



SCHOOL OF BUSINESS
MOUNT ST. JOSEPH UNIVERSITY

MGT 606-S7 Leadership Seminar II S2 21
Mount St. Joseph University School of Business

Course Number: MGT 606-S7
Level: Graduate, Required
Credit Hours: 3
Course Meets: 8:30 AM – 12:30 PM
Due to COVID-19, this course meets in the In*Sync format.
Join Zoom Meeting:
<https://us02web.zoom.us/j/84588469090?pwd=R3R2YktlVzVPRnBjQWpEMDVVTmdJUT09>
Meeting ID: 845 8846 9090
Passcode: 694033

Instructor Name: John Joseph (Joe) Carter
Office Location: Zoom Meetings – as required and requested
Office Hours: BY appointment only
Telephone: 513-967-5197 (cell phone) – prefer text
E-mail address: john.carter@msj.edu

COURSE DESCRIPTION

The leadership seminar provides a semester-long examination of a single cutting-edge management topic. Potential topics may include but not be limited to finance and international negotiations, international business, global commerce, entrepreneurship and supply chain management. This seminar is focused on leadership and strategic management.

COURSE PREPARATION

Read and write a written report utilizing the template provided. You have a choice of two books:

1. Fields, David. *The Executive's Guide to Consultants: How to Find, Hire and Get Great Results from Outside Experts* (2013). The McGraw Hill Companies. ISBN 978-0-07-180192-8.
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.

COURSE LEARNING OUTCOMES – Upon successful completion of this course, students will:

1. analyze, evaluate, develop, and present a business-level strategy that creates a sustainable competitive advantage and achieves superior profitability, for a specific business. (Attachment #2, #4, #5 Peer Assessment)
2. demonstrate you understand and can apply the components of a strategic management system (Attachment #2, #5 Peer Assessment)
3. demonstrate you can work in an autonomous, team-based environment that requires the completion of both individual and group assignments. (Attachments #5 Peer Assessment and #6 Confidential Team Member Performance Appraisal)



PROGRAM LEARNING OUTCOMES REINFORCED IN THIS COURSE

- 1.1 Students will produce professional quality business documents. (Attachment #1, #2)
- 1.2 Students will demonstrate their ability to deliver effective presentations. (Attachment #4)
- 3.1 Students will analyze business situations within a framework of ethics and social responsibility. (Attachment #2, #7)
- 3.2 Students will make ethical decisions in complex, conflicting, or ambiguous business situations. (Attachment #2, #7)
- 4.2 Students will recommend an action that incorporates concepts of diversity and inclusiveness in their analysis and decision-making. (Attachment #2)
- 6.1 Students will effectively use fundamentals of group dynamics to lead individuals, teams, and groups. (Attachment #5, #6)
- 6.2 Students will incorporate and encourage cooperation toward team goals. (Attachment #5, #6)

REQUIRED COURSE MATERIALS

Textbook:

CRAFTING AND EXECUTING STRATEGY: CONCEPTS AND CASES. THOMPSON, ARTHUR; GAMBLE, JOHN; STRICKLAND, A.

ISBN13: 9781260157185

EDITION: 22ND

FORMAT: HARD COVER

PUBLISHER: McGraw-Hill Education

COPYRIGHT: 1/28/2019

Cases: included in textbook

Articles: provided by instructor

LEARNING STRATEGIES

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

You must read the textbook to create a common framework for the strategy assessment analysis method. We will review the highlights of the first 7 chapters of the text in the first four + class periods. An in-depth understanding of the nuances of the concepts can only be mastered when you spend time to study the textbook. We will review the methods for strategic intelligence gathering, strategic thinking, and strategy development, while you apply what you learn to concurrently assess a case analysis.

PERFORMANCE EVALUATION *Grading Scale (Graduate)*

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



GRADING

The grade a student receives in class will be determined as follows:

Individual Perspective Project Launch	100-points
Team Combined Report – Project Launch Commitments	50-points
Team – First-pass Project Plan	50-points
Individual Situational Assessment – business assigned	100-points
Team Combined – Current State Business Model and Value Proposition	100-points
Individual written report – <i>The Core Competence of the Corporation & Is Your Core Competence A Mirage?</i>	100-points
Team and Individual Final Written Report	300-points
Team and Individual PPT's and Presentation – including Future State Value Proposition and Business Model	100-points
Team and Individual Completed Project Plan	100-points
Individual Final Exam/Confidential Team Member Performance Appraisal	150-points
Total Points Possible	1150-points

Team Membership – Surveys from employers consistently rank team skills and problem-solving skills as the critical abilities they look for when recruiting and considering employees for advancement. While you will certainly be in situations throughout your careers where you work independently, it is highly likely that you will regularly find yourself as part of a cross-functional team, or as the leader of a cross-functional team. In order to enhance your understanding of teams and practice the skills you are learning about, you will be a member of a team that works together throughout the semester. How well your team works together will be in direct proportion to the value you extract from this course. The bottom line is that getting your team to perform well will not only improve your course grade, but it should also make the course more enjoyable and educational for you. At the end of the course you will assess your performance and your team member's performance on your final team project.

Individual Perspective (template provided) – 100-points

How teams launch projects is critical to project success. Each student will be required to write a report that identifies: (1) The three most specific **strengths/capabilities** that you bring to the strategy assessment, development, and presentation project that will benefit your team; (2) How you **need to be treated** to get the best you have to offer on this project – This should **also** include **what others should avoid** doing that will have a negative impact on your performance; (3) The three most **specific benefits** you want to get out of this project and **why that is so important** to you; (4) In what ways you can **help others** on your team be successful; (5) Your recommendations on how to apply critical thinking methodologies on this project; (6) Your suggestions on codes of behavior to which your team will abide; (7) Your suggestions on how your team should handle conflict when it arises; (8) The grade you seek on this project – to include what you are willing and not willing to do on this project; (9) Anything else your teammates need to know before the project is launched.



Team Combined Report (template provided) – Project Launch Commitments – 50-points

During an in-class assignment each team member will communicate their Individual Perspective. Once all the team members input is reviewed the team will align, document, and submit the agreements for items 6 – 9.

Team – First-pass Project Plan – 50-points

At the launch of the strategy assessment, development, and presentation project each team will be required to complete a first-pass project plan. A template for this report will be provided.

Individual Situational Preliminary Assessment (template provided) – 100-points

Each team member will be required to read the case assigned (in the textbook) and read the most recent earnings press release / webcast. You will then be required to write and submit a written report comprised of the following: (1) Situational Analysis; (2) Three Most Significant Business Issues; Supporting Logic; (3) Summary Comments.

Team Value Proposition and Business Model (template provided) – 100-points

To gain an overall understanding of the business assigned each team will be required to document the current state business model and value proposition for the business assigned.

Individual – Distinctive Core Competence written report (template provided) – 100-points

Each team member is required to review two articles related to distinctive core competences and write a report.

Team and Individual Final Written Report (no template provided) – 300-points

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 and Individual PPT's and Presentation – 100-points

Each team member will be required to participate in the development of the PPT's that pertain to the tasks you were primarily responsible to provide. Each team member will also be required to present. It is highly suggested that on the day your team presents your case analysis that you dress in business casual clothing.

Team and Individual – Completed Project Plan – 100-points

At the beginning of the strategy assessment, development, and presentation project each team will be required to complete a 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 that information required.



Final Exam – 100-points

A final exam will be administered at the end of the class. The material on the final exam will be comprehensive. You will also be required to complete a Confidential Team Member Performance Appraisal to assess both your contributions and your teammates contributions to the Final Team Project.

POLICIES

ATTENDANCE POLICY

It is particularly important to attend all Zoom 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 as soon as possible in order to discuss alternative ways of meeting the learning outcomes that will be covered in the class meeting. If you will miss more than one class meeting for this particular course, please contact both the instructor and the Assistant Dean as soon as possible to discuss whether it is advisable to take the course this semester. Each unexcused absence will lower your final grade by one letter.

In order to attend class meetings, you will need to use a device that allows you to attend a Zoom meeting and appear on screen, such as a laptop computer or tablet with a webcam, or smartphone with a camera. Students and instructors are expected to have their cameras on during class meetings. Please make a note of the Zoom phone number and meeting identification number so that you can call into the class meeting if you experience technical issues. It is also helpful to have the phone numbers of fellow students or the instructor so that you can text a class participant if you have a technical issue.

ZOOM RECORDING POLICY

Any classroom recording is to be used only for the personal academic use of the individual student, where personal academic use is restricted to the personal study use of the individual. Mount St. Joseph University prohibits sharing, distributing, or publishing classroom recordings in any manner.

ZOOM BUSINESS NORM EXPECTATIONS

According to a Boston Consulting Group study, *What 12,000 Employees Have To Say About The Future of Work*, (<https://www.bcg.com/publications/2020/valuable-productivity-gains-covid-19>), remote work is here to stay. “Shifts in the way we work are likely to continue as employers move a growing portion of their employees to more flexible models. In fact, BCG’s recent Workplace of the Future employer survey (<https://www.bcg.com/publications/2020/remote-work-works-so-where-do-we-go-from-here>) found that **companies expect about 40%** of their employees to follow a remote-working model in the future.” Based on that finding it is important for you and your team to focus on improving your effectiveness in working remotely on team-based projects. Throughout this course it is expected that you will conduct yourself in a business-professional manner. You should put yourself in the frame of mind throughout this course that you are being observed by a team of executives from a company that you highly desire to work for upon the completion of the MSJU Saturday MBA Program. This will help you prepare for the remote-work business environment.



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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.

[Link to University Graduate Academic Honesty Policy](#)

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 Director of Learning Center & Disability Services to present documentation and develop individualized accommodation plans. 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 [Link to University Disability Services](#).

TEMPORARY ILLNESS POLICY

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

[Link to Temporary Illness Policy](#)

COVID - 19 INFORMATION

The Mount St. Joseph University (University or Mount) COVID-19 Safety Guidelines (Guidelines) are a temporary University policy that applies to all students, employees, and visitors and to all aspects of campus operations. The Guidelines are intended to reduce the spread of COVID-19 in the University community and beyond. They are predicated on the individual responsibility all persons have to monitor their health and to take precautions in the time of COVID-19. The current version of the Guidelines are available on myMount under the Policies tab. All students are encouraged to read the Guidelines in their entirety.

https://mymount.msj.edu/ICS/icsfs/Mount_St._Joseph_University_COVID-19_Safety_Guidel.pdf?target=2fd2987d-fb90-41bc-b29c-0bf71c3a64f4

POLICY ON INCOMPLETES

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

[Link to Graduate Incomplete Policy](#)

DROP DATES FOR THE CURRENT SEMESTER

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

[Link to Semester Policies and Procedures](#)



TENTATIVE COURSE SCHEDULE

Date & Learning Outcomes	Topics	Class Preparation & Assignments
1 Wk. March 6 (PLO 1.1, 6.1, 6.2)	<p>PROJECT LAUNCH</p> <p>The CEO and management consultants</p> <p>Overview of team projects</p> <p>Course requirements / team assignments</p> <ul style="list-style-type: none"> - Final Written Report - Project Plan - PPT Presentation - Final exam (comprehensive) <p>What is strategy and why is it important?</p>	<p>Materials to prepare:</p> <ul style="list-style-type: none"> • <u>Read</u> one of the following: <ul style="list-style-type: none"> - (Charan) <i>What the CEO Wants You to Know</i> - (Fields) <i>The Executive's Guide to Consultants</i> • <u>Write/submit</u> report utilizing template provided • Project plan – begin first-pass
March 13	NO CLASS	
2 Wk. March 20 (CLO 1, 2, 3/ PLO 1.1, 3.1 6.1, 6.2)	<p>STRATEGIC INTELLIGENCE GATHERING</p> <p>Individual Perspective and Team Alignment</p> <p>Preliminary situational analysis – key issues – supporting logic</p> <p>Charting a company's direction</p> <p>Opportunities, threats and threats that can be turned into opportunities</p>	<p>Materials to prepare:</p> <ul style="list-style-type: none"> • Read Chapter 3 – Evaluating a Company's External Environment <p>Individual assignments due</p> <ul style="list-style-type: none"> • Project launch – individual perspective (template provided) • <u>Read</u>: case assigned to your team • <u>Go to</u>: Investor relations – read most recent webcast • <u>Write</u>: Situational Analysis, Most Significant Issues, Supporting Logic (template provided) <p>Team assignment due</p> <ul style="list-style-type: none"> • Current state value proposition and business model



3 Wk. March 27 (CLO 1, 2, 3 / PLO 1.1, 1.2, 6.1 6.2)	STRATEGIC INTELLIGENCE GATHERING Strengths, Weaknesses, and Distinctive Core Competences Generic Business-Level Strategies Team Breakouts	Materials to prepare: <ul style="list-style-type: none"> Read Chapter 4 – Evaluating a Company’s Resources, Capabilities, and Competitiveness Read Chapter 5 – The Five Generic Strategies Individual Assignment <ul style="list-style-type: none"> <u>Read:</u> HBR article, Prahalad and Hamel. (1990). <i>The Core Competence of the Corporation</i> <u>Read:</u> The McKinsey Quarterly, Coyne, Hall, Clifford. (1997). <i>Is Your Core Competence a Mirage?</i> <u>Complete:</u> Individual written report (template provided)
April 3	EASTER BREAK – NO CLASS	
4 Wk. April 10 (CLO 1, 2 / PLO 6.1, 6.2)	STRATEGIC THINKING Strategic Position Competing Abroad Team Breakouts	Materials to prepare: <ul style="list-style-type: none"> Read Chapter 6 – Strengthening a Company’s Competitive Position Read Chapter 7 – Strategies for Competing in International Markets
5 Wk. April 17 (CLO 3 / PLO 1.1, 3.1, 3.2, 6.1, 6.2)	STRATEGY DEVELOPMENT & GOVERNANCE Steps to develop a business-level strategy Boards of Directors Making Ethical Decisions and The Fraud Triangle Team Breakouts	Materials to prepare: <ul style="list-style-type: none"> Continue working on Business-level Strategy Project
6 Wk. April 24 (CLO 3 / PLO 1.1, 3.1, 3.2, 4.2, 6.1)	LEADERSHIP – HANDLING UNSOLVABLE PROBLEMS Polarities Team Polarity Map – Value Creation and Stakeholder Interests Team Breakouts	Materials to prepare: <ul style="list-style-type: none"> Read Polarity Management (Barry Johnson) – will post on Blackboard



7 Wk. May 1 (CLO All / PLO All)	BUSINESS-LEVEL STRATEGY PRESENTATIONS Final team preparation (30-min's) Team Presentations (30-min's each team) Final Exam (1-hour) Exerting Your Will and Revealing the Unity	Materials to prepare: <ul style="list-style-type: none">• Final Report• PPT Presentation• Completed Project Plan
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Dates and assignments are subject to change at the discretion of the instructor. It is the intention to follow the course schedule above; however, circumstances beyond the control of the instructor may make it necessary to alter the schedule or assignments. Every effort will be made to provide any changes in writing, such as through an announcement on Blackboard. Verbal notification at a class meeting, however, will constitute sufficient notice of a change.



Attachment #1
Assessment for PLO 1.1

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 3 2 1	Comments:
Document organization	Material is presented clearly and appropriate to the task; organization increases readability	Material needs some improvements in organization	Material inconsistent with appropriate formatting; organization needs much work		
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		
			Total Score Earned		
			Percent of Total Points Possible	12	



Attachment #2

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

Strategic Management Project Plan							
Action #	Sections/Actions	Person with Lead Responsibility for Task Completion	Overall Team Rating of Each Output by Team Members 1 = poor; 2 = below average 3 = average; 4 = good; 5 = exceptional				
			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 - 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)						
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	Five Forcees 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						



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. Stays focused throughout.	Has opening statement relevant to topic and gives outline of speech. Mostly organized, loses focus only once of twice.	No opening statement or irrelevant statement. Loses focus more than twice.		
Content	Is more thorough than "average." Research goes beyond minimum requirements.	Fulfills assignment. Current. Uses appropriate 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	



Attachment #5

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
Formal Team Launch														
1	Individual Perspective													
2	Team Commitments													
3	Project Charter													
4	Project Plan													
Company Overview														
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15	Economic Conditions													
16	Sociocultural Forces													
17	Demographic Factors													
18	Technological Factors													
19	Environmental Factors													
20	Legal and Regulatory Factors													



Attachment #5 (Continued)

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													
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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!
										Median (middle)	#NUM!	#NUM!	#NUM!	#NUM!
										Mode (most frequent)	#N/A	#N/A	#N/A	#N/A
										Std Deviation	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
										Max	0	0	0	0
										Min	0	0	0	0



Attachment #6

Confidential Team Member Performance Appraisal

Confidential Team Member Performance Appraisal							
MGT 606-S7 Leadership Seminar II (3 cr.) S2 21							
Saturday MBA Program							
Your Name: XXX XXX				Team Members (first and last name) - Including a self-evaluation			
STRATEGY ASSESSMENT, DEVELOPMENT, AND PRESENTATION FINAL WRITTEN REPORT, PROJECT PLAN, AND PPT PRESENTATION				<div> <div>XXX XXX</div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>			
A. Preparation - (Yes, Not Really, No) 1. This person was prepared to add value whenever we got together to work on the project				For this section use: Yes - Not Really (NR) or No			
				Rating Scale			
				0 Never			
				1 Almost never			
				2 Sometimes			
				3 Almost always			
				4 Always			
				Remaining items use Rating Scale above			
B. Workload Contributions 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							
C. Knowledge Contributions 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							
D. Project Development / Management Contributions 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							
E. Project Writing Contributions 1. This person made contributions to the logical consistency and strength							
2. This person checked / corrected the written documents for grammar, conciseness, and spelling							
F. Overall 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> .							
F. Other Comments - <u>must</u> complete this section							

Attachment #7



Final Exam – Polarity Map

Final Exam: Polarity Map								
ASSIGNMENT LINKAGE:								
PROGRAM LEARNING OUTCOMES (PLO)								
3.2 Students will make ethical decisions in complex, conflicting, or ambiguous business situations.								
4.2 Students will recommend an action that incorporates concepts of diversity and inclusiveness in their analysis and decision-making								
Measurement 3	Ratings / Scores							
	7	6	5	4	3	2	1	
Components of Polarity Map	Very Effective			Moderately Effective			Very Ineffective	Comments
Values - positive results - Business Value								
Values - positive results Stakeholder Interests								
Fears - unintended consequences from focusing too much on Business Value to the neglect of Stakeholder Interests								
Fears - unintended consequences from focusing too much on Leadership to the neglect of Management								
Deeper Fear Statement								
Action Steps How to gain or maintain positive results from focusing on Business Value								
Action Steps How to gain or maintain positive results from focusing on Stakeholder Interests								
Early Warnings - Measurable indicators (things you can count) that will let you know you are getting into the downside of FOCUSING TOO MUCH ON BUSINESS VALUE								
Early Warnings - Measurable indicators (things you can count) that will let you know you are getting into the downside of FOCUSING TOO MUCH ON STAKEHOLDER INTERESTS								
Greater Purpose Statement								
Insights / implications								
Benefits								
Actions / Desired Results								
Frequency	0	0	0	0	0	0	0	
Score Earned	0	0	0	0	0	0	0	
Total Score Earned								0
Total Score Possible								91
Percent Earned / Possible								0%
Total Points Possible on Assignment								100
Points Earned for Assignment								0