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| COURSE TITLE BLACKBOARD SITE | MGT 6063 Strategic Management Spring 2011 – http://my.ltu.edu and select CRN 3887 |
| INSTRUCTOR | Anne Kohnke, Ph.D. College of Management Email address: akohnke@ltu.edu ; responses usually within 48 hours Business phone: (313) 432-0245 Office: M216A on same level as LTU Bookstore Hours by appointment |
| SCHEDULE | 10 January 2011 – 23 April 2010 See http://www.ltu.edu/registrars_office/calendar_final_exam.index.asp for LTU academic calendar information. |
| LEVEL/ HOURS PREREQUISITE | Graduate or Undergraduate Degree / 3 credit hours Admission / prerequisite requirements |
| REQUIRED TEXT (See Blackboard for additional resources) | Thompson, Strickland and Gamble, <i>Crafting and Executing Strategy: The Quest for Competitive Advantage</i> , 16th Edition OR 17th Edition** ISBN 978-0-07-353042-0 Available for online purchase through LTU Bookstore at: http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489 |
| ADDITIONAL RESOURCES | LTU Online student resources: http://www.ltu.edu/ltuonline/ |
| TECHNICAL SUPPORT | Technical support for using Blackboard is provided by the Helpdesk. Visit www.ltu.edu/ehelp or 248.204.2330 or helpdesk@ltu.edu |

Leadership Transcripts

The leadership transcript enables students to track co-curricular activities that are undertaken above and beyond the requirements of the LTU curriculum. The leadership transcript serves students by enhancing the leadership portfolio; providing the opportunity for a transcript of distinction; enhancing their resumes; and assisting in articulating leadership experience. It can be accessed by logging on to Banner Web and clicking the Student and Financial Aid tab. Leadership Activities is located at the bottom of the list.

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Educational Goals

This course will focus the whole spectrum of business and management. —accounting, finance, marketing, production, human resources, and information systems. The center of attention is the *total enterprise*—the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. We will focus on exercises that ask the questions: “What must managers do, and do well, to make the company a winner in the game of business?” The answer that emerges, and which becomes the theme of the course, is that good strategy-making and good strategy-execution are the key ingredients of company success and the most reliable signs of good management. The mission of the course is to explore why good strategic management leads to good business performance, to present the basic concepts and tools of strategic analysis, and to instruct/train you in the methods of crafting a well-conceived strategy and executing it competently.

Objectives

- Acquire the capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage.
- Obtain knowledge of Strategic Management principles.
- Gain first-hand experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions.
- Demonstrate the capability to identify and respond to strategic challenges confronting global business organizations.
- Develop good managerial judgment, assess business risk, and demonstrate ability to make sound business decisions that achieve effective and successful outcomes.
- Exhibit analytical and problem solving proficiency in application of strategic management solutions to business problems.

Prerequisite Skills

None.

Instructional Methods and Course Organization

A variety of instructional methodologies are used in this course. The methods are listed below.

Blackboard learning environment: Blackboard at my.ltu.edu contains the syllabus, all assignments, reading materials, written lecture notes, links to Web resources, and discussion forums. You will submit all assignments via Blackboard, and are expected to participate regularly in discussion topics. Please take time to familiarize yourself with the organization of the Blackboard site. You will want to check the site frequently for announcements reminding you of new resources and upcoming assignments.

Student/Instructor Conversations: Students keep in touch with the instructor via e-mail messages and telephone conference calls.

Teams: Each student will participate in teams of 2-3 people for the case study analysis and Research Project. Please send me your top three textbook cases, found in the syllabus, that you would like to complete. The teams will be determined on a first come, first serve basis. Please let me know your selections, via email at akohnke@ltu.edu, and if you prefer to work with someone in the class no later than Friday of Module 1- [16 Jan 2011]. The teams will be set up by me by the end of Module 2.

Required readings: Textbook chapters should be read according to the schedule outlined in the syllabus. Chapters will be discussed online.

Assignments: We will be applying theoretical concepts, discussed through the chapter notes, to practice each week. Each student will be responsible to INDEPENDENTLY complete all discussion questions, the mid-term exam and the final exam. Additionally, each student will work in a TEAM to develop one case analysis report and a Research Project. Each student is required to submit the weekly discussion question response(s) and the case analysis via the discussion board forum as well as in the safe assignment link provided under the Assignments tab in the LTU blackboard system. Please see directions on how to submit using the safe assignment feature in the Module 0 Theory area. All other assignments should be submitted only using the safe assignment feature in blackboard.

Class Policies and Expectations

Classroom Conduct: When participating in this course, it is essential that we maintain a professional demeanor that is consistent with what is expected in the corporate workplace. Disagreeing with another's opinion is fine – it's okay to "agree to disagree" - however, the professionalism of the tone and manner in which the posts are written need to be upheld. When responding to a post, each student needs to be courteous and respectful of one another's opinions and insights. For instance, "You are wrong, I am right" is not an acceptable response. A more appropriate answer may be "I respect your opinion, however, my experience has been.....". Responses that do not adhere to these guidelines will not be given full credit. Keep in mind that appropriate class and workplace conduct can result in a "win-win" situation for everyone involved. It is my objective that you not only learn the principles presented in the class, but you learn from each other.

Netiquette: It is very easy for comments to be misinterpreted in the electronic environment since we can't see each other's faces for visual cues. It has been estimated that 80% of interpersonal communication is non-verbal and conveyed through facial expressions and body language. Since we don't have the luxury of the non-verbal cues, we must be especially careful in the words we choose.

Plagiarism: Each student is expected to present his or her own work. All papers, examinations, and other assignments must be original or explicit acknowledgment must be given for the use of other person's ideas or language. Students must cite their sources using the publication manual of the American Psychological Association (APA) for information that is not their original thought. **A zero will be given if plagiarism is detected for an assignment. There will be no exceptions for this policy. Additionally, an assignment that exceeds the 15-20% amount of directly quoted information (word-for-for information), even though properly cited using the APA format, will receive substantial deductions. Papers that are submitted in both the undergraduate and graduate level courses should be written professionally. This can be accomplished by using the student's original thoughts and appropriately paraphrasing, using the APA format, for all assignments (paper, discussion questions, exams, etc.).**

- Failure to use quotation marks: All work which is quoted directly from a source should be enclosed in quotation marks and followed by a proper reference giving the exact page or pages from which the quote is taken.
- Failure to use the quotation marks, even if a footnote is provided, is plagiarism.
- Failure to document ideas: When a student uses one or more ideas from and/or paraphrases a source, he or she must give the exact page or pages from which the ideas or paraphrasing were taken.
- Failure to provide an exact reference is plagiarism. False documentation: Falsifying or inventing sources or page references is plagiarism.

Late Assignments: All assignments must be submitted on schedule, via Blackboard, and using Microsoft Office-compatible software. If you need to submit an assignment via e-mail, contact the instructor in advance. Assignments that are not received on the due date and without an approved extension, will receive a reduction of 10% each day for three days. After three days they will no longer be

accepted for credit. Students should use proper time management to ensure assignments are submitted on the specified due date.

Online Expectations: I plan to offer you a valuable learning experience, and expect us to work together to achieve this goal. Here are some general expectations regarding this course:

- 1) Each student has a LTU e-mail account and by default it is the email address setup in our Blackboard Virtual Classroom. **Please change your e-mail address in Blackboard under “Student Tools” to an email address in which you check frequently.** Passwords for Blackboard Course Info should be reset as soon as possible. Currently your password is your student number (example 99323 - student number portion only) passwords should be changed as soon as possible. Passwords can also be changed under Student Tools.
- 2) Readings, discussion forum participation, and written assignments must be completed according to the class schedule. If business travel will take you away from regular participation, please let me know about these dates in advance.
- 3) It is essential that all students actively contribute to the course objectives through their experiences and working knowledge of business.
- 4) Assignments must be completed to an adequate standard to obtain a passing grade. Requirements for each assignment are detailed in this syllabus and on the LTU Online web site.
- 5) Be prepared to log into Blackboard at least once each day. Please focus your on-line correspondence within the appropriate Blackboard discussion forums so that your colleagues can learn from you. At the end of the course, you will be invited to participate in a University evaluation of this course. Your feedback is important to the University, to LTU Online, and to me as an instructor, and I encourage you to participate in the evaluation process.

Instructor Information: It is important for you as students to know what to expect from me as your instructor:

- I will be available to you via e-mail and phone, and will promptly reply to your messages—usually within 48 hours or sooner.
- I will be available to you for face-to-face appointments as requested.
- I will maintain the Blackboard web site with current materials, and will resolve any content-related problems promptly as they are reported to me.
- I will send out a weekly e-mail update to all class members to guide upcoming work and remind you of assignment due dates.
- I will return all assignments to you promptly, and will include individualized comments and suggestions with each assignment.
- I will hold our personal written or verbal communications in confidence. I will not post any of your assignments for viewing by the class without requesting your approval in advance.
- I will treat all members of the class fairly, and will do my best to accommodate individual learning styles and special needs.
- If any of these points need clarification, or when special circumstances arise that require my assistance, please contact me so that we can discuss the matter personally.

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PRACTICAL GUIDELINES FOR CLASS LOAD EXPECTATIONS

A three-credit course generally requires at least nine hours per week of time commitment. Here are some practical guidelines to help schedule your time commitments for this online course:

- The Fall semester is compressed into 14 weeks and requires at least 126 hours of time commitment to successfully complete all readings, activities, assignments, and texts as described in this syllabus.
- You should reserve at least 6 hours per week to read the required textbook chapters and resources, participate in online discussions, review presentation materials, and work through online quizzes. This effort will total at least 84 hours over the course of the semester.
- You should organize your remaining time to roughly correspond with the point value of each major assignment. This means that you should plan to spend at least:
 - 8-9 hours preparing your case study review;
 - 24-40 hours working with your group on the three parts of your semester-long project;
 - 8-9 hours working on the various components of your reflective consolidation (final exam).

These guidelines may not reflect the actual amount of outside time that you – as a unique individual with your own learning style – will need to complete the course requirements. The number of hours each week will vary based on assignment due dates, so please plan ahead to insure that you schedule your academic, work, and personal time effectively. The following graphic can be used to guide you in planning your weekly course work to remain on schedule:

Course Schedule

| Online Learning Schedule | | | | | | |
|--|------|--|-----|-----|-----|-----|
| MON | TUES | WED | THU | FRI | SAT | SUN |
| Read Textbook Chapter | | | | | | |
| | | Take Online Chapter Quiz | | | | |
| | | Participate in Weekly Blackboard Discussions | | | | |
| Individual and Group Project Work - Coordinate With Colleagues | | | | | | |
| Instructor Communication - As Needed | | | | | | |

COURSE SCHEDULE FOR COLLEGE OF MANAGEMENT (GRAD) SEMESTER COURSES

This fully online course begins with a partial week online course orientation period to familiarize yourself with the online learning environment and to meet online or via the phone with your instructor. Each subsequent week starts on a Monday and ends on a Sunday.

| Dates | Modules | Topics / Readings | Assignments Due |
|---|----------|---|--|
| Prior to Semester Start and Jan 10 – Jan 12 | Module 0 | Syllabus Overview of textbook Online Learning Orientation Course Orientation and group formation | Course orientation Student Introduction Propose Project Teams—teams will be formed by case selection. |
| Week of Jan 10 – Jan 16 | Module 1 | Chapter 1 – What is Strategy and Why Is It Important? | Bb Discussion Board Forums Team Preferences Due |
| Week of Jan 17 – Jan 23 | Module 2 | Chapter 2 – Leading the Process of Crafting and Executing Strategy | Bb Discussion Board Forums Other assignment(s) due |
| Week of Jan 24 – Jan 30 | Module 3 | Chapter 3 – Evaluating a Company's External Environment | Bb Discussion Board Forums Case Analysis (T) Case 5: Netflix v. Blockbuster |
| Week of Jan 31 – Feb 6 | Module 4 | Chapter 4 – Evaluating a Company's Resources and Competitive Position | Bb Discussion Board Forums |
| Week of Feb 7 – Feb 13 | Module 5 | Chapter 5 – The Five Generic Competitive Strategies: Which One to Employ? | Bb Discussion Board Forums Case Analysis (T) Case 8: Panera Bread Company Research Project Topic Due |
| Week of Feb 14 – Feb 20 | Module 6 | Mid-term Exam | Bb Discussion Board Forums Mid-term Exam |
| Week of Feb 21 – Feb 27 | Module 7 | Chapter 6 – Supplementing the Chosen Competitive Strategy : Other Important Strategy Choices | Bb Discussion Board Forums Case Analysis (T) Case 10: Nucor Corporation Competing Against Low-Cost Steel Imports |
| Week of Feb 28 – Mar 6 | Module 8 | Chapter 7 – Strategies for Competing in Foreign Markets | Bb Discussion Board Forums Other assignment(s) due |
| Mid-semester Break – No Classes | | | |

| Dates | Modules | Topics / Readings | Assignments Due |
|-------------------------|-------------|---|---|
| Week of Mar 14 – Mar 20 | Module 9 | Chapter 8 in 17 th ed/Chapter 9 in 16 th ed – Diversification: Strategies for Managing a Group of Businesses | Bb Discussion Board Forums Case Analysis (T) Case 19: PepsiCo |
| Week of Mar 21 – Mar 27 | Module 10 | Chapter 9 in 17 th ed/Chapter 10 in 16 th ed – Ethical Business Strategies, Social Responsibility, and Environmental Sustainability | Bb Discussion Board Forums |
| Week of Mar 28 – Apr 3 | Module 11 | Chapter 10 in 17 th ed/Chapter 11 in 16 th ed – Building an Organization Capable of Good Strategy Execution | Bb Discussion Board Forums |
| Week of Apr 4 – Apr 10 | Module 12 | Chapter 11 in 17 th ed/Chapter 12 in 16 th ed – Managing Internal Operations: Actions that Promote Good Strategy Execution Corporate Culture and Leadership: Keys to Good Strategy Execution | Bb Discussion Board Forums Case Analysis (T) Case 24: Shangri-La Hotels |
| Week of Apr 11 – Apr 17 | Module 13 | Chapter 12 in 17 th ed: Corporate Culture and Leadership | Bb Discussion Board Forums Research Project Due |
| Week of Apr 18 – Apr 23 | Final Exams | Final Exam and Team Evaluation Form | Bb Discussion Board Forums Final Exam |

STUDENT EVALUATION

Your final grade will be determined using the following weights with no rounding of the final average. Points are deducted for late assignments. See Late Assignment Policy.

| Assignments | Percent |
|-----------------------------|---------|
| Discussion Questions | 20% |
| Team Case Analysis Report | 10% |
| Mid-term Exam | 15% |
| Research Project | 20% |
| Final Exam | 20% |
| Participation - Online | 10% |
| Participation – Peer Review | 5% |
| Total | 100% |
| | |

| Class Points | Letter Grade |
|--------------|--------------|
| 96 and above | A |
| 90 – 95 | A- |
| 87 – 89 | B+ |
| 83 – 86 | B |
| 80 – 82 | B- |
| 77 – 79 | C+ |
| 73 – 76 | C |
| 70 – 72 | C- |
| 61 – 70 | D |
| 60 and below | E |

Note: Grades lower than “B” fall below the LTU graduate standard

ASSIGNMENT DETAILS

Course assignments and evaluation criteria are detailed below. Please review these requirements carefully. See the section Academic Resources / Assessment Guidelines for information about assessment of written and oral presentations.

Details for all assignments are shown below. Please note that you should not submit any assignments to the Blackboard “Digital Drop Box.” All assignments are submitted using the Blackboard “Assignments” or “SafeAssign” function. Some assignments are also posted to the Blackboard Discussion Forum for student comments.

DISCUSSION QUESTIONS

The student is required to respond to the topic-related discussion questions that are given each week. Initial responses to the questions are due no later than **Friday** of each module. Each student is required to submit the weekly discussion question response(s) via the discussion board forum as well as in the safe assignment link provided under the Assignments tab in the LTU blackboard system. A textbook definition is not an adequate, complete response for the questions proposed. Also, The Wikipedia reference is not an acceptable source to use. Grading of responses will be based on supporting and substantiating your claims through personal experiences, content, grammar, and punctuation. A specific length is not required however, the responses need to be well thought out and should add value to the class discussion.

TEAM CASE ANALYSIS REPORT

One case/analysis report will be required from each team. The case/analysis reports will be based on a selected case from the syllabus. Each student/team will read, analyze, write about their findings and demonstrate the importance of the selection to the course objectives. The case analysis reports should be approximately 5-7 pages in length. Each team analysis is due no later than **Thursday, (Day 4) of each module**. The Wikipedia reference is not an acceptable source to use. Points will be deducted if it is used in the research project. The first case analysis will be submitted on Thursday of Module 3. The team will submit the case analysis report to the Case Analysis Forum in Blackboard so fellow classmates can comment on the report. Each team will also submit their case analysis report to me using the safe assignment link. The analysis must be written to include the following:

1. Synopsis – Diagnose the company's situation
2. Problem Identification - The issues that need to be addressed.
3. The strategic management technique(s) used to solve the problem. At a minimum, the tools and techniques that are mentioned in the accompanying text material for that module should be included. The team can also include the other text principles that we have discussed in class as techniques used to solve the problem(s). The team needs to include at least 3 other strategic management techniques that they think should be used to solve the organization's issue. Also, 3 required financial ratios need to be calculated and included in the analysis. The required ratios will include 1 liquidity, 1 debt management and 1 profitability as part of the techniques section. Please see Table 4.1 for more information on how to calculate and interpret the ratios. The team will need to provide an explanation on what these financial ratios mean for the company.
4. The benefits and/or drawbacks that resulted or will result from using the technique(s) mentioned in part 3.

MID-TERM EXAM

A 3 hour mid-term exam will be given during Module 6. The exam will be completed **INDEPENDENTLY** by each student. Students will have until **Saturday of Module 6 at 11:59:59 p.m. to complete the exam.**

It will be a timed exam so, once you start the exam you cannot close it until it is completed. Please plan your time accordingly.

Make sure you have a continuous connection to the Internet. If you get disconnected from the Internet during the exam, Blackboard will automatically submit the exam—if you have not completed the exam, it will require a reset. If you require technical support connecting to the Internet or with any aspect of using Blackboard, you will need to call the LTU Technical Helpdesk.

More information about the Mid-term exam will be available during the beginning of Module 6.

TEAM RESEARCH PROJECT

Each student will be a member of a team. The team research project will be divided into four parts and will be due as indicated in the syllabus. Students can select an organization of your choice and are expected to inform the instructor of their topic selection no later than **Day 7 of Module 5**. The teams will be expected to address the areas listed below for the research project. The team research reports should be at least 10 pages, but not more than 15 typewritten double-spaced pages. It must be written to include the following. The research project is due no later than **Day 7 of Module 13**.

Part I: Synopsis of the situation

- a) What is the company background information?
- b) Include in this section the company values (value statement), vision statement, and mission statement.

Part II: Problem(s) Identification Section

- a) What is the company's current strategy/initiatives?
- b) What does the company need to change or further develop to become successful/sustain their success?
- c) What strategic goals/objectives need to be developed and how will you measure the outcomes? When developing the objectives keep in mind the following SMART criteria. The criteria is listed below:
 - 1) **Specific** - the objective should state exactly what is to be achieved.
 - 2) **Measurable** - an objective should be capable of measurement – so that it is possible to determine whether (or how far) it has been achieved
 - 3) **Achievable** - the objective should be realistic given the circumstances in which it is set and the resources available to the business.
 - 4) **Relevant** - objectives should be relevant to the people responsible for achieving them.
 - 5) **Time Bound** - objectives should be set with a time-frame in mind. These deadlines also need to be realistic.

Some example goals/objectives are listed below:

- i) To obtain a return on investment of at least 15% within the next 12 months.
- ii) To increase earnings per share by at least 10% every year for the next five years.
- iii) To increase their customer base by 10%, thereby increasing the market share by 10% in the next 18 months.
- iv) To achieve 75% customer awareness of our brand in our target markets.
- v) To increase annual sales from \$1 billion to \$2 billion in 5 years.
- vii) To enter a new market every 18 to 24 months.

- viii) To have 30% of sales each year come from products not in the company's product line five years earlier.
- ix) To be the lowest cost, highest quality producer in the household products industry.
- x) To achieve a 15% average annual growth in sales, profit, and earnings per share.

Part III: Include the strategic management technique(s) that should be used to solve the problem(s). At a minimum, the strategic management techniques used, should include the four main areas of Strategic Management Model. The team should thoroughly address and develop solid answers for each of the following areas:

1. Crafting the Strategy: What type of strategy needs to be developed for this company?
2. Applying Strategic Analytical Tools used for the proposed strategy: What type of tools need to be used for this strategy? Also, how will the team apply this from the Corporate Strategy, Business Unit Strategy, and Functional Strategy standpoint? Will you cascade the corporate strategy and customize it to the respective business and functional areas? If this is a global organization please include the global long-term strategy.
3. Executing the Strategy: How will the strategy be implemented at the company? The team needs to include a timeline, budget and responsible areas for their successful execution plan.
4. Evaluating and Controlling the Strategy: Explain the program cost for the organization and what the potential ROI is for this strategy. Also, create a Balanced Scorecard for the organization.

Part IV: The benefits and/or drawbacks that resulted from using the suggested strategic management technique(s). Assume that you will be presenting your strategy proposal to the CEO and the vice president(s) of the organization. How would you convince management to pursue the strategy that you outlined?

The teams will keep a log documenting the following:

- Date team met (in class and outside of class)
- Members who were present
- Items discussed
- Future actions

Written Evaluation

1. (___) Sufficient background information is given so the reader may understand the problem and the strategic management issue(s).
2. (___) The problem(s), or source of strategic management style is identified.
3. (___) Discussion includes the company's/organization's objectives and the strategic management techniques that should be used by the company/organization to achieve those objectives.
4. (___) Strategic Management model principles are well defined and the areas for Crafting the strategy, Applying Strategic Analytical Tools, Executing the Strategy and Evaluating and Controlling the Strategy are clearly described and well thought out.
5. (___) Benefits and consequences of the proposed strategic management techniques are included.

Structural Evaluation

1. (___) Grammar and spelling mechanics - Writing is clear, logical, sequential, and to the point.
2. (___) Quotes and excerpts from the research material are appropriately notated in the text of the paper.
3. (___) Bibliography contains at least two different types of media (newspaper, magazine, textbook, etc.) from at least five to seven different sources.
4. (___) Bibliography follows APA style.

FINAL EXAM (Open Book)

INSTRUCTIONS: This strategic case base scenario exam was created by our Outcomes Assessment team. The exam is provided to all MBA students in the capstone course. This is not a type of exam you can study for, but you need to be prepared for it by having completed all the required readings for our course and assignments to date. Here are some suggestions to help you mentally prepare for it: you will be given a 2-page case scenario for an organization in which you are interviewing for the position of Executive Director of Strategic Business Planning at the Lawrence Manufacturing Corporation. Present in your interview are the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), the Presidents of three of the six business units, and the Vice Presidents for Marketing, Economics, Engineering and Government Relations. You will need to provide “insights, recommendations, and answers” to this management team that has limited strategy experience. You will NOT need to compute any financials nor do any analysis but you will need to respond from a strategic sense to their issues and concerns.

You must work on your own, but are allowed to use your textbook. The exam should be completed within the 3 hours allotted. **The exam will be open on the first day of Module 14 and will be available until day 5, Friday of the Module at 11:59:59 p.m [21 April 2011].**

Exams need to be completed in a MS-Word file and submitted via the link provided in blackboard.

PARTICIPATION:

Sharing your professional experience will enhance class sessions and is necessary for the practical skills we will apply in class. Participation is measured by a student’s contribution to the virtual classroom discussion board. A student contribution must add value to the course. A note is determined to be of substance by containing information that supplements, contradicts, questions, or furthers discussion on a subject area contained in the course. Notes such as “me too” and “I agree” and other notes not related to the course are not considered substantive notes for participation.

Online Participation Points: The following guidelines will be employed when grading online or Blackboard participation points. All students will be expected to provide noteworthy responses three (3) out of the seven (7) days. Each student is required to respond to the assigned team’s case study that is posted to the case analysis forum in blackboard on one of these three days. The post should include what the student learned and where he/she saw or heard similar principles applied.

Based upon the individual student's participation, a grade will be awarded to each student by the instructor at the end of each seminar following the grade scale discussed below. The participation grade will be based on the quality and quantity of the individual responses to the online blackboard discussions (see criteria below).

| Posting Quality Rating | Examples |
|------------------------|---|
| High | Original thoughts not already contained in the threaded discussion Cited examples/ideas from the Professional sources/Personal experience – please list the URL that you have referenced Agreement/Disagreement with other postings and including a strong reason why |
| Fair | Some original thoughts/some repeat of what has already been listed in the threaded discussion. |
| Weak | I agree/disagree with no reason/explanation/etc. |

PARTICIPATION – PEER REVIEW

The peer review grade will be based on your performance within your team by your teammates. A team evaluation form will be available for each student to complete at the end of the semester.

Syllabus Addenda

Please see the LTU Online “Current Students” web site <http://www.ltu.edu/ltuonline/currentonline.asp> for comprehensive information about Lawrence Tech’s academic services, library services, student services, and academic integrity standards. The contents of this web site are explicitly included as syllabus requirements.

The LTU Online “Current Students” web site also includes grading rubrics used by your instructor to evaluate written assignments, discussion forum participation, and group assignments.

Please note that the SafeAssignment anti-plagiarism product will be used for written assignments submitted for this course. Please see the instructions included on the LTU Online web site regarding the use of the SafeAssignment product.