<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>MGT 6063 Strategic Management, MBA Capstone Summer 2011 – <a href="http://my.ltu.edu">http://my.ltu.edu</a> and select CRN 5272</th>
</tr>
</thead>
<tbody>
<tr>
<td>BLACKBOARD SITE</td>
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</table>
| INSTRUCTOR | Professor Chris Emmons  
cemmons@ltu.edu  
[http://www.linkedin.com/in/cemmons](http://www.linkedin.com/in/cemmons)  
248.561.0043  
Telephone appointments scheduled per student request |
| SCHEDULE | May 18, 2011 – July 28, 2011  
Refer to [http://www.ltu.edu/registrars_office/calendar_final_exam.index.asp](http://www.ltu.edu/registrars_office/calendar_final_exam.index.asp) for the last date to withdraw and other important registration related information. |
| LEVEL/ HOURS | This is a graduate level course that is worth 3 semester credit hours. There are six prerequisites for the course – HRM 6023, FIN6013, MGT6013, MKT 6013, OPM 6033, and ACT 6013 |
| PREREQUISITE |                                                                                                      |
ISBN 978-0-07-353042-0  
| ADDITIONAL RESOURCES | LTU Online student resources: [http://www.ltu.edu/ltuonline/](http://www.ltu.edu/ltuonline/) |
| TECHNICAL SUPPORT | Technical support for using Blackboard is provided by the Helpdesk. Visit [www.ltu.edu/ehelp](http://www.ltu.edu/ehelp) or 248.204.2330 or [helpdesk@ltu.edu](mailto:helpdesk@ltu.edu). Send the Help Desk a form detailing any issues by clicking here [http://tinyurl.com/3yqrvne](http://tinyurl.com/3yqrvne). |
### COURSE SCHEDULE FOR COLLEGE OF MANAGEMENT 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.

<table>
<thead>
<tr>
<th>Dates</th>
<th>Modules</th>
<th>Topics / Readings</th>
<th>Assignments Due</th>
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<tbody>
<tr>
<td>Week of May 18 –</td>
<td>Module 0</td>
<td>Overview of textbook&lt;br&gt;Online Learning Orientation</td>
<td>Course orientation&lt;br&gt;Introductions&lt;br&gt;See Assignments Tab in Bb&lt;br&gt;&lt;br&gt;<em>Propose Team Members</em></td>
</tr>
<tr>
<td>May 22</td>
<td></td>
<td>Course Orientation and group formation</td>
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<tr>
<td>Week of May 23 –</td>
<td>Module 1</td>
<td>Chapter 1 – What is Strategy and Why Is It Important?</td>
<td>Bb Discussion Board Forums&lt;br&gt;See Assignments Tab in Bb&lt;br&gt;Case Analysis (T) Case 5: Netflix v. Blockbuster</td>
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<tr>
<td>May 29</td>
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<tr>
<td>Week of May 30 –</td>
<td>Module 2</td>
<td>Chapter 2 – Leading the Process of Crafting and Executing</td>
<td>Bb Discussion Board Forums&lt;br&gt;See Assignments Tab in Bb&lt;br&gt;Case Analysis (T) Case 8: Panera Bread Company</td>
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<tr>
<td>June 5</td>
<td></td>
<td>Strategy</td>
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<tr>
<td>Week of June 6 –</td>
<td>Module 3</td>
<td>Chapter 3 – Evaluating a Company’s External Environment</td>
<td>Bb Discussion Board Forums&lt;br&gt;See Assignments Tab in Bb&lt;br&gt;Case Analysis (T) Case 10: Nucor Corporation Competing Against Low-Cost Steel Imports</td>
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<td>June 12</td>
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<tr>
<td>Week of June 13 –</td>
<td>Module 4</td>
<td>Chapter 4 – Evaluating a Company’s Resources and</td>
<td>Bb Discussion Board Forums&lt;br&gt;See Assignments Tab in Bb&lt;br&gt;Case Analysis (T) Case 24: Shangri-La Hotels</td>
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<tr>
<td>June 19</td>
<td></td>
<td>Competitive Position</td>
<td></td>
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<tr>
<td>Week of June 20 –</td>
<td>Module 5</td>
<td>Chapter 5 – The Five Generic Competitive Strategies: Which</td>
<td>Bb Discussion Board Forums&lt;br&gt;See Assignments Tab in Bb&lt;br&gt;Case Analysis (T) Case 19: PepsiCo</td>
</tr>
<tr>
<td>June 26</td>
<td></td>
<td>One to Employ?</td>
<td></td>
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<tr>
<td>Week of June 27 –</td>
<td>Module 6</td>
<td>Mid-term Exam</td>
<td></td>
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<td>July 3</td>
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<tr>
<td>Week of July 4 –</td>
<td>Module 7</td>
<td>Chapter 6 – Supplementing the Chosen Competitive Strategy</td>
<td>Bb Discussion Board Forums&lt;br&gt;See Assignments Tab in Bb&lt;br&gt;Case Analysis (T) Case 24: Shangri-La Hotels</td>
</tr>
<tr>
<td>July 10</td>
<td></td>
<td>: Other Important Strategy Choices</td>
<td></td>
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<tr>
<td>Week of July 11 –</td>
<td>Module 8</td>
<td>Chapter 10 – Building an Organization Capable of Good</td>
<td>Bb Discussion Board Forums&lt;br&gt;See Assignments Tab in Bb&lt;br&gt;Case Analysis (T) Case 19: PepsiCo</td>
</tr>
<tr>
<td>July 17</td>
<td></td>
<td>Strategy Execution</td>
<td></td>
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<tr>
<td>Week of July 18 –</td>
<td>Module 9</td>
<td>Chapter 11 – Managing Internal Operations: Actions that</td>
<td>Bb Discussion Board Forums&lt;br&gt;See Assignments Tab in Bb&lt;br&gt;STRATEGIC MANAGEMENT PLAN DUE</td>
</tr>
<tr>
<td>July 24</td>
<td></td>
<td>Promote Good Strategy Execution</td>
<td></td>
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<tr>
<td>Week of July 25 –</td>
<td>Module 10</td>
<td>Final Exam</td>
<td>Final Exam Due July 29&lt;br&gt;Team Evaluation Form&lt;br&gt;Company Selection Due&lt;br&gt;&lt;br&gt;<em>Propose Team Members</em></td>
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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.

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Percent</th>
<th>Class Points</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Questions</td>
<td>20%</td>
<td>96 and above</td>
<td>A</td>
</tr>
<tr>
<td>Team Case Analysis Report</td>
<td>10%</td>
<td>90 – 95</td>
<td>A-</td>
</tr>
<tr>
<td>Mid-term Exam</td>
<td>15%</td>
<td>87 – 89</td>
<td>B+</td>
</tr>
<tr>
<td>Strategic Management Plan</td>
<td>20%</td>
<td>83 – 86</td>
<td>B</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
<td>80 – 82</td>
<td>B-</td>
</tr>
<tr>
<td>Participation - Online and Peer Review</td>
<td>15%</td>
<td>77 – 79</td>
<td>C+</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>73 – 76</td>
<td>C</td>
</tr>
<tr>
<td></td>
<td></td>
<td>70 – 72</td>
<td>C-</td>
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<tr>
<td></td>
<td></td>
<td>61 – 70</td>
<td>D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>60 and below</td>
<td>E</td>
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Note: Grades lower than “B” fall below the LTU graduate standard

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.

STUDENT LEARNING OBJECTIVES / OUTCOMES
- 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
Writing at a graduate level using APA style for in-text citations and listing of references is a requirement.
INSTRUCTIONAL METHODS AND COURSE ORGANIZATION
A variety of instructional methodologies are used in this course. The methods are listed below.

Blackboard Learning Environment – Please take time to familiarize yourself with the organization of the Blackboard course. Blackboard at my.ltu.edu contains the link to this course. Within your course shell is the syllabus, all assignments, reading materials, streaming videos, narrated PowerPoint mini-lectures, podcasts, written lecture notes, chapter quizzes, 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.

Announcements: This will welcome you to the course as well as alert you to items requiring your attention. All announcements are also communicated via email.

Faculty Information: Information on Chris Emmons

Syllabus: The syllabus

Modules: For each module, there is theory and practice.

Discussion Board: If you submit all questions about topics or course assignments under “General Questions”, information is shared for the benefit of the entire class. There is a “Class Café” forum for optional “social conversations.”

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

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

Teams: Each student will participate in teams of 2-3 people for the case study analysis and Strategic Management Plan. 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 cemmons@ltu.edu and if you prefer to work with someone in the class no later than Friday of Module 1 [27 May 2011]. The teams will be set up by me by the end of Module 2.

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 Strategic Management Plan. 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.

Netiquettte: 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. Any cheating on discussion board or papers will result in a score of zero and, potentially, a referral to the Dean. Additionally, an assignment that exceeds the 15-20% amount of directly quoted information (word-for-word 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 form 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.

For more information visit Academic Honor Code at [http://www.ltu.edu/currentstudents/honor_code.asp](http://www.ltu.edu/currentstudents/honor_code.asp)

In all College of Management courses, students are expected to:
- Submit original work done by the student, specifically for the course. This means that it is wrong to submit work done by someone else, or to utilize work that a student has done in a prior course.
- Cite (that is, reference) all sources. This means that one's papers, including discussion board, must indicate from where quoted or paraphrased material has come. In grading written work it is important for instructors to know which ideas are the student's own thoughts and which are either copied or paraphrased from another source.

Academic dishonesty includes plagiarism, cheating, forgery, or other acts that deceive or defraud in regard to a student's own academic work or that of others. The Dean of the College responsible for the courses in which they occur reviews questions of academic dishonesty. The usual penalty for academic dishonesty is failure in the course on the first offense, and expulsion from the University on the second offense.

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 email account. If you wish to use a different email address for this course, please change your email address in Blackboard under “Blackboard Tools”, then “Personal Information.” Note that this is on myltu.edu and NOT in the HRM course shell.

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 midterm and 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.
- 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.

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.
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:

- A 14-week semester (the Summer semester is compressed into 10 weeks) would require 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.

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. Responses to the questions are due no later than Sunday 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. There are no make-ups for missed assignments and absences.

TEAM CASE ANALYSIS REPORT

One case analysis report will be required from each team. The case analysis report 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 and email at: cemmons@ltu.edu. 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—once you start the exam you must finish so 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.

STRATEGIC MANAGEMENT PLAN
Each student will be a member of a team. The STRATEGIC MANAGEMENT PLAN will be divided into 
four parts and will be due as indicated in the syllabus. Students can select a publicly traded organization 
of your choice and are expected to inform the instructor of their publically traded company selection no 
later than Day 7 of Module 5. The teams will be expected to address the areas listed below for the 
strategic management plan. It must be written to include the following. The strategic management plan is 
due no later than Day 7 of Module 9.

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.

vi) To enter a new market every 18 to 24 months.

vii) 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 10 and will be available until day 5, Friday of the Module at 6:00 pm.

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).

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

**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/](http://www.ltu.edu/ltuonline/) for comprehensive information about Lawrence Tech’s academic services, library services, student services, and academic integrity standards. The content of this web site is 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 SafeAssign 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 SafeAssign product.

**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.