	<b>Due on or before 05/06 @11:30 p.m. CST</b>
<b>Grade 4 – Case analysis (Strategic Audit) of organization (Individual). See REQUIRED Case Outline. Submit Word written case analysis (30 to 40 pages) &amp; PowerPoint presentation (15 to 25 slides). The strategic audit is also the comprehensive exam for some graduate degrees (e.g., MBA and MS in Management).</b>	35%	<b>Draft on or before 02/26 at 11:30 p.m. Final on or before 04/15 at 11:30 p.m.</b>
Grade 5 – All teams – Submit written case analysis (Word) & PowerPoint presentation <b>on a case from text</b> on or before <b>02/06/16 by 11:30 p.m.</b>	10%	<b>All Teams submit Case on or before 02/06 by 11:30 p.m. CST</b>
Grade 6 – Teams – Submit second written case analysis (Word) & PowerPoint slides <b>on a case from text</b> on or before <b>04/02 @ 11:30 p.m. CST</b>	10%	<b>All teams submit Case on or before 04/02 @11:30 p.m. CST</b>
Grade 7 – Individual – Personal Strategic Plan (AKA Personal Development Plan) is based on the Strategic Management Model in Doc Sharing. <b>It includes your personal core values, operating guidelines, mission, vision, goals, strategies, critical success factors, distinctive competencies, measurements and other items that are strategically and tactically important to you. (This is NOT a plan for this class. It is for YOU.)</b>	10%	<b>Due any time during the semester before 04/25  Rubric 3 will be used.</b>

## Major Field Test (MFT)

The Major Field Test (MFT) is a standardized test that encompasses topics from all the functional areas (e.g., economics, finance, accounting, marketing and so forth) you studied during your graduate program. The impact of this exam on this class will be a little different than the grading of all other activities. If students do not take the exam at all, I will deduct 2 points from their final class averages. If a student receives a grade over the 50<sup>th</sup> percentile, I will add 1 point to the final grade. If a student receives a grade over the 75<sup>th</sup> percentile, I will add 2 points to the final grade. If a student receives a grade over the 90<sup>th</sup> percentile, I will add 3 points to the final grade.

**Chart 1: Assignment Schedule for Management 527**

Week	Chapters	What?	***Cases from Hitt, et al Book (text)	****Individual Cases (Chart 2) must be approved by Professor
Week 1 01/19/16	Chapter 1	Team Establishment <b>These are virtual teams.</b>	Team Strategic Plans (mission, vision, goals, etc.) <b>Sign Ethics Statement (Virtual Office)</b>	<b>Start research on your individual (35%) cases/strategic audits NOW – Choose from list provided by Dr. Pryor</b> <b>Read/Post “I have read ethics statement &amp; will comply with it.”</b>
01/25	Chapter 2	Team Development	<b>Submit team plans by 01/23 if you can</b>	<b>All teams - strategic plans due 01/23 by 11:30 p.m. CST</b>
02/01	Chapter 3			
02/08	Chapter 4		***Team case from Text	<b>All Teams submit case on or before 02/06 by 11:30 p.m. CST</b>
02/15	Chapters 5,6	<b>Peer Reviews Due</b>		<b>Peer Reviews due on or before 02/06 at 11:30 p.m.</b>
<b>02/22</b>	<b>TEST 1</b>	<b>Chapters 1-6 &amp; Doc Sharing</b>	<b>Text theory &amp; applications</b>	<b>Test open 02/22 until 02/29 at 11:30 p.m. CST</b>
02/29				
03/07	Chapter 7		<b>Draft of Individual Written Case Analysis (Strategic Audit)</b>	<b>Submit draft of Individual Written Case Analysis/Strategic Audit on or before 02/26 at 11:30 p.m. CST</b>
03/14			<b>Spring Break</b>	
03/21	Chapter 8			
03/28	Chapter 9, 10		***Second Team Case	<b>Submit Second Team Case on/before 04/02 @ 11:30 p.m. CST</b>
04/04	Chapter 11			
<b>04/11</b>	Chapter 12		<b>****Final Individual Written Case Analysis (Strategic Audit) Due 11/20</b>	<b>Word document &amp; PowerPoint presentations due on or before 04/15 at 11:30 p.m. - 5 points will be deducted for each day late.</b>
<b>04/18</b>	Chapter 13		Personal Development Plan	<b>Due any time before 04/25 @ 11:30 p.m. CST</b>
<b>04/25</b>	<b>TEST 2</b>	<b>Chapters 7-13</b>	<b>Text theory, applications +</b>	<b>Test 2 - 04/29-05/06 - Due on or before 05/06 @ 11:30 p.m. CST</b>
<b>05/02</b>			<b>Last Class</b>	
<b>05/06</b>			<b>Last Day of Spring Class</b>	

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

**Students with Disabilities:** 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 - Phone (903) 886-5150 or (903) 886-5835, Fax (903) 468-8148 – Email: [StudentDisabilityServices@tamuc.edu](mailto:StudentDisabilityServices@tamuc.edu)** or web site: <http://www.tamuc.edu/CampusLife/CampusServices/studentDisabilityResourcesAndServices/default.aspx>

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

**Code of Student Conduct:** All students will follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. See Student's Guidebook at <http://www.tamuc.edu/CampusLife/documents/studentGuidebook.pdf>. Plagiarism and other forms of academic dishonesty are not tolerated. Instructors "are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is "Academic dishonesty." It includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material." See **13.99.99.R0.03** Plagiarism.

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.03Plagiarism.aspx>

Penalties for students guilty of academic dishonesty could include **disciplinary probation, suspension, and expulsion.**

### **Chart 2: Organizations/Companies for Individual Written Case Analysis (Strategic Audit) Options - (Only 1 Student per Organization)**

**\*Why am I asking that you not write individual cases on any alcoholic beverage, or cigarette companies? Ask yourself: Are they making money because of their strategic management capabilities and actions or because they sell legal addictive drugs, etc? We want to study organizations that have potential for success because of their strategic management capabilities and actions. My intention is to omit alcoholic beverage companies, and cigarette companies. However, I realize that some listed companies may own alcoholic beverage and/or cigarette companies. Note: The CEO's may have changed. Choose an organization with Global Operations.**

Siemens (Corporate – Germany) (CEO Matthias Rebellius)	Reliance (India)	Alcatel-Lucent (Corporate France)	Infosys Technologies (India)
SAP (Corporate – Germany) Bill McDermott?	Campbell Soup (CEO Denise Morrison)	PepsiCo (CEO Indra Nooyi)	American Apparel (CEO Paula Schneider)
L-3 Communications (CEO Michael T. Strianese)	Raytheon (CEO Thomas A. Kennedy)	Texas Instruments (CEO Rich Templeton)	Boeing (CEO W. James – Jim – McNemey, Jr.
Berkshire Hathaway (CEO Warren Buffett)	HP (CEO Meg Whitman)	IBM (CEO Ginni Rometty)	Xerox (CEO Ursula Burns)
Apple (CEO Time Cook)	Cisco Systems (CEO John Chambers)	Qualcomm (CEO Steven Mollenkop)	Southwest Airlines (CEO Gary Kelly)
AT&T (CEO Glenn Lurie)	Amazon (CEO Jeff Bezos)	eBay (CEO Devin Wenig)	DuPont (CEO Ellen Kullman)
Intel (CEO Brian Krzanich)	Microsoft (CEO Satya Nadella)	Oracle (CEOs Safra Catz and Mark Hurd)	Symantec (CEO Michael A. Brown)
Google (CEO Larry Page)	LinkedIn (Jeff Weiner)	SAS - <a href="http://www.sas.com">www.sas.com</a> (CEO James Morris Goodnight)	SONY (CEO Kaz Hirai)
Texas A&M University System (Chancellor/CEO John Sharp)	MIT - Massachusetts Institute of Technology (Chancellor Cynthia Barnhart)	SMU (Southern Methodist U.) (Chancellor R. Gerald Turner)	Baylor University (Chancellor Ken Starr, J.D.)
McKenzie & Company (CEO Dominic Barton)	Ernst & Young (CEO Mark Weinberger)	Price Waterhouse Cooper (US Chairman, Bob Moritz)	Starbucks (CEO Howard Schultz)
J.C.Penney (Marvin Ellison?)	JPMorgan Chase (CEO Jamie Dimon)	Wells Fargo (CEO John G. Stumpf)	Johnson & Johnson (CEO Alex Gorsky)
Ford (CEO Mark Fields)	General Motors (CEO Mary Barra)	Toyota (Corporate – Japan) (President & Board, Akio Toyoda)	Yahoo (CEO Marissa Mayer)
Home Depot	Lowes (Robert A. Niblock)	FedEx (CEO Fred Smith)	UPS (CE) David Abney)
Texas Nameplate, Dallas small business - (Baldrige recipient) (CEO & Owner Dale Crownover)	KARLEE Company, Dallas (Baldrige recipient) (CEO and Owner Jo Ann Brumit)	Wal-Mart (CEO Doug McMillon)	Target (Interim President and CEO John Mulligan)
Mayo Clinic (CEO and President John H. Noseworthy, M.D.)	Parkland Hospital (CEO Dr. Fred Cerise)	Baylor Hospital System (CEO Dr. Joel T. Allison)	Methodist Healthcare System (CEO Dr. Stephen L. Mansfield)

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

	<b>Exceeds Minimum Standards</b>	<b>Meets Minimum Standards</b>	<b>Fails to Meet Standards</b>
<b>Introduction to the Organization (I) - 6 points.</b> History. Current Status. <b>Impact of Globalization.</b> 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
<b>Identification of Industry &amp; competitors (II) (2 points)</b>	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. <b>Include global considerations</b> - 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; <b>Global Factors;</b> 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.
<b>Analysis of Organization - Measurement and control system (V) -</b> Current financial position; Use financial analysis tools - Compare with competitors and standards. <b>Include global considerations.</b> 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
<b>Analysis of Organization (VI) –</b> Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals; Current problems that conflict with organization’s core values/operating guidelines. 10 pts.	Demonstrates knowledge and capability to apply theories and tools in the analysis of the organization in terms of its mission, vision, core values, operating guidelines, and core competencies – 9-10 points.	Meets the basic criteria for this Outline Item, but fails to demonstrate knowledge of, or capability to apply, theories needed to address some of the requirements – 7-8 points.	Meets some of the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address most of the requirements – 0 – 6 points.
<b>Analysis of Organization (VII) –</b> Current Strategies, Alignment with goals. Compare with competition. SWOT & Gap analyses. Suggest & evaluate strategies. ( <b>Identify global and other strategies, and evaluate application to organization.</b> ) –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. <b>Suggests new strategies. Evaluates advantages/disadvantages of each.</b> 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). <b>Articulate ways to coordinate use of financial &amp; human resources and other functional areas to meet organizational goals &amp; objectives.</b>	<b>Demonstrates knowledge of Marketing, Finance, Operations, Purchasing, Human Resources, &amp; Information Systems Strategies and their alignment with emphasis on meeting organizational goals &amp; objectives – 9-10 pts</b>	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 criteria for Outline Item. 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 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 Global and Other 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 strategies (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. Situation/Issues/Problems in Case in Text (List and Discuss)
- III. Alternatives for Each Issue/Problem
- IV. Selection of, and Justification for, Selected Alternative
- V. Conclusion
- VI. Appendix A – Current Scenario & Analysis – Research

**Assignment Rubric for Textbook Cases (Rubric 2)**

	Significantly Exceeds Minimum Standards	Meets or Somewhat Exceeds Minimum Standards	Fails to Meet Standards
<b>Introduction</b>	<b>5 points</b>	<b>3-4 points</b>	<b>0-2 points</b>
<b>Current Situation/ Issues/ Problems (List and Discuss)</b>	<b>Able to list and correctly discuss all issues. 14-15 points</b>	<b>Able to list and adequately discuss most issues. 10-14 points</b>	<b>Failed to list and adequately discuss few or discussed no issues. 0-9 points</b>
<b>Alternatives for Each Issue/Problem – List advantages and disadvantages of each alternative</b>	<b>Able to list correct alternatives and their advantages and disadvantages for each issue 24-25 points</b>	<b>Able to list adequate alternatives and their advantages and disadvantages for most issues 18-24 points</b>	<b>Failed to list adequate alternatives and their advantages and disadvantages for various issues. 0-17 points</b>
<b>Selection of, and Justification for, Selected Alternative</b>	<b>Able to select correct alternative(s), and provide from textbook correct justification for them. 19-20 points</b>	<b>Somewhat able to select correct alternative(s) and provide textbook justification for them. 13-19 points</b>	<b>Failed to select correct alternative(s) and/or to provide textbook justification for them. 0-12 points</b>
<b>Conclusion</b>	<b>4-5 points</b>	<b>3-4 points</b>	<b>0-2 points</b>
<b>Appendix A – Current Scenario – Research – Where is the organization now? Analyze the current scenario</b>	<b>Able to correctly determine and analyze current situation for organization in case and provide references from research as well as textbook. 29-30 points</b>	<b>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</b>	<b>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</b>
<b>Total</b>	<b>95-100 points</b>	<b>70-94</b>	<b>0-64</b>

\*Textbook is a valuable reference for your textbook case analyses. All chapters include valuable information. So use your textbook. Be sure to read “Preparing an Effective Case Analysis” – iii-xii – which is just before the first textbook case. Some financial analysis tools are provided. Sources are listed for industry & competitor analyses as well. Use strategic management theories and tools (e.g., SWOT analysis, financial analysis, etc.). You are to analyze the information provided in the case in the textbook. THEN YOU RESEARCH THE CASE (ORGANIZATION) ON THE INTERNET. Include the current, researched information in an appendix as an addendum to your case analysis. **IT MUST NOT BE INTEGRATED INTO YOUR CASE ANALYSIS.**

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

**\*Complete as a team first 10 items (elements of Team Strategic Plan due on or before 02/02/2016 by 11:30 p.m. CST.**

**\*\*Complete evaluation form individually – Due on or before 2/06/2016 by 11:30 p.m. CST.**