



SCHOOL OF BUSINESS  
MOUNT ST. JOSEPH UNIVERSITY

**MGT 607 Strategic Management Summer Session II 2020**  
**Mount St. Joseph University School of Business**

**Course Number:** MGT 607-S7

**Level:** Graduate, Required

**Credit Hours:** 3

**Course Meets:** Saturday: 8:30 AM – 12:30 PM  
**Zoom – link also posted on Announcements Page**  
<https://zoom.us/j/91517165658?pwd=VzVCUkU1Zm0wQWl5UXVHOXM0MVRGZz09>  
**Meeting password:** 979598

**Instructor Name:** Joseph Carter  
**Office Location:** Seton Hall – School of Business – 5<sup>th</sup> floor  
**Office Hours:** None – available by appointment only  
**Telephone:** 513-967-5197 (cell phone)  
**E-mail address:** [John.Carter@msj.edu](mailto:John.Carter@msj.edu)

**COURSE DESCRIPTION** Strategic management focuses on the fundamentals of business strategy. Topics include assessment and development of strategy, strategic frameworks and methods, industry analyses, and competitor analyses. A major focus is on the methods of dealing with changes in the industry and the general environment. A strategic analysis of a business via case analysis, which requires you to apply what you learned in the previous functional courses offered in the MBA program, is the culminating experience of this course.

**PERFORMANCE LEARNING OUTCOMES (PLO)**

MGT 607 - S7 Strategic Management			
PERFORMANCE LEARNING OUTCOMES	DEGREE	ASSESSMENT	Rubric
1.1 Students will produce professional quality business documents.	Assess	Final Written Report	Attachment #1
			Attachment #2 Assess and Develop Strategy
	Assess	Project Plan	Attachment #3
1.2 Students will demonstrate professional presentation skills and present oral information in a clear and logical manner.	Assess	PPT - Executive Presentation	Attachment #4



## PERFORMANCE LEARNING OUTCOMES (PLO): CONTINUED

2.1 Students will demonstrate their ability to interpret information related to the financial statements	R	Final Written Report	Attachment #2
2.2 Students will demonstrate an understanding of how to identify relevant costs, revenues, and cash flows, and how to use this information in analyzing optimal choices of action.	R	Final Written Report	Attachment #2
3.1 Students will analyze business situations within a framework of ethics and social responsibility.	R	Final Written Report	Attachment #2
3.2 Students will make ethical decisions in complex, conflicting, or ambiguous business situations.	R	Final Written Report	Attachment #2
4.1 Students will use a global framework to analyze specific business problems and management situations.	R	Final Written Report	Attachment #2
5.2 Students will demonstrate relevant theoretical knowledge of the functional areas of business and apply it to unstructured business problems.	R	Final Written Report	Attachment #2

R = Reinforce

## COURSE LEARNING OUTCOMES (CLO) – Upon successful completion of this course, students will:

1. assess, develop, and present a business-level strategy, inclusive of a culture improvement plan, that creates a sustainable competitive advantage and achieves superior profitability, for a specific business. (Attachment #2)
2. demonstrate you can develop a high-level plan to launch the implementation of a proposed business-level strategy. (Attachment #2)
3. demonstrate you can work in an autonomous, team-based environment that requires the completion of both individual and group assignments. (Attachments #5, #6-included in final exam)

## REQUIRED MATERIALS

1. Thompson, Peteraf, Gamble, Strickland, *Crafting and Executing Strategy, The Quest for Competitive Advantage, 20<sup>th</sup> edition*. Irwin-McGraw-Hill. ISBN 978-0-07-772059-9.
2. Charan, *What the CEO Wants You to Know: How Your Company Really Works*. Currency New York. ISBN (hard copy) 978-0-553-41778-4, (electronic copy) 978-0-553-41779-1.

## **NOT REQUIRED**

3. Kahane, *Solving Tough Problems*. Berrett-Kohler Publishers, Inc. ISBN 978-1-57675-464-1.

## LEARNING STRATEGIES

Type	Estimated % of Course
Lecture/Traditional Classroom	40%
Team-Based Learning / Discussions	20%
Team Exercises / Discussions	40%



## PERFORMANCE EVALUATION *Grading Scale (Graduate)*

Description	Letter Grade	GPA Scale	Range
Excellent	A	4.0	90% - 100%
Very Good	B	3.0	80% - < 90%
Poor	C	2.0	70% - < 80%
Fail	F	0	< 70%

## GRADING

The grade a student receives for this course will be determined as follows:

<b>Individual Report</b> – <i>What the CEO Wants You to Know</i>	100 points
<b>Team Report</b> – <i>What the CEO Wants You to Know</i>	100-points
<b>Individual</b> – Project Launch Perspective	100-points
<b>Team Commitments</b> – Project Launch	50-points
<b>Team</b> Project Plan – <b>first-pass</b>	50-points
<b>Individual</b> – Situation – Strategic Issues – Supporting Logic – Business Model	100-points
<b>Team Alignment</b> – Situation – Strategic Issues – Supporting Logic – Business Model	100-points
<b>Individual</b> written report – “The Core Competence of the Corporation” and “Is Your Competence a Mirage?”	100-points
<b>Individual</b> written report – “The Elements of Good Judgement”	100-points
<b>Team</b> Combined Report – “The Elements of Good Judgement”	50-points
<b>Strategy Project – Team</b> Final Written Report	300-points 18%
<b>Team</b> PPT’s and Presentation	100-points 6%
<b>Team</b> Completed Project Plan	100-points 6%
<b>Individual</b> Written Report – Lessons Learned	100-points 6%
<b>Individual</b> IN-CLASS Final ASSIGNMENT	100-points 6%
<b>Individual</b> ETS MBA Exam – ON-LINE AND OUT OF CLASS TIME	100-points 6%
<b>Total Points Possible</b>	<b>1650-points 100%</b>

### Preparation Assignment – Individual written report (6%):

Each student is required to read the book, *What the CEO Wants You to Know* (Charan), then write a report **using the template posted on Blackboard in the folder Content**. Refer to the email sent on 5/20/2020 and the Announcement posted on 5/30/2020.

### Team Written Report (6%):

As an **in-class assignment** on 7/11/2020, you will be divided into teams. Each team member is required to share and discuss their perspectives on the individual preparation assignment. Once completed, each team is required to consolidate / expand their thoughts in a written report and then email the report to the instructor.



**Individual Perspective – Team Launch (6%):**

How teams launch projects is critical to project success. During an in-class assignment on 7/11/2020, each student will be required to write a report using the template posted in the Content folder – 2 Team Launch – file: 2 Individual Perspective – Team Launch. Make sure to refer to the file, 2a Critical Thinking, in the completion of this assignment.

**Team Commitments (3%):**

A follow on to the in-class assignment on 7/11/2020, each team member will communicate their Individual Perspective. Once all the team members input is reviewed and discussed the team will align, document, and submit their agreements. Each team is to use the template posted in the Content folder – 2 Team Launch – file: Team Commitments. This assignment is due at the end of the class.

**Team Project Plan – First-Pass (3%):**

To ensure team members have an overall grasp of the strategy assessment, development, and presentation project the team will complete a first-pass project plan. The team will also identify a team member that will ensure the project plan is updated and accurate throughout the project. Each team will use the template posted in the Content folder – 2 Team Launch – file: 4 Project Plan.

**Individual Situational Assessment – for the business assigned – (6%):**

Each team member will be required to read the case assigned and read the most recent earnings press release / webcast. You will then be required to write and submit a written report using the template posted in the Content folder – 2 Team Launch – file: 6 INDIVIDUAL Situation – Strategic Issues – Supporting Logic. This assignment also includes documenting their business model.

**Team Alignment – Situational Analysis – for the business assigned – (6%):**

During an in-class assignment on 7/18/2020, each team member will review and discuss their Individual Situational Assessment above. The team will then be required to combine their thoughts and submit a Team Situational Assessment using the template posted in the Content folder – 2 Team Launch – file: 6 TEAM Situation – Strategic Issues – Supporting Logic – Business Model.

**Individual Written Report (6%):** “The Core Competence of the Corporation” (Prahalad and Hamel) and “Is Your Competences a Mirage?” (Coyne, Hall, and Clifford).

Each team member will be required to write a report using the template posted in the Content folder – Evaluating a Company’s Resources, Capabilities, and Competitiveness.

**Individual Written Report (6%):** “The Elements of Good Judgement” (Sir Andrew Likierman).

“Judgment – the ability to combine personal qualities with relevant knowledge and experience to form opinions and make decisions – is “the core of exemplary leadership” according to Noel Tichy and Warren Bennis (the authors of *Judgment: How Winning Leaders Make Great Calls*). It is what



enables a sound choice in the absence of clear-cut, relevant data or an obvious path.” Each student will be required to read the article and write a written report inclusive of the following: (1) Executive Summary; (2) Three Most Significant Insights Derived and Associated Implications; (3) Application Recommendations; and (4) Associated Benefits.

**Team Combined Written Report (3%):** “The Elements of Good Judgement” (Sir Andrew Likieman). During an in-class assignment on 8/08/2020, each team member will review and discuss their individual input. The team will then be required to develop and submit a Team Written Report that reflects their combined insights and associated implications.

**Team Final Written Report (18%):**

Each team will be required to complete and submit a final written report for the strategy assessment, development, and presentation project. This is a report that will be developed throughout the entire semester – it is not a report to be completed at the end of the semester. A relative example of a final written report will be posted on Blackboard.

**Team PPT's and Presentation (6%):**

Each team member will be required to participate in the development of the PPT's that pertain to the tasks you had the primary responsibility for completion. Each team member will also be required to present.

**Team – Completed Project Plan (6%)**

At the beginning of the strategy assessment, development, and presentation project each team will be required to complete a (1) formal project launch process; (2) project charter; (3) first-pass project plan. You also identified a person on your team that will be responsible to keep your project plan updated and accurate as you progress through the project. You will be required to submit your completed project plan that accurately reflects the information required.

**Individual Assignment – Lessons Learned (6%):**

Each team member will be required to complete a 1 – 2-page paper focused on what you've learned as a result of completing this course using the template posted in the Content folder – 8 Solving Tough Problems.

**Final in-class assignment on 8/22/2020 (6%):** The final assignment will be based on two concepts discussed in the Ted Talk video: Solving Tough Problems (Adam Kahane) – <https://www.youtube.com/watch?v=1nPfpepxEuE> and will require you to complete a Polarity Map based on the application of both concepts. A template is provided in the Content folder – 8 Solving Tough Problems.

**ETS MBA Exam (6%):** This year, students will take the exam online and outside of class time. As in previous years, the Saturday MBA students take the ETS MBA exam as part of their grade in MGT 607. This exam is an important part of our assessment of student learning, and it's important that students take it seriously. The grading scheme is as follows:



- Take ETS and score **at or above** the national average: Earns 100% of the points, or 100 points out of 100 points possible.
- Take ETS and score **below** national average: Earns 70% of the points, or 70 points out of 100 points possible.
- Do **not** take ETS: Earns 0%, or 0 points out of 100 points possible

A description of the exam and sample questions is posted on Blackboard in the ETS MBA EXAM folder. Instructions for how students should sign up for the exam and make sure that their computers meet the requirements for remote proctoring will be provided.

## POLICIES

### ACADEMIC HONESTY POLICY:

Please use the following link to access Mount St. Joseph University's Academic Honesty Policy. The policy will be enforced in this class.

<http://registrar.msjeu.edu/undergraduate-catalog/rights-policies/academic-policies/academic-honesty/>

### DISABILITY POLICY

In compliance with Section 504 of the Rehabilitation Act of 1973, Mount St. Joseph University provides academic adjustments and auxiliary aids for students with physical or mental impairments that substantially limit or restrict one or more major life activities such as walking, seeing, hearing, or learning. Students with disabilities should contact the Learning Center at 513-244-4202, located in room Seton 156, to present documentation and develop individualized accommodation plans. Further questions can be directed to the University's Acting 504 Coordinator, Heather Crabbe, J.D., Associate Provost for Academic Support at 513-244-4631 or at [heather.crabbe@msjeu.edu](mailto:heather.crabbe@msjeu.edu). Students who have already registered with MSJ Disability Services are encouraged to discuss their accommodations with their course faculty at the beginning of each semester. Additional information can be found at <http://www.msjeu.edu/academics/disability-services/>.

### TEMPORARY ILLNESS POLICY:

Please use the following link to access Mount St. Joseph University's Temporary Illness Policy.

[https://mymount.msjeu.edu/ICS/icsfs/Temporary\\_Illness\\_Injury\\_Pregnancy\\_Policy.pdf?target=cb704db2-bcb1-454d-9c31-4310226ce3b4](https://mymount.msjeu.edu/ICS/icsfs/Temporary_Illness_Injury_Pregnancy_Policy.pdf?target=cb704db2-bcb1-454d-9c31-4310226ce3b4)

### POLICY ON INCOMPLETES:

Please use the following link to access Mount St. Joseph University's policy on incompletes.

<http://registrar.msjeu.edu/undergraduate-catalog/rights-policies/academic-policies/grades/>

### DROP DATES FOR THE CURRENT SEMESTER:

Please use the following link to access information regarding drop dates for this semester.

[https://mymount.msjeu.edu/ICS/MSJAcademics/Catalogs.jnz?portlet=Semester\\_Policies](https://mymount.msjeu.edu/ICS/MSJAcademics/Catalogs.jnz?portlet=Semester_Policies)





### ATTENDANCE POLICY:

This course will be taught via Blackboard and Zoom. You will be required to participate in Zoom breakout sessions during class time. It is particularly important to attend all class meetings due to the accelerated format of graduate business courses. If you will miss **one class** meeting for an **unavoidable reason**, please contact the **instructor** and your teammates, as soon as possible in order to discuss alternative ways of achieving the learning outcomes for the class missed. If you will miss **more than one class meeting** for this course, please contact both the **instructor and the Assistant Dean** as soon as possible to discuss whether it is advisable for you to take the course this semester. Each **unexcused** absence will lower your final grade by one letter (for example: from an “A” to a “B”).

### COURSE SCHEDULE

Date	Topics	Class Preparation – Assignments – Learning Outcomes
	<b><u>Preparation</u></b> – Refer to the email sent on 5/20/2020 and the Announcement posted on 5/30/2020. (report template)	<b>(PLO 1.1, 2.1, 2.2, 5.2)</b> <u>Read</u> : <i>What the CEO Wants You to Know</i> (Charan) <u>Write</u> : individual report – <b>due July 11</b>
<b>Class 1</b> July 11	<b>STRATEGIC MANAGEMENT TEAM PROJECT LAUNCH</b>  Course requirements – team and individual assignments Overview Strategic Management Project Charter	<u>Submit</u> : individual report – <i>What the CEO Wants You to Know</i> (Charan) <b><u>In-class</u></b> – write/submit: team report – <i>What the CEO Wants You to Know</i> (Charan) <b>(PLO 1.1, CLO 3)</b> <b><u>In-class</u></b> – a write/submit: individual – project launch perspective (template provided) <b><u>In-class</u></b> – write/submit: team commitments <u>Start</u> : first-pass project plan (template)
<b>Class 2</b> July 18	<b>STRATEGIC INTELLIGENCE GATHERING</b>  Preliminary Situational Analysis The External Environment Opportunities and Threats	<u>Read</u> : Chapter 3 Evaluating a Company's External Environment <b>(CLO 3)</b> <u>Submit</u> : first-pass project plan (template) <b>(PLO 1.1, 2.1, 3.1, 4.1, 5.2)</b> <u>Read</u> : case analysis and investor relations <u>Submit</u> : <b>individual</b> – situation – strategic issues – supporting logic – business model (template provided) <b>(PLO 1.1, 5.2, CLO 2)</b> <b><u>In-class team alignment</u></b> – write/submit: situation–strategic issues–supporting logic – business model (template provided)
<b>Class 3</b> July 25	<b>STRATEGIC INTELLIGENCE GATHERING</b>	<u>Read</u> : Chapter 4 Evaluating a Company's Resources, Capabilities, Competitiveness <b>(PLO 1.1, CLO 5.2) cont'd next page</b>



	The Internal Environment Competitive Advantage via Distinctive Core Competences	<u>Read</u> : “The Core Competence of the Corporation” and “Is Your Competence a Mirage?” ( <i>instructor provides articles</i> ) <u>Submit</u> : individual written report (template provided)
<b>Class 4</b> August 1	<b>STRATEGIC THINKING CRAFTING A STRATEGY</b>  Market Target Type of Competitive Advantage Being Pursued	<u>Read</u> : Chapter 5 The Five Generic Competitive Strategies
<b>Class 5</b> August 8	<b>STRATEGIC THINKING CRAFTING A STRATEGY</b>  Defensive Strategies Timing Strengthening Position via Scope Mergers and Acquisitions Expanding Scope – Vertical Integration Narrowing Scope – Outsourcing Strategic Partnerships	<u>Read</u> : Chapter 6 Strengthening a Company’s Competitive Position <u>Read</u> <b>(PLO 1.1, 3.1, 3.2, 5.2, CLO 3)</b> <u>Read/write/submit</u> : <b>individual</b> report – “The Elements of Good Judgement” (template provided)  <b><u>In-class team report</u></b> – write/submit: “The Elements of Good Judgement” (template provided)
<b>Class 6</b> August 15	<b>CRAFTING AND EXECUTING BUSINESS- LEVEL STRATEGIES</b>  Expanding Abroad Corporate Governance and Ethics Culture Management Strategic Initiative Management	<u>Read</u> : Chapter 7 Strategies for Competing in International Markets
<b>Class 7</b> August 22	<b>STRATEGY PROJECT PRESENTATIONS FINAL IN-CLASS ASSIGNMENT</b>  Polarity Management Solving Tough Problems	<b>(PLO 1.1, 1.2, 2.1, 2.2, 3.1, 3.2, 4.1, 5.2 CLO 1, 2, 3)</b> 1. Final Written Report - 300 points 2. PPT's and 30-minute Presentation - 100 points 3. Completed Project Plan - 100 points  <b>*NOTE</b> : team-member assessments posted on the project plan will be considered when assigning points for this assignment  <u>Complete/submit</u> – final in-class <u>assignment</u> (template provided)





## ASSIGNMENT: Strategy Assessment, Development, and Presentation

### Final Written Report

Name: \_\_\_\_\_

MGT 607 STRATEGIC MANAGEMENT Learning Outcomes					
1.1 Students will produce quality business documents (Assess)					
Performance Area	3: Exceeds Standards	2: Meets Standard	1: Fails to Meet Standard	Score	Comments:
Document organization	Material is presented clearly and appropriate to the task; organization increases readability	Material needs some work for greater clarity or improvements in organization	Material inconsistent with appropriate formatting; organization needs much work.	3 2 1	
Sentence structure	Demonstrates knowledge of sentence structure; expresses ideas clearly and concisely; simplified appropriate to business writing	Demonstrates some knowledge of sentence structure; expresses most ideas clearly and concisely; variation in simplifying appropriate to business writing	Uses wordy sentences needed to be simplified; meaning of sentence sometimes is not clear; works only as a first draft, if that		
Correctness	Adheres to standard rules of grammar, usage mechanics, punctuation, and spelling; may include nor more than two minor errors	Generally adheres to standard rules but includes three or more errors	Contains significant errors that detract from effectiveness of the document		
Presentation/Document Design	Margins formatted properly; spacing, indentation, typeface and use of emphasis are appropriate to task	Mostly includes proper formatting with a few errors or inconsistencies	Formatting errors or inconsistencies detracts from the document		
			<b>Total Score Earned</b>		
			<b>Percent of Total Points Possible</b>	12	

### Attachment #1

### Assessment for PLO 1.1



## Attachment #2

### Course Learning Objective #1 – Final Written Report – Strategy Assessment and Development

Final Written Report Strategy Assessment and Development							
Action #	Sections/Actions		Overall Team Rating of Each Output by Team Members 1 = poor; 2 = below average 3 = average; 4 = good; 5 = exceptional				
		Person with Lead Responsibility for Task Completion	Poor	Below Average	Average	Good	Exceptional
Formal Team Launch							
1	Individual Perspective						
2	Team Commitments						
3	Project Charter						
4	Project Plan						
Company Overview							
5	Cover Page - Table of Contents						
6	Company Overview						
7	Current Mission, Vision, Values						
8	Segments and Sizes						
9	Current Business Level Strategies by Segments						
10	Recent Acquisitions and Objectives						
11	Primary Competitors and Major Segments						
12	Current Business Model						
13	Review of most recent earnings release (Investor Relations)						
External Environment Analyses							
Macro Environment							
14	Political Factors						
15	Economic Conditions						
16	Sociocultural Forces						
17	Demographic Factors						
18	Technological Factors						
19	Environmental Factors						
20	Legal and Regulatory Factors						
Industry Analyses							
21	Dominant Economic Features						
22	Six Forcees Analysis						
23	Driving Forces						
24	Strategic Group Maps (2)						
25	Competitor's Current Business Level Strategies						
26	Competitor's Objectives						
27	Competitor's Resources, Capabilities and Distinctive Core Competences						
28	Competitor's Current Strategic Moves						
29	Key Success Factors						
30	Attractiveness and Profitability of the Industry						
31	External Environment - Preliminary Opportunities, Threats, and Threats Turned Into Opportunities						



## Attachment #2 (continued)

### Course Learning Objective #1 – Final Written Report – Strategy Assessment and Development

Internal Analyses							
32	Current Business Level Strategies vs. Performance Requirements						
33	Current Strategy Effectiveness						
34	Performance vs. Ten Tests of a Strategy						
35	Key Financial Ratio Analyses						
36	Customers, Consumers, Value Drivers						
37	Distinctive Capability Analyses						
38	SWOT Analyses						
39	Value Chain Analyses						
40	Value Driver Competitor Analysis						
Proposed Strategy							
41	Proposed Vision, Mission, Values Assessment						
42	Proposed Vision, Mission, Values Assessment						
43	Most Strategic Issues						
44	Strategic and Financial Objectives						
45	Culture Assessment and Improvement Plan						
46	OGSM						
47	Digital Strategy						
48	Ten Tests of Proposed Strategy						
49	Primary Assumptions						
50	Strategic Job Families						
51	Expected Competitive Reaction						
52	Risks and Mitigation Plan						
53	Ethical Risks and Mitigation Plan						
54	100-Day Action Plan						
55	Fallback Position						
56	Most Significant Lessons Learned						
	Mean (average)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	Median (middle)	#NUM!	#NUM!	#NUM!	#NUM!	#NUM!	
	Mode (most frequent)	#N/A	#N/A	#N/A	#N/A	#N/A	
	Std Deviation	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
	Max	0	0	0	0	0	
	Min	0	0	0	0	0	



**Attachment #3**  
**Project Plan Assessment**

Project Plan Assessment						
Name:						
No.	Section	3: Exceeds Standards None Missing	2: Meets Standard Less Than 3 Missing	1: Fails to Meet Standard More Than 3 Missing	Score 3 2 1	Comments:
1	Targeted Start Date					
2	Actual Start Date					
3	Targeted First-Pass Completion Date					
4	Targeted Date First-Pass Reviewed					
5	Actual Date First-Pass Reviewed					
6	Date Updated After First Pass Adjustments					
7	Task Completed					
8	Person with Lead Responsibility for Task Completion					
9	Team Member Ratings					
				Total Points Earned		
				Total Points Possible	27	
				Percent	0	
				Points Possible for Assignment	100	
				Points Earned On Assignment	0	



## Attachment #4

### PLO 1.2 Effective Presentations

Assignment: Strategy Assessment, Development and Presentation					
MBA Learning Outcomes					
1-Communication Skills: Graduates will effectively communicate business ideas in writing and speaking					
Names:					
MGT 607 STRATEGIC MANAGEMENT Learning Outcomes					
1.2 Students will demonstrate their ability to deliver effective presentations (Assess)					
Performance Area	3: Exceeds Standards	2: Meets Standard	1: Fails to Meet Standard	Score 3 2 1	Comments
Organization Focus, Preparation, Agenda, Desired Results	Has a clear opening statement that catches the audience's interest. Reviews: (1) Focus; (2) Preparation; (3) Agenda; Desired Results of Presentation. Stays focused throughout.	Has opening statement relevant to topic. Reviews: (1) Focus; (2) Preparation; (3) Agenda; Desired Results of Presentation. Mostly organized, loses focus only once or twice.	No opening statement or irrelevant statement. Does <u>not</u> review: (1) Focus; (2) Preparation; (3) Agenda; Desired Results of Presentation. Loses focus more than twice.		
Content	Is more thorough than "average." Research goes beyond minimum requirements.	Fulfills assignment. Uses appropriate / current sources and is objective.	Does not meet assignment requirements, is neither current nor objective.		
Quality of conclusion	Goes beyond "average" in delivering a conclusion that is very well documented and persuasive.	Adequate. Summarizes presentation's main points, and draws conclusions based upon these points.	Missing or poor. Not tied to analysis. Does not summarize points that brought the speaker to this conclusion.		
Voice quality and pace	Excellent delivery. Modulates voice, projects enthusiasm, interest and confidence.	Can easily understand-appropriate pace and volume.	Demonstrates one or more of the following: mumbling, hard to understand English, too soft, too loud, too slow, too fast.		
Mannerisms	Uses body language effectively to maintain audience's interest.	No distracting mannerisms. Decent posture.	Demonstrates one or more mannerisms, which may include bad posture.		
Use of media	Slides are used effortlessly to enhance speech. Speech could be effectively delivered without them.	Looks at slides to keep on track with presentation. Appropriate number of slides.	Relies heavily on slides or notes. Makes little eye contact. Some key points do NOT have a corresponding slide.		
			Total Score Earned		
			Percent of Total Points Possible	18	
			Total Points Possible for Assignment	50	
			Points Earned for Assignment		



## Attachment #5

### CLO – Course Learning Objective #3

Strategic Management Project Plan														
Action #	Business Assessed: Uber or Under Armour (erase not done)	Team Members:								Overall Team Rating of Each Output by Team Members 1 = poor; 2 = below average 3 = average; 4 = good; 5 = exceptional				
	Sections/Actions	Targeted Start Date	Actual Start Date	Targeted First-Pass Completion Date	Targeted Date First- Pass Reviewed	Actual Date First-Pass Reviewed	Date Updated After First Pass Adjustments	Task Completed	Person with Lead Responsibility for Task Completion	Team Member Name	Team Member Name	Team Member Name	Team Member Name	Team Member Name
<b>Formal Team Launch</b>														
1	Individual Perspective													
2	Team Commitments													
3	Project Charter													
4	Project Plan													
<b>Company Overview</b>														
5	Cover Page - Contents													
6	Company Overview													
7	Current Mission, Vision, Values													
8	Segments and Sizes													
9	Current Business Level Strategies by Segments													
10	Recent Acquisitions and Objectives													
11	Primary Competitors and Major Segments													
12	Current Business Model													
13	Review of 2019 3rd quarter earnings release (Investor Relations)													
<b>External Environment Analyses</b>														
<b>Macro Environment</b>														
14	Political Factors													
15	Economic Conditions													
16	Sociocultural Forces													
17	Demographic Factors													
18	Technological Factors													
19	Environmental Factors													
20	Legal and Regulatory Factors													





## **Attachment #5 (Continued)**

### **CLO – Course Learning Objective #3**

Industry Analyses															
21	Dominant Economic Features														
22	Five Forces Analysis														
23	Driving Forces														
24	Strategic Group Maps														
25	Competitor's Current Business Level Strategies														
26	Competitor's Objectives														
27	Competitor's Resources, Capabilities and Distinctive Core Competences														
28	Competitor's Current Strategic Moves														
29	Key Success Factors														
30	Attractiveness and Profitability of the Industry														
31	External Environment - Preliminary Opportunities, Threats, and Threats Turned Into Opportunities														
Internal Analyses															
32	Current Business Level Strategies vs. Performance Requirements														
33	Current Strategy Effectiveness														
34	Performance vs. Ten Tests of a Strategy														
35	Key Financial Ratio Analyses														
36	Customers, Consumers, Value Drivers														
37	Distinctive Capability Analyses														
38	SWOT Analyses														
39	Value Chain Analyses														
40	Value Driver Competitor Analysis														
Proposed Strategy															
41	Proposed Vision, Mission, Values Assessment														
42	Proposed Vision, Mission, Values Assessment														
43	Most Strategic Issues														
44	Strategic and Financial Objectives														
45	Culture Assessment and Improvement Plan														
46	OGSM														
47	Digital Strategy														
48	Ten Tests of Proposed Strategy														
49	Primary Assumptions														
50	Strategic Job Families														
51	Expected Competitive Reaction														
52	Risks and Mitigation Plan														
53	Ethical Risks and Mitigation Plan														
54	100-Day Action Plan														
55	Fallback Position														
56	Most Significant Lessons Learned														
										Mean (average)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
										Median (middle)	#NUM!	#NUM!	#NUM!	#NUM!	#NUM!
										Mode (most frequent)	#N/A	#N/A	#N/A	#N/A	#N/A
										Std Deviation	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
										Max	0	0	0	0	0
										Min	0	0	0	0	0



**Attachment #6** – Confidential Team Member Performance Appraisal  
CLO – Course Learning Objective #3

Confidential Team Member Performance Appraisal								
MGT 607 STRATEGIC MANAGEMENT (3 cr.) S2 20								
Saturday MBA Program								
Your Name: XXX YYY				Team Members (first and last name) - Including a self-evaluation				
<b>STRATEGY ASSESSMENT, DEVELOPMENT, AND PRESENTATION</b> FINAL WRITTEN REPORT, PROJECT PLAN, AND PPT PRESENTATION				XXX YYY				
<b>A. Preparation - (Yes, Not Really, No)</b>				For this section use: Yes - Not Really (NR) or No				
1. This person was prepared to add value whenever we got together to work on the project								
				Rating Scale				
				0 Never				
				1 Almost never				
				2 Sometimes				
				3 Almost always				
				4 Always				
				Remaining items use Rating Scale above				
<b>B. Workload Contributions</b>								
1. This person assumed the role of leader at times throughout the project								
2. This person participated in the team meeting/s required to complete the assignment								
3. This person performed his / her fair share of the team's work								
4. When this person contributed work to the team it was of good quality								
5. This person volunteered to do things others on the team did not want to do and / or did more work than assigned to him / her								
<b>C. Knowledge Contributions</b>								
1. This person understood the connection between the team-based assignment and the material presented / discussed during class								
2. This person brought up issues / ideas from class and other sources that improved the quality of the team experience throughout the project								
<b>D. Project Development / Management Contributions</b>								
1. This person made useful suggestions as to how the work could be appropriately divided among team members to complete the project on time								
2. This person ensured that all team members had the opportunity to contribute to the team project								
3. This person organized / summarized the contributions of individual team members, and helped keep the team as a whole on schedule								
4. This person demonstrated a willingness and ability to work in a team-based, autonomous environment that required the achievement of quantifiable objectives, while helping others improve								
5. By his / her example, this person inspired the team and provided enthusiasm								
<b>E. Project Writing Contributions</b>								
1. This person made contributions to the logical consistency and strength								
2. This person checked / corrected the written documents for grammar, conciseness, and spelling								
<b>F. Overall</b>								
Overall Ranking: Rank each person (including yourself) - on a scale of 1 through 7 - as to how effective they were in operating in an <u>autonomous, team-based environment</u> , that required the <u>achievement of specific outputs</u> , while <u>helping their teammates improve as professionals</u> . (1 = not effective at all .... 7 = highly effective)								
<b>F. Other Comments - <u>must</u> complete this section</b>								