

Evaluation and Grading :

The final grade for the course will be based on performance in the following:

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|---|--------------------------|
| Exams (2; each 60 points) | 120 points |
| Quizzes | 20 points |
| Practice Case (Team) | 30 points |
| Strategic Analysis Report (Team) | 80 points |
| Strategic Analysis Presentation (Team) | 30 points |
| Peer Evaluation | 20 points |
| <u>Total</u> | <u>300 points</u> |

Grade A: 90% and above; B: 80-89.9%; C: 70-79.9%; D: 60-69.9%. F: Less than 60%.

Exams:

There will be two exams. The exams will be closed-book exams. The second exam will be from the material covered after the first exam. Each exam will have a combination of multiple-choice and descriptive, short-answer questions. The exams will test your ability to recall, explain, critique and apply key concepts and models covered in the class. Superficial familiarity with the material will be insufficient; a thorough preparation will be necessary to do well in the exams. There will be no make-up exams.

Quizzes: Two surprise quizzes will be given. The purpose of these quizzes is to promote regular preparation and review of the material as well as to provide useful practice for exams.

Team activities:

The objectives of the team activities are to conduct business research, to provide a frame of reference from the real business world for integrating conceptual learning and to attempt application of course concepts. In addition, students will get an opportunity to practice working in a team.

Strategic Analysis: Depending on the size of the class, students will form teams of four to six members of their own choice. The focus of the team activities will be to conduct the strategic analysis of a company as per detailed guidelines to be provided later. Each team will conduct library, on-line and field research to analyze a company. The analysis will provide students an opportunity to apply some of the theoretical concepts learned in the class in a real business context. More details on this assignment will be developed in discussion with students, depending on their target company.

Practice Case: In addition, the teams will analyze a practice case (to be allocated later from Appendix 2 in the text). This will enable each team to get hands-on practice for conducting strategic analysis.

All members of a team must make satisfactory contributions to all team activities. To encourage fair contributions, points will be awarded to each student based on peer evaluation forms completed by all members of their team before presentation grades are announced.

The need for equitable contributions is the primary reason that you are asked to form a team of your choice. Among other criteria, commitment to attend group meetings is very important. Make sure all members of your team agree to meet as required before you register the team with me. As the activities progress, send e-mails to remind your team members of commitments. If you find that a member is not fulfilling commitments or communicating adequately, or is acting unethically, promptly send them an e-mail with a copy to me to indicate your concerns. Send reminders if the desired improvement is not demonstrated. **Do not wait until the**

week before presentations. If I do not get such e-mails from a group, I will assume there are no serious problems in that group and the peer evaluation difference will be restricted to 5 points.

COBA Exit Assessment Examination:

All MGT 487 students are required to take an Exit Assessment examination during the final examination period. The purpose of the exam is to evaluate the Business program, and to report required assessment information to the State Coordinating Board of Higher Education. Your score on the exam does not affect your grade in the course, nor does it affect your graduation status. However, participation in the exam is a graduation requirement. If a student fails to take the exam, unless they have been officially excused by the Dean they will receive an “I” (incomplete) for the course grade in 487.

Class Attendance Policy:

The attendance policy in this course follows that of the University. Because class attendance and course grade are demonstrably and positively related, the University expects all students to attend all sessions of courses in which they are enrolled. I will try to accommodate students whose absence from a session resulted from: (1) participation in University-approved duties; (2) personal illness; or (3) family and or compelling circumstances. I will need official documentation ahead of the absence, if you request attendance due to any of the above reasons. Otherwise, there will be no make-ups. While scheduling activities, make sure there is no conflict with this class.

To learn the material properly, it is important to arrive in time and to contribute to class discussion. While it might be unavoidable to miss a few classes, missing too many classes would suggest that the student can not achieve the course objectives. Therefore, **if any student misses more than three days, the appropriate University authority will be notified.**

If you arrive late by a few minutes, and I have already called the rolls by that time, you must approach me at the end of the session. I might grant the attendance in deserving cases, but only if there is no consistent pattern of late arrivals or early departures. In addition, disruptive behavior (verbal or nonverbal, see Class Disruption <http://www.missouristate.edu/recreg/classdis.html>) in class may result in the student being asked to leave and in losing attendance for the day.

Academic Dishonesty Policy:

MSU is a community of scholars committed to developing educated persons who accept the responsibility to Missouri State University is a community of scholars committed to developing educated persons who accept the responsibility to practice personal and academic integrity. You are responsible for knowing and following the university's student honor code, *Student Academic Integrity Policies and Procedures*, available at <http://www.missouristate.edu/provost/22102.htm> and also available at the Reserves Desk in Meyer Library. Any student participating in any form of academic dishonesty will be subject to sanctions as described in this policy, up to and including a grade XF (failing because of academic dishonesty).

Disability Accommodation Policy:

To request academic accommodations for a disability, contact the Director of Disability Services, Plaster Student Union, Suite 405, (417) 836-4192 or (417) 836-6792 (TTY), <http://www.missouristate.edu/disability>. Students are required to provide documentation of disability to Disability Services prior to receiving accommodations. Disability Services refers some types of accommodation requests to the Learning Diagnostic Clinic, which also provides diagnostic testing for learning and psychological disabilities. For information about testing, contact the Director of the Learning Diagnostic Clinic, (417) 836-4787, <http://psychology.missouristate.edu/ldc>

Nondiscrimination Policy:

Missouri State University is an equal opportunity/affirmative action institution, and maintains a grievance procedure available to any person who believes he or she has been discriminated against. At all times, it is your right to address inquiries or concerns about possible discrimination to the Office for Equity and Diversity, Siceluff Hall 296, (417) 836-4252. Other types of concerns (i.e., concerns of an academic nature) should be discussed directly with your instructor and can also be brought to the attention of your instructor's Department Head.

Cell Phones:

The use by students of cell phones, pagers, or similar communication devices during scheduled classes is prohibited. All such devices must be turned off or put in a silent mode and cannot be taken out during class. At the discretion of the instructor, exception to this policy is possible in special circumstances.

Dropping the class:

It is your responsibility to understand the University's procedure for dropping a class. If you stop attending this class but do not follow proper procedures for dropping the class, you will receive a failing grade and will also be financially obligated to pay for the class. For information about dropping a class or withdrawing from the university contact the Registration Center at 836-4335 .

Miscellaneous:

This course demands a lot of your time. Please make sure you have allocated enough time for this course.

Your grade depends on how well you do in the course, not on how badly you want a grade to graduate! The grading scheme is structured in such a way that you will keep getting feedback and earning points throughout the semester. Keep recording your points, so that you know where you stand in the class at any point of time.

If you have any questions/clarifications/concerns about grading or any other matter pertaining to the course, please feel free to come by and see me before it is too late for me to work with you. I will try my best to help you. My office location and hours are noted on the front along with the tel. # and e-mail address. Although office hours are preferable, we can also meet at alternative times. When necessary, please contact me for an appointment. Concerning e-mails, please also note that I can only be very brief in my replies. **For any matters suggesting a detailed explanation, a meeting is preferable.**

Good luck. I look forward to having a rewarding experience with you all.

TENTATIVE SCHEDULE

| SESSION | DATE | TOPIC |
|--------------|--------------------|--|
| 1 | Jan 16 | Introduction, Discuss syllabus, On-line research exercise |
| 2 | 18 | Exercise Discussion |
| 3 | 23 | Business highlights discussion and Team Formation |
| 4 | 25 | Strategic Management Process etc. (Ch. 1), Brouse Practice Cases |
| 5 | 30 | Theoretical Approaches to Competitive Advantage (Ch.2); Practice Case Allocation |
| 6 | Feb 1 | Resources of your practice case company |
| 7 | 6 | External Analysis: Specific Environment (Five Forces Model) (Ch. 3) |
| 8 | 8 | External Analysis: Specific Environment (Five Forces Model continued) (Ch. 3) |
| 9 | 13 | External Analysis: General Environment (Ch. 3) |
| 10 | 15 | Internal Analysis: Porter's Value Chain and Internal Audit (Ch. 4) |
| 11 | 20 | SWOT analysis of Southwest Airlines |
| 12 | 22 | Practice Case conference |
| 13 | 27 | Practice Case presentation (Presentation printouts FOR ALL GROUPS due at the start) |
| 14 | Mar 1 | Review |
| 15 | 6 | Exam 1 |
| 16 | 8 | Guidelines for Strategic Analysis Report and Presentations; Allocations Competitive Strategies: Cost Leadership (Ch. 6) |
| 17 | 13 | Competitive Strategies: Differentiation (Ch. 6) |
| 18 | 15 | Corporate Strategies: Concentration and Vertical Integration (Ch. 7) |
| Spring Break | 20 & 22 | Enjoy! |
| 19 | 27 | Corporate Strategies: Diversification and International (Ch. 7) |
| 20 | 29 | Corporate Strategies: Implementing Growth Strategies (Ch. 7) |
| 21 | Apr 3 | TBA |
| Sp. Holiday | 5 | Have a nice break! |
| 22 | 10 | Strategic Analysis Conference |
| 23 | 12 | Strategic Analysis Presentations (Printed reports and presentations (printouts and e-mailed files) FOR ALL GROUPS due at the start) |
| 24 | 17 | Strategic Analysis Presentations |
| 25 | 19 | Strategic Analysis Presentations |
| 26 | 24 | Strategic Analysis Presentations |
| 27 | 26 | Corporate Strategies: Stability and Corporate Decline |
| 28 | May 1 | Organizational Renewal |
| 29 | 3 | Corporate corruption, Governance and Ethics |
| 30 | 8 | TBA |
| 31 | 10 | Exam 2 |
| Finals Week | | COBA Exit Assessment Exam during Finals Schedule |