

LEWIS-CLARK STATE COLLEGE
SENIOR SEMINAR II
SYLLABUS - FALL 2016

- **BUS 498 B 01 – Tues/Thurs 10:30 a.m. – 11:45 a.m., TJH Room 8**
 - **BUS 498 B 60 – Online**
 - **BUS 498 B 61 – Online**

Course Description

Students will be given the opportunity to look at organizations as a whole in order to better understand the critical thinking and strategic management decision making processes and how they are crucial in giving today's strategic leaders and their businesses a competitive advantage in our global marketplace.

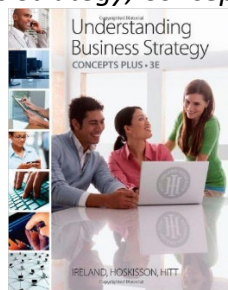
Course Emphasis Areas

- Critical Thinking
- Research/Finding and Applying
- Strategic Management
- Team Development
- Effective Communication: Written and Oral

Course Objectives

1. To understand the basic concepts of Strategic Management
2. To understand how to effectively find and use research to find pertinent information on organizations to be used in making strategic management decisions
3. To understanding how to effectively employ Environmental Scanning, Industry and Competitive Analysis strategies
4. To understand the basics of Strategy Formulation
5. To understand how to best use Strategy Implementation, Evaluation, and Control strategies
6. To understand how to develop a strategic management business plan

Textbook *Understanding Business Strategy, Concepts Plus – 3E*, Ireland, Hoskisson, Hitt



INSTRUCTORS

KAREN ANDREWS, CPA, MACC

OFFICE: TJH Room 209

TELEPHONE: 208.792.2352

EMAIL: klandrews@lcsc.edu

OFFICE HOURS: Tuesday 9:00 a.m. – 10:00 a.m., Wednesday 9:00 a.m. – 11:00 a.m., Thursday 9:00 a.m. – 10:00 a.m. and 1:00 p.m. – 3:00 p.m.

JILL THOMAS-JORGENSON, M.A.

OFFICE: TJH Room 211

TELEPHONE: 208.792.2910

EMAIL: jstthomasjorgenson@lcsc.edu

OFFICE HOURS: Monday and Friday by appointment; Tuesday 12:00 p.m. – 1:15 p.m., Wednesday 9:00 a.m. – 12:00 p.m., Thursday Noon – 1:45 p.m.

“Strategic management is the ongoing process companies use to form a vision, analyze their external environment and their internal organization, and select one or more strategies to use to create value for customers and other stakeholders, especially shareholders.” (Ireland, 2012, p. 4).

Success in This Class

Business owners and managers need good information to make good decisions. Finding accurate, relevant information is crucial to the strategic management process; this is why we will be emphasizing research in this class. (Barbara Barnes, Instructional Librarian is a great resource (blbarnes@lcsc.edu))

Businesses have three major areas: Management and Organization, Marketing, and Finance. *Understanding* how each area of the business’s value chain works together to take the business forward and stay competitive is crucial to your success in this class, as well as your success in today’s competitive business environment.

Being able to work in a team environment is one of the things employers say sets a potential employee apart from others. Conflict resolution is a great skill to develop. The projects we do in this class will expose you to the kinds of stresses and pressures found in the workplace – working toward a common goal, meeting deadlines, dealing with setbacks, and producing a quality product that everyone on the team is proud of.

Groups will be chosen for the semester project. Each group should strive for a balance of experience and expertise in the following areas:

- Management and Organization
- Marketing
- Financial Management
- Research/Citing
- Writing
- Editing
- Effective Layout
- PowerPoint/Prezi
- Excel
- Public Speaking

Groups will be finalized and announced Tuesday, September 6.

The Strategic Management Process

Students will integrate the learning from their undergraduate business classes and examine an organization as a “whole.” Using the text book “Understanding Business Strategy,” as a guide post, they will research a company using academic resources. The research is the most important part of this process; faulty information will lead to faulty assumptions and compromise the accuracy of the report.

When the research is complete, each team will develop a written report and oral presentation that identifies a strategic opportunity for the company. The team will also evaluate the opportunity by examining its probability for success in the areas of implementation, evaluation, and control.

The Required Elements of the Written Plan and Oral Presentation

- **About the Team:** Forming, Storming, Norming, Performing
- **About the Company:** Consideration of the company's DNA, as well as its visions, values, and challenges
- **Analysis**
 - External* – General Environment, Industry, Competition – the set of conditions outside a firm that affect its performance.
 - Internal* - Strengths and weaknesses inside the firm (human and social capital, financial considerations) that affect the company's choice and use of strategic opportunities.
- **Strategy Formulation** – The development of a strategic opportunity developed from the analysis to help the organization realize its vision.
- **Implementation** – Consideration of *who* will carry out the strategic plan, *what* must be done and when (timeline) as well as *how* they will accomplish it.
- **Evaluation and Control** –
 1. Determining what to measure.
 2. Establishing standards of performance.
 3. Measuring actual performance at pre-designated time intervals.
 4. Analyzing (evaluate) whether or not performance meets or exceeds the measurement used. If yes, the process is complete. If no:
 5. Determining what needs to be done to *“correct”* and control the implementation process.
- **Success/Failure** – Once the strategy has been implemented, it is necessary to determine whether or not the objectives developed during strategy formulation will likely be realized.

Balanced Scorecards are used by many Global Fortune 1000 companies to measure:

1. **Financial Strength** – Profitability and Risk
2. **Customer Satisfaction** – Value Creation and Product/Service Differentiation Over Competition
3. **Internal Business Processes Effectiveness** – Internal and External Activities That Create Satisfaction For All Stakeholders
4. **Ongoing Innovation Focus** – Continual Product/Service Improvement As Well As Continual Value Creation

Each student group will be required to develop a balanced scorecard as a part of the implementation, evaluation and control process for the strategic opportunity process.

Ways to Measure the Success of the Strategic Business Opportunity Where it “lives”:

1. **Management and Organization** – The measurement should be a return on Investment (ROI). This will mean the development of a budget for the cost of implementing the strategy as well as projections for two or three years that show ways to measure them against actual performance on a quarterly basis.
2. **Marketing** – The measurement should be an increase in market share and show what is a reasonable goal based on industry averages and how the company can best get there.
3. **Financial** – Benchmarks (from competitors and the past performance of the company itself) to show how sales increases will be projected and measured, or, in the case of cost control strategies, how the measurements for success will be developed and calculated during the implementation process and finally, how they will be evaluated.

4. If the team believes there is a better way to measure the success of a strategic opportunity than those listed above, it must be approved by an instructor before appearing in the final report/presentation. Critical thinking and innovation is always encouraged in this class, and your measurement of the success should be based on sound strategic management principles.

METHODS OF EVALUATION – Up to 700 points possible

ASSIGNMENTS

- ✓ **Company Pitches – Due September 22 – Worth up to 75 Points**
 - ✓ Must Be Publicly Traded in the United States
 - ✓ Must not have been studied in BUS 498 B in the recent past
 - ✓ Must have Standard & Poor’s Information, Company Profile, Industry Profile, etc.

Each group will have up to five minutes to pitch their company. This will be done in front of the class in the live class and via the Discussion Board for the online classes. We will then vote (popular vote) on the company to be studied for the semester. Each group will then be responsible for choosing a different strategic opportunity for the company – the first group that gets approval for a strategy will be able to use it for the group assignment.

- **Mid-Term Exam on October 6 – Chapters 1 through 5 in the Textbook – Worth up to 100 points**
- **Library Research Worksheet for the Chosen Company – Due October 25 – Worth up to 175 Points**
- **Peregrine Exam – November 15 and 17 – Participation is mandatory. Failure to take the test will result in an incomplete for this class until the test is taken. – Worth up to 50 Points**
 - ✓ The Peregrine exam results are used to measure program-level learning outcomes as required by accreditation authorities. *You are required to complete the exam in order to complete this course.* We need you to do your best in order for us to have the best possible data for our continuous improvement process. The exam is a graded assignment and points earned will be as follows:

PEREGRINE EXAM SCORE	POINTS (Worth up to 50 points)
80% - 100%	50 points
70% - 79%	45 points
60% - 69%	40 points
40% - 59%	35 points
30% - 39%	20 points
20% - 29%	10 points
0% - 19%	5 points

- **Final Written Report – Due December 1 – Worth up to 150 Points**
 - ✓ **25 Pages or Less**
 - ✓ **Required Elements** -- Cover Page, Table of Contents, Executive Summary, About Your Team, Analysis, Strategy Formulation, Implementation, Evaluation, and Control, Success/Failure, What We Learned. The Written Report Rubric will be used to grade the report. Samples from past classes are available.

- ✓ **Oral Presentation – Due Dec. 8 (live presentations will be in SAC 115 from 4:30 p.m. – 7:30 p.m.) – Worth Up to 150 Points**
 - ✓ **PowerPoint or Prezi – No More than 15 slides**
 - ✓ **Fifteen Minute (maximum) Oral Presentation**-- in Front of the Business Faculty for the Live Class and Via VoiceThread for the Online Classes. Every group member needs to present for at least one minute. Otherwise, it is assumed that you will play to your group’s strengths. The Presentation must be emailed to klandrews@lcsc.edu and jsthomasiorgenson@lcsc.edu. The Oral Presentation Rubric will be used to grade the report.

POINT SYSTEM		
A	92 – 100%	644 to 700 points
A-	90 – 91%	630 to 643 points
B+	89%	623 to 629 points
B	82- 88%	574 to 622 points
B-	80- 81%	560 to 573 points
C+	79%	553 to 559 points
C	72- 78%	504 to 552 points
C-	70- 71%	490 to 503 points
D	60- 69%	420 to 489 points
F	0- 59%	0 to 419 points

FERPA STATEMENT

The *Family Educational Rights and Privacy Act* (FERPA) is a federal law designed to protect the privacy of student education records and is enforced by the U.S. Department of Education. In essence, the act states that 1) students must be permitted to inspect their own “education records” and 2) “school officials” may not disclose personally identifiable information about a student without written permission from the student. For further information on FERPA and LCSC’s directory information policy, visit www.lcsc.edu/registrar or call (208)792-2223.

LCSC BUSINESS DIVISION AWARDS
 Best Written and Oral Plan – Group Awards
 Best Presenter and Critical Thinker – Individual Award

INSTRUCTORS’ AWARDS
 Innovation Award
 Research Award
 Strategic Opportunity Award

Instructor Policies

- Academic integrity is expected. Academic dishonesty of any type will not be tolerated and could result in failure of the course.
- *Assignments must be turned in by the due dates and times given in the syllabus.* Even one minute past the due date is considered late. If there are extenuating circumstances that dictate that your work must be late, you need to make arrangements before the assignment is due.
- All group assignments must be turned in on their due date in the live classes *before class starts*. Each group member must sign off on the work submitted. The online class will have one group member e-mail the assignment to the instructor before the due date and time (**11:00 p.m.**) and copy it to each member of the group as well. Only one submission per group will be accepted, and that will be the first one turned in. Individual grades may go up or down from the group grade based on the instructors' observations and/or feedback from group members.
- Attendance in class is paramount to success in this class. More than three absences in the semester will result in the loss of one letter grade – and will continue to happen for each three classes missed. Learning happens through the exchange of information. When you are absent, you cheat yourself and others out of possible learning opportunities. Please email before class begins if you will need to be absent from class. You are responsible for asking for any handouts that may have been given out during your absence.
- Unacceptable behavior includes being late for class, leaving class for several minutes, sending or receiving text messages, and using a lap top for something other than work for this class. Five or more instances of unacceptable behavior will result in the loss of one letter grade for the class, ten or more will result in two letter grades and so on.
- In the online classes, students are expected to read announcements, discussion posts, and check in with their groups at least twice a week. Failure to do this may result in the loss of five points per week.
- **If you need course adaptations or accommodations because of a disability, if you have emergency medical information that needs to be shared, or if you need special arrangements, please let your instructor know within the first week of class.**

Tentative Course Outline and Assignments

DATE	ACTIVITY	DUE
Tuesday, August 23	Syllabus and Course Assignment Review; Tips For Success	
Thursday, August 25	Library Instruction	
Tuesday, August 30	About Teams; Speed-Dating	
Thursday, September 1	Chapter 1 “The Foundations of Strategic Management”	
Tuesday, September 6	Chapter 2 “Leading Strategically”	Team assignments given
Thursday, September 8	Chapter 3 “Analyzing the External Environment”	
Tuesday, September 13	Chapter 3 “Analyzing the External Environment”	
Thursday, September 15	Chapter 4 “Analyzing the Firm”	
Tuesday, September 20	Chapter 4 “Analyzing the Firm”	
Thursday, September 22	PITCHES	Pitches Due – Worth up to 75 points
Tuesday, September 27	Chapter 5 “Business Level Strategy”	
Thursday, September 29	Chapter 5 “Business Level Strategy”	
Tuesday, October 4	Worksheet Day	
Thursday, October 6	Mid-term Exam	Chapters 1 through 5 – Worth up to 100 points
Tuesday, October 11	Chapter 6 “Multi-Product Strategies	
Thursday, October 13	Chapter 7 “Acquiring and Integrating Businesses”	
Tuesday, October 18	Chapter 7 “Acquiring and Integrating Businesses”	
Thursday, October 20	Chapter 8 “Competing Across Borders	
Tuesday, October 25	Chapter 9 “Creating and Maintaining Alliances”	Worksheet Due – Worth up to 175 points
Thursday, October 27	Chapter 9 “Creating and Maintaining Alliances”	
Tuesday, November 1	Team Work	
Thursday, November 3	Chapter 10 “Innovating Through Strategic Entrepreneurship”	
Tuesday, November 8	Chapter 10 “Innovating Through Strategic Entrepreneurship”	
Thursday, November 10	Team Work	

Tuesday, November 15	Peregrine Exam	Worth up to 50 points
Thursday, November 17	Peregrine Exam	
Tuesday, November 22	Thanksgiving Break	
Thursday, November 24	Thanksgiving Break	
Tuesday, November 29	Team Work	
Thursday, December 1	Rehearsals	Written Report Due – Worth up to 150 points
Tuesday, December 6	No Class	
Thursday, December 8	Team Work	Oral Presentation Due – Worth up to 150 points
Tuesday, December 13	Final Day – Instructor Awards Presented	

Course Common Professional Components (CPC) in Estimated Contact Hours:

A. Accounting (ACT)	3
B. Marketing (MKT)	8
C. Finance (FIN)	2
D. Management	
1. <i>Management Principles (MGT)</i>	8
2. <i>Organizational Behavior (OB)</i>	3
3. <i>Human Resource Management (HRM)</i>	2
4. <i>Operations Management (OM)</i>	2
Total Management	15
E. Economic/Social/Legal Environment	
1. <i>Legal Environment of Business (LAW)</i>	6
2. <i>Economics (ECN)</i>	2
3. <i>Business Ethics (ETH)</i>	2
Total Economic/Social/Legal Environment	10
F. Decision-Support Tools	
1. <i>Information Systems (IS)</i>	2
2. <i>Quantitative Methods/Statistics (QM)</i>	3
Total Decision-Support Tools	5
G. Global Dimensions of Business (GLOB)	2
H. Integrative Experience (INT)	10
Total Contact Hours	55

LEWIS-CLARK STATE COLLEGE Syllabus Addendum (AY2016-2017)

Consumer Information

In 2008, the federal government required all post-secondary institutions offering federal financial aid programs to provide key data to both prospective and current students. To comply with this requirement, Lewis-Clark State College has developed a consumer information page, which may be accessed at www.lcsc.edu/consumer-information/

Disability Accommodations

Students requiring special accommodations or course adaptations due to a disability and/or a health-related issue should consult their course instructors and the LCSC Student Counseling Center immediately (RCH 111, 792-2211). Official documentation may be required in order to provide an accommodation and/or adaptation.

Student Rights and Responsibilities

Students have the responsibility for knowing their program requirements, course requirements, and other information associated with their enrollment at LCSC. Students should review the LCSC General Catalog (<http://webdev.lcsc.edu/catalog> and the LCSC Student Handbook (www.lcsc.edu/media/2157659/Student-Handbook.pdf or www.lcsc.edu/student-affairs/student-rights-and-responsibilities/) for more information.

Accidents/Student Insurance

Students participating in LCSC classes normally must look to their personal health insurance policy should an accident occur. In the event of an accident, please seek medical help, if necessary, and report the incident to LCSC Security (792-2226). Fieldtrips or other special student activities may also require students to submit a signed participation waiver (forms can be obtained from the supporting Division Office).

Enrollment Verification/Attendance

Students who are not actively pursuing their classes may have to repay part or all of their financial aid awards depending upon the circumstances.

Academic Dishonesty

Academic dishonesty, which includes cheating and plagiarism, is not tolerated at LCSC. Individual faculty members may impose their own policies and sanctions regarding academic dishonesty after offering the student an opportunity to explain his or her actions. Sanctions imposed by the faculty member are limited to grades on the assignment(s) in question and/or on the course grade. On matters of academic dishonesty, faculty members do not have the authority to dismiss a student from class indefinitely nor to disenroll a student from a program without corroboration from a Division Chair (or program ethics committee where applicable), the appropriate instructional dean, and the Vice President for Student Affairs. Students who are accused of being academically dishonest may be referred to the Vice President for Student Affairs for official disciplinary action.

Illegal File Sharing

Students using LCSC's computers and/or computer network must comply with the college's appropriate use policies and are prohibited from illegally downloading or sharing data files of any kind. Specific information about the college's technology policies and its protocols for combating illegal file sharing may be found on the Vice President for Student Affairs' web page (www.lcsc.edu/student-affairs/student-code-of-conduct/ or www.lcsc.edu/consumer-information/).

Diversity Vision Statement

Regardless of race, color, age, sex, religion, national origin, disability, veteran status, gender identity, or sexual orientation, you will be treated and respected as a human being.

Disclosures

During this course, if you elect to discuss information with me which you consider to be sensitive or personal in nature and not to be shared with others, please state this clearly. Your confidentiality in these circumstances will be respected unless upholding that confidentiality could reasonably put you, other students, other members of the campus community, or me in danger. In those cases or when I am bound by law to report what you have told me, such as incidents involving sexual assault or other violent acts, I will submit a report to appropriate campus authorities.

Student Feedback

Students shall be provided the opportunity to formally evaluate each course in which they are enrolled. Notification of student feedback opportunity and timelines will be made through the official LCSC student email (currently LCMail) or online course learning management (currently Blackboard) systems.

Student Work

Student work for this course (assignments, quizzes, exams, projects, etc.) may be copied and retained for program assessment or accreditation purposes. For more information, speak with the instructor or division chair.

Approved by Vice President for Student Affairs & Provost / Vice President for Academic Affairs June 2, 2016