Mngt 452.001  
Policy Formulation and Implementation  
Syllabus – Fall 2018  
MW 3:00-4:15 PM  
BEC 3023

<table>
<thead>
<tr>
<th>Professor: Thomas Weber</th>
<th>Email: <a href="mailto:thomas.weber@usi.edu">thomas.weber@usi.edu</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office: BEC 2089</td>
<td>Office Hours: MW 1:00 – 2:30 PM</td>
</tr>
<tr>
<td>Phone: 812 465 7086</td>
<td>F 1:00 – 2:30 PM</td>
</tr>
<tr>
<td>Google Voice: 812 777 8004</td>
<td>Other times by appointment</td>
</tr>
</tbody>
</table>

Personal Vision: Peace through loving service

Note: This syllabus is a guide for the course and will probably change.

Text

**Mastering Strategic Management** available online at  
http://open.lib.umn.edu/strategicmanagement/

Handouts:

Lecture outlines will be posted on Blackboard very shortly before each class. Please do not depend on these as your notes. It is your responsibility to take notes for class from the class meetings and the text.

Tentative Schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics – 001</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-Aug</td>
<td>Syllabus, Introduction, Team Formation</td>
</tr>
<tr>
<td>22-Aug</td>
<td>Preparing an Effective Case Analysis</td>
</tr>
<tr>
<td>27-Aug</td>
<td>Chapter 1: Mastering Strategy: Art and Science</td>
</tr>
<tr>
<td>29-Aug</td>
<td>Team member names due</td>
</tr>
<tr>
<td>5-Sep</td>
<td>Chapter 2: Leading Strategically</td>
</tr>
<tr>
<td>10-Sep</td>
<td>KKD Demonstration Case</td>
</tr>
<tr>
<td>12-Sep</td>
<td>Name of Final Project Analysis Firm due</td>
</tr>
<tr>
<td>17-Sep</td>
<td>KKD Practice Case Due</td>
</tr>
<tr>
<td>19-Sep</td>
<td>Porter’s Five Forces Jobaid Due</td>
</tr>
<tr>
<td>24-Sep</td>
<td>Chapter 4: Managing Firm Resources</td>
</tr>
<tr>
<td>26-Sep</td>
<td>Porter’s Five Forces Jobaid Due</td>
</tr>
<tr>
<td>1-Oct</td>
<td>RBV Demonstration</td>
</tr>
<tr>
<td>1-Oct</td>
<td>Final Project Analysis First Draft Due</td>
</tr>
<tr>
<td>19-Sep</td>
<td>Case 1 Draft Due - Team 1 Presents</td>
</tr>
<tr>
<td>24-Sep</td>
<td>Chapter 5: Selecting Business-Level Strategies</td>
</tr>
<tr>
<td>26-Sep</td>
<td>Case 2 Draft Due - Team 2 Presents</td>
</tr>
<tr>
<td>1-Oct</td>
<td>Exam 1: Chapters 1, 2, 3, 4, and 5</td>
</tr>
<tr>
<td>Date</td>
<td>Topics – 001</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>3-Oct</td>
<td>Case 3 Draft Due - Team 3 Presents</td>
</tr>
<tr>
<td>10-Oct</td>
<td>Chapter 6: Supporting the Business-Level Strategy: Competitive and Cooperative Moves Final Project Analysis Second Draft Due</td>
</tr>
<tr>
<td>15-Oct</td>
<td>Case 4 Draft Due - Team 4 Presents</td>
</tr>
<tr>
<td>17-Oct</td>
<td>Chapter 8: Selecting Corporate-Level Strategies</td>
</tr>
<tr>
<td>22-Oct</td>
<td></td>
</tr>
<tr>
<td>24-Oct</td>
<td>Case 5 Draft Due - Team 1 Presents</td>
</tr>
<tr>
<td>29-Oct</td>
<td>Chapter 7: Competing in International Markets</td>
</tr>
<tr>
<td>31-Oct</td>
<td>Case 6 Draft Due - Team 2 Presents</td>
</tr>
<tr>
<td>5-Nov</td>
<td>Case 7 Draft Due - Team 3 Presents</td>
</tr>
<tr>
<td>7-Nov</td>
<td>Chapter 9: Executing Strategy through Organizational Design</td>
</tr>
<tr>
<td>12-Nov</td>
<td>Case 8 Draft Due - Team 4 Presents</td>
</tr>
<tr>
<td>14-Nov</td>
<td>Chapter 10: Leading an Ethical Organization: Corporate Governance, Corporate Ethics, and Social Responsibility</td>
</tr>
<tr>
<td>19-Nov</td>
<td>Team Work Day</td>
</tr>
<tr>
<td>26-Nov</td>
<td>Final Project Analysis Final Draft Due</td>
</tr>
<tr>
<td>28-Nov</td>
<td>Final Case Presentations: Team 1, Team 2</td>
</tr>
<tr>
<td>3-Dec</td>
<td>Final Case Presentations: Team 3, Team 4</td>
</tr>
</tbody>
</table>

https://www.usi.edu/registrar/classes/final-exam-schedule

Course Objectives
1. Critical thinking: analyze business problems
2. Analytical problem solving: formulate well-reasoned recommendations
3. Oral communication: present team cases and team semester project
Grading
The course grade will be the weighted average of the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Number</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>Daily</td>
<td>5%</td>
</tr>
<tr>
<td>Pop quizzes and class exercises</td>
<td>Unknown</td>
<td>5%</td>
</tr>
<tr>
<td>Major Field Test (MFT)</td>
<td>1</td>
<td>5%</td>
</tr>
<tr>
<td>Leading Case Discussions (Team assignment)</td>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>Case Reports (Individual assignment)</td>
<td>6</td>
<td>15%</td>
</tr>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; (0.5%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2&lt;sup&gt;nd&lt;/sup&gt; (0.5%)</td>
<td></td>
<td></td>
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<tr>
<td>3&lt;sup&gt;rd&lt;/sup&gt; (2%)</td>
<td></td>
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<tr>
<td>4&lt;sup&gt;th&lt;/sup&gt; (3%)</td>
<td></td>
<td></td>
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<tr>
<td>5&lt;sup&gt;th&lt;/sup&gt; (4%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6&lt;sup&gt;th&lt;/sup&gt; (5%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Project Analysis First Draft (Team assignment)</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Final Project Analysis Second Draft (Team assignment)</td>
<td>1</td>
<td>8%</td>
</tr>
<tr>
<td>Final Project Analysis Final (Team assignment)</td>
<td>1</td>
<td>25%</td>
</tr>
<tr>
<td>Final Project Analysis Presentation (Team assignment)</td>
<td>1</td>
<td>5%</td>
</tr>
<tr>
<td>Exam 1</td>
<td>1</td>
<td>12%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>1</td>
<td>13%</td>
</tr>
</tbody>
</table>

Grades will be assigned based on the following values:

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90%-100%</td>
<td>A</td>
</tr>
<tr>
<td>87%-89%</td>
<td>B+</td>
</tr>
<tr>
<td>80%-86%</td>
<td>B</td>
</tr>
<tr>
<td>77%-79%</td>
<td>C+</td>
</tr>
<tr>
<td>70%-76%</td>
<td>C</td>
</tr>
<tr>
<td>67%-69%</td>
<td>D+</td>
</tr>
<tr>
<td>60%-66%</td>
<td>D</td>
</tr>
<tr>
<td>&lt;60%</td>
<td>F</td>
</tr>
</tbody>
</table>

Class Participation:
- You earn participation points by contributing to discussion and answering questions.
- Please ask questions. If you do not understand something and do not ask me, I will not be able to help. Your success depends on you understanding the material as we go along.
- If you are in class, you can earn participation points. If you are not in class for any reason, you do not earn participation points.
- I randomly call on people to answer questions.
- I provide a sign-in sheet to determine who was in class to participate. It is your responsibility to sign the participation sheet and remain in the classroom to earn points.
participation points.

- On evaluations, provide at least two, good points for improvement and words of praise that are not included in the evaluation form, e.g. do not write "the closing was really good" because that is covered in the evaluation form. Evaluating teams earn participation points on presentation days by providing a well written evaluation.

**Pop Quizzes and Class Exercises:**

- I will give pop quizzes and in-class exercises.
- Your first pop quiz is a syllabus quiz on Blackboard. You have to earn a 100% on that quiz to earn any other Pop Quiz and Class Exercise points.
- The pop quizzes will cover assigned readings, lectures, and exercises.
- The best preparation is to read before class, take notes in class, review your notes, and ask questions.
- The class exercises will also cover course material but generally can be worked on by multiple people.

**Grading criteria for written assignments:**

- Use Microsoft Word to write your assignments and provide me a Word document.
- These apply to the case write-ups and the Final Project Analysis.
- The most important aspect of your written assignments is using support from your cases and research to develop supported recommendations.
- You have to persuade me that your recommendations are valid based on the material.
- Written assignments will be graded on content and style. I expect you to clearly present a well-reasoned analysis.
- One third of the grade will be taken off for each day work is late starting with the day the assignment is due.
- Write all assignments in standard academic format and follow these guidelines:
  - Typed
  - Double spaced
  - 1 inch margins (top, bottom, and sides)
  - Calibri font
  - Font size 12
  - Ragged right margin – Left justification
  - Include page numbers
  - Refer to the firm with "it" not they
  - Avoid pronouns
  - Do not use contractions
  - Do not use "you", "your", etc.

- Assignments **must follow these guidelines to earn points.**
- Be specific about the recommendations you are making and use your research and analysis to support your recommendations.
- Be accurate.
- Provide me numbers from your research to support your analysis and conclusions. Do not tell me a large amount of capital required to open a theme park. Provide a number from your research that shows me what that number is.
- Do not give me generalities
- Be consistent
  - In picking the industry your firm is in. Use the same industry throughout.
  - Use the same name for your firm throughout your writing.
- In the analyses, conduct the analysis! Do not describe how to do the analysis or what the purpose of the analysis is.
- Apply the tools properly.
- If you know in advance of an unavoidable absence, your assignment is due prior to the absence.
- If something you recommend is true for all companies, it is not an important part of your report. For example, the Masterbrand division is an important stakeholder for Fortune Brands because if it fails, Fortune Brands will lose money. If you replace the proper nouns with any other company, this is true for all multidivisional companies so do not write something like this.
- Do not contradict yourself. For example, do not tell me Apple is driving customers away because it has expensive products and somewhere else write Apple has reasonable product prices.
- Please do not share your exact answers to any of the individual written assignments; although, discussion with your colleagues is encouraged.
- You do not need to cite the cases I give you. Any other outside information must be cited properly.
  - Use proper APA citations both indirect and direct.
  - Use the APA citation styleguide.
  - The library provides style guide resources: http://usi.libguides.com/citingsources.
  - Use credible sources of information. Do not use Panmore, CheShotes, MBAlectures, ValuationAcademy, Slideshare, student papers, etc, as a source. They have misleading information. All written work must not use these sources to earn points.
  - Do not use any source that is conducting the analyses you are to conduct. You are to collect the information you need to conduct your analyses from credible sources. All of the sources I have seen that conduct the analyses for you are not doing it correctly and weaken your analysis.
  - Do not use student research papers.
- I will bring graded assignments to class one time and pass them out. If you missed that time, you must come to my office to pick up your graded assignment.

**Case Reports (Individual assignment)**
- These are individual written assignments (no more than 2 pages). You will answer specific questions provided by me via Blackboard for each of the cases that is presented.
- Place a title block in the upper left corner of the first page that includes (Do not include my name):
  - Your name
- Course number including section
- Case name

- Answer all questions on assignments in a narrative that reads well.
- Do not include my questions. Make the assignment a paper. Sections are fine.

- There are two parts to a case write-up: (1) a draft submitted through Blackboard and (2) a final submitted through Blackboard and a paper copy turned in to me.
  - A Word document of your draft case write-up must be submitted through Blackboard before the class period the assignment is due. The draft must be an excellent attempt to answer the questions I assign.
  - If no rough draft is submitted or it is a poor attempt to answer the questions, the assignment is late.
  - You must submit an electronic version of your final case write-up through Blackboard and turn in a paper version of your write-up at the beginning of the next class period after the presentation.
  - If no rough draft is submitted, the assignment is late.

- Read the course material carefully.
- There are few absolute "right" answers to the questions, but there are many wrong answers – especially if you do not accurately and precisely use the case material!
- Use the concepts we discuss to analyze the case and justify your answers based on our course material. Do not provide your unsubstantiated opinion.
- Use narrative for your analyses. If you feel you want to have a diagram, create an appendix. Appendixes do not count towards page count.
- Make recommendations based on the results of your analyses, not on your opinion.
- Do not make recommendations such as “advertise”, “market”, “increase revenue”, “improve social media presence”, “create an app”, “increase advertising”, “reduce costs”, “focus”, “create a survey”, “continue” and “give a survey”. For recommendations to earn points, they must not use these types of words. You need to tell me what is behind your recommendations.
- Do not recommend “Continue” or any of its synonyms. You are to develop something new.
- Because the case presentations happen before you turn in the final case write-up, I give minimal feedback on case write-ups. If you have questions, bring them up in class or come to my office and ask me.

Teams
- Teams must be formed by the beginning of the second class meeting with names turned in to me by email. Anyone who is not on a team will be randomly assigned to a team.
- Each team will consist of about 6 students to have 4 teams. Each team will present and lead the class discussion for 2 cases, write a progress report, write a final analysis, and present the final analysis.
- Each team member is responsible for the entire work of the team.
- Assign an editor for each team assignment.
- Do not present separate sections.
- Team assignments are to be integrated works.
- Think and use “We”.

6 - Version 1 (2018 Aug 19)
At the end of the semester, you will be asked to evaluate your team members. Individuals have lost 4 letter grades on team work because the individuals did not fully participate in creating the team assignments.

It is of utmost importance that you work well with your team members. I recommend that you develop a working relationship with their team members early in the semester to avoid any problems later on.

**Leading Case Discussions (Team assignment)**
- I will provide a skeleton PowerPoint file that contains the questions the presenting team **must** answer.
- Answer **all** questions. Do **not** include my written questions in the presentation.
  - To earn points, the words of my questions must be deleted.
- Take ownership of the PowerPoint slides and the presentation.
- The case presentation and discussion will be about 30 minutes.
- In the PowerPoint skeleton will also be questions that cover the key chapter concepts of the chapters as a review. It is important that your team answer these questions completely and accurately.
- Following the presentation there will be a question-and-answer session with questions being posed by members of the class. All teams are expected to ask questions.
- At the end of every presentation, I will ask direct and pointed questions about everything that was missed in the presentation. This is the part that most students despise. Many students have given me extremely negative reviews based on these intense questions. Your goal should be to not have me ask questions. It has happened once.
- Everyone who has a write-up due needs to pay attention to the questions I ask.
- Each team will be evaluated by the other teams as well as me. An evaluation form can be found at the end of the syllabus. Nonpresenting teams must work together to provide accurate evaluations.
- Evaluating teams must provide thoughtful and complete answers to the review questions to earn participation points.
- Presenting teams **must provide the best answers to the case questions possible in order to earn points for the presentations.**
- Grades will be based on the content (depth, thoroughness, and detail), presentation skill, and presentation quality (how effectively the material was presented and delivered).
- When leading case discussions, the team members of the presenting team are not assigned individual case write-ups, i.e., they do not have a write-up to turn in.
- Note: Every team member is responsible for every part of a team assignment. There should be no “I think”, “I find”, or any other “I” action. It is not a good idea to assign questions to individuals and just throw the presentation together before class.

**Final Project Analysis (Team assignment)**
- The most important aspect of the Final Project Analysis is well supported recommendations!
Each team will choose one firm which cannot be one of the firms discussed in class case assignments. The team will then apply the concepts discussed in the class to analyze the firm and provide recommendations for strategic direction, process improvement, etc.

Use the analysis tools you learn to find problems with the firm.

Consider yourselves expert in strategic management and experts on the firm you are analyzing. You are creating recommendations as experts for the firm. If you recommend the firm conduct a survey, you must provide the survey and your reasons for the survey.

You are creating an analysis for knowledgeable people. Do not define the tools and concepts discussed in our course. Use them!

You are writing an analysis. It is not brainstorming ideas. It is not a report. These are recommendations supported by your analyses.

You are the analysts. You are the experts. You have to provide the recommendations based on your analyses. There are no other analysts available or analyses being done.

Analysis means you have gathered information, found something that needs to be fixed or something that can be improved, presented an argument about how to fix the problem or improve the situation, provided a recommendation, and used support from your analysis. Analysis is not reporting.

Follow the numbering system of my framework for everything you turn in related to the Final Project Analysis.

In this assignment, place the full analyses in the appendixes. In the text, refer to the analyses and provide enough support from your analyses for your recommendations in your text to make the analysis read well and your recommendations look reasonable.

After conducting your analyses, ask things like
  o What problem did we notice – based on our analysis?
  o What is missing – based on our analysis?
  o What can be improved – based on our analysis?
  o What more can the firm do – based on our analysis?
  o What can the firm stop doing – based on our analysis?
  o What recommendation can be made – based on our analysis?

Do not include analyses in the main body if they do not support recommendations. Place all analyses in the appendix. Include only the parts of the analysis that is needed to support your recommendations and refer to the full analysis for more in depth information.

The Final Project Analysis main body should be no more than 9 pages (excluding references and appendixes).

You should have about 9 recommendations.

I will stop reading the main body after page 9 and skip to the references and appendixes.

Do not use Wikipedia as a reference.

Use credible sources. Do not use sources such as Panmore, CheShotes or other student analyses.

Potential Deductions
  o 100% for not including an Appendix of the recommendations
  o 100% for not including recommendations in the Executive Summary
  o 100% for not using references properly
  o 100% for using noncredible sources
Please refer to the Final Project Analysis Framework for more details. This is the framework for the paper. Use it. No team has successfully written a paper and not followed the framework.

Final Project Analysis First Draft
- Include all sections of the Final Project Analysis and use my section numbering scheme.
- Include the following
  - The introduction must include:
    - Name of the business
    - Brief business description (location, number of employees, main product or service, etc.)
  - Vision and mission analysis and recommendations
  - External Environment analysis and recommendations
  - Porter's Five Forces analysis and recommendations
  - Appendixes
    - 7.1 Recommendations
    - 7.2 Vision Statement Analysis
    - 7.3 Mission Statement Analysis
    - 7.4 General Environment Analysis
    - 7.5 List of Competitors
    - 7.6 Porter's Five Forces Analysis
    - 7.18 List of each section or subsection of the Final Analysis and the one individual who is responsible for that section or subsection.
- You must use Hoover’s as one source for the first draft.
- You must use the firm’s Annual Report as one source for the first draft.
- You must also provide a list of who is the primary author for each of the sections or subsections for the Final Project Analysis in the framework. There can only be one person per section or subsection.

Final Project Analysis Second Draft
- Apply the comments I made to the Final Project Analysis First Draft and include the first draft in the Second Draft.
- Include all sections and use my section numbering scheme.
- Include the following
  - Internal Environment analysis and recommendations
  - Resources and Capabilities analysis
  - VRIN analysis
  - Value chain analysis
  - Core competency analysis
  - Appendixes
• 7.7 Stakeholder Analysis
• 7.8 Resource and Capability Analysis
• 7.9 VRIN Analysis, Core Competencies, and Sustainable Competitive Advantage Analysis
• 7.10 Value Chain Analysis
• 7.11 List of Businesses
• 7.12 List of Products (or Product Lines)
• 7.18 List of each section or subsection of the Final Analysis and the one individual who is responsible for that section or subsection.

You will receive feedback on this which you must incorporate into the final paper.

Final Project Analysis Final Draft

o Apply the comments I made to the Final Project Analysis Second Draft and include the second draft in the Final Draft
o Include all sections and use my section numbering scheme.

o Include the following
  ▪ Corporate level strategy analysis and recommendations
  ▪ Business level strategy analysis and recommendations
  ▪ Corporate governance analysis and recommendations
  ▪ Organizational structure analysis and recommendations
  ▪ Appendixes
    • 7.13 Corporate Level Strategy Analysis
    • 7.14 Business Level Strategy Analysis
    • For each of the corporate level strategies, what is the generic business level strategy? Support your business level analysis with characteristics of the firm. Is the generic business level strategy appropriate for each business? If not, how should it change and why?
    • 7.15 Corporate Governance Analysis
    • 7.16 Organizational Structure Analysis
    • 7.17 List of Previous CEOs
    • 7.18 List of each section or subsection of the Final Analysis and the one individual who is responsible for that section or subsection.
    • 7.19 Porter's Diamond of National Advantage Analysis (Optional)

Final Project Analysis Presentation

o The Semester Project presentation should be at least 15 minutes long and no more than 20 minutes long. This will be followed by a class discussion. The presentations should be interactive and encourage all students to engage in a meaningful discussion.

o I will not provide a skeleton for your presentation.

o Your team should focus on detailed recommendations. These are what your analysis has uncovered and what you recommend the company do.

o You must provide the support from your analyses for your recommendations.

o DO NOT waste your presentation time on the history of the case, describing a
particular analysis in detail, or alternatives. You need to be definitive in making a recommendation and telling the company exactly what to do and then explain **WHY** your recommendation is good for the company.

- Each team will be evaluated by the other teams. Team evaluations will count for 50% of the presentation grade. The other 50% is my evaluation.
- Each member of the team must participate equally in the oral presentation.
- Visual aids should be incorporated into the presentation to help streamline and clarify the recommendations being made.
- Following the presentation there will be a question-and-answer session with questions being posed by members of the class. All teams are expected to ask questions.
- Presentation grades will be based on the content (depth, thoroughness, and detail), presentation skill, and presentation quality (how effectively the material was presented and delivered).
- Please rehearse your presentation in advance to ensure that you do not cross the time limit. I will cut-off presentations that go beyond 20 minutes so that every group has an opportunity to present.
- Each team may use a video for a maximum of 5 minutes.

**Exams**

- The exams may include multiple choice questions, fill in the blank, short answer questions, and longer answer questions.
- The exams expect you understand the course material very well.
- There will be no makeup exams.

**MFT Exam**

- Everyone taking MNGT 452 is required to take the MFT (Major Field Test). The exam will be taken online in a computer lab. Your MFT grade will depend on your actual score on the test, so do your best.

**Firing a Team Member**

- If a team member is not contributing to the team, the other members may terminate the person’s membership on the team. First, the team must meet with the noncontributing member, explain the team’s complaint, and seek to resolve the problem. If this attempt at reconciliation does not fix the problem, the members of the team must submit a notice of termination to me. It should contain the following items:
  - Name of team member to be terminated
  - Date the team met with the noncontributing member
  - Results of the meeting
  - Reasons the member should be terminated
  - Signatures of team members endorsing the termination

- At this point the person will be terminated from the team. The individual who has been terminated will then become **solely responsible for an individual presentation on a different company**. The termination process must be completed and delivered to me by 6
weeks before the end of the semester.

- If the noncontributing team member does not respond to me or the team, that person will be removed from the team.

**USI Email**
Please use your USI email address to contact me and include MNGT 452.001 in the subject line. I will respond to email Mondays through Fridays between 9 am and 5 pm and may not be able to at other times. I also will use email to share course information such as changes to the schedule.

**Course Description:**
This capstone course requires students to develop interdisciplinary solutions for addressing contemporary business problems. In addition to integrating the major fields of business (accounting, finance, marketing, management, computer information systems), this course requires students to address a variety of different topics, such as social issues, diversity, environmental concerns, global/cultural differences, ethics, economics, critical thinking, problem identification, problem solving, communication skills, quantitative analysis, technology, current events, and politics. Through the use of cases, presentations, written projects, class discussions, lectures, and current periodicals, students are exposed to the complexities of conducting business in a changing world.

**Credit Hours:** 3

**Prerequisites:**
MNGT 305, FIN 305, MKTG 305 and senior standing.

**Academic integrity**
- Academic integrity is important. Do your own work and turn your own work in. I want to see you apply the concepts.
- The Romain College of Business expects no plagiarism from any source. Plagiarism includes:
  - Not citing quotations
  - Not citing borrowed ideas
  - Not enclosing borrowed language in quotation marks
- Plagiarism is a serious and significant issue within universities. If you have any questions about what is and is not plagiarism, ask me!
Disability Resources:
- If you have a disability for which you may require academic accommodations for this class, please register with Disability Resources (DR) as soon as possible. Students who have an accommodation letter from DR are encouraged to meet privately with course faculty to discuss the provisions of those accommodations as early in the semester as possible. To qualify for accommodation assistance, students must first register to use the disability resources in DR, Science Center Rm. 2206, 812-464-1961, www.usi.edu/disabilities. To help ensure that accommodations will be available when needed, students are encouraged to meet with course faculty at least 7 days prior to the actual need for the accommodation. However, if you will be in an internship, field, clinical, student teaching, or other off-campus setting this semester please note that approved academic accommodations may not apply. Please contact Disability Resources as soon as possible to discuss accommodations needed for access while in this setting.

Title IX policy
- USI does not tolerate acts of sexual misconduct, including sexual harassment and all forms of sexual violence. If you have experienced sexual misconduct, or know someone who has, the University can help. It is important to know that federal regulations and University policy require faculty to promptly report incidences of potential sexual misconduct known to them to the Title IX Coordinator to ensure that appropriate measures are taken and resources are made available. The University will work with you to protect your privacy by sharing information with only those who need to know to ensure we can respond and assist. If you are seeking help and would like to speak to someone confidentially, you can make an appointment with a counselor in the University Counseling Center. Find more information about sexual violence, including campus and community resources at www.usi.edu/stopsexualassault.

Core 39 Student Learning Outcomes
As part of Core 39, this course will meet your Writing Embedded Experience II requirement. The writing component of this course consists of individual and group assignments and two project team reports (the Progress Report and the Final Report); these written submittals will comprise 50% of your grade for this three credit hour course.

1. Students will complete at least one sustained or long-term writing project, e.g., a research paper, an argument, or a detailed laboratory report. This course requires you to complete a significant strategic management analysis project over the course of the term. This project has four major components: a written progress report, a written final report, a presentation based on the final report, and project team management throughout the term.

2. Students will complete a sustained project that synthesizes some of the major objectives of the course. The evaluation and analysis of business problems and formulation of well-reasoned recommendations is a key learning objective of the course. You will develop
competencies in strategic management analysis over the course of the term and demonstrate those competencies in both written communication and oral presentation. Simply put, clear writing is evidence of clear thinking; without clarity of communication one cannot determine the quality of evaluation, analysis, and reasoning.

3. **Students will complete at least one assignment that must involve revisions, and instructors will provide feedback on the students’ drafts.** Feedback will be provided to you on the Progress Report, which you will be expected to incorporate into the Final Report. In addition, feedback provided to you on your individual assignments will be relevant to the evaluation, analysis, and reasoning of the Final Report.