



Date		Credits	3 Credits
Course Title	Strategic Management	Course Number	MA 30720
Pre-requisite (s)	MAR 1011 or HFT 2500 or MAR 2141	Co-requisite (s)	None
Hours	45 Hours		

Place and Time of Class Meeting

San Ignacio University
3905 NW 107 Avenue, Suite 301
Miami, FL 33178

Name and Contact Information of Instructor

Book required

(The Institution recognizes the use of the textbook in the classroom as part of the educational methodology and strategy applied in diverse materials. The textbook is part of the curriculum and is used to reach the student in an effective manner in the classroom. Every student is expected to acquire and use the textbook.)

Strategic management: an integrated approach
Charles W.L. Hill and Gareth R. Jones
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ISBN-13: 9781111825843

Classroom expectations for students

Attendance Policy

Students are expected to attend all scheduled university classes for the courses that they are registered for and to achieve the goals set forth by each class instructor. Attendance is taken daily. Enrolled students are permitted no more than **2** “free” absences in one semester. Students missing **3-5** classes over the course of the semester will receive a one-letter grade deduction from their final course grade; missing more than **6** classes will result in failure of the course regardless of grade average. It is the student's responsibility to arrange to make up work missed because of an absence.



Student Tardiness Policy

A student is considered tardy/late if he/she comes to class 15 minutes late. With three tardies the student accumulates one full absence. If the student misses half of the class period, it is a full absence. When a student has more than 6 tardies, the instructor will contact the San Ignacio University Coordinator of Student Affairs and Academic Department and request an intervention session with the student. The goal of the intervention session is to develop and implement an intervention program to help students learn new ways to save and manage time.

NOTE: Plagiarism is defined as the use, without proper acknowledgment, of the ideas, phrases, sentences, or larger units of discourse from another writer or speaker. Plagiarism includes the unauthorized copying of software and the violation of copyright laws. Students who commit plagiarism will obtain a grade of “Failure” on their exam or assignment.

Course Description

This course provides the students with an up-to-date business strategy and management knowledge to find new ways to maintain and increase their performance in the workplace. Among the topics studied we have: Introduction to strategic management, The nature of competitive advantage, strategies, Implementing strategy, Corporate performance, Governance, and Business ethics.

Learning Objectives

At the end of this course the student will be able to:

- To briefly discuss and give an introduction of strategic management
- To explain strategic leadership and describe managing the strategy-making process for competitive advantage
- To analyze externally the identification of opportunities and threats
- To discuss and evaluate the nature of competitive advantage
- To describe and analyze the internal distinctive competencies, competitive advantage and profitability
- To discuss the building of competitive advantages through function-level strategy
- To summarize and evaluate the building of competitive advantage through business-level strategy
- To describe the business-level strategy and the industry environment
- To identify strategy and technology and assess the technical standard and format wars
- To explain the strategy in the global environment and national environment

- To analyze corporate-level strategy and discuss horizontal, vertical integration and strategic outsourcing
- To describe corporate-level strategy and compare related and unrelated diversification
- To evaluate corporate performance, governance, and business ethics
- To assess and state the implementing strategy in companies that compete in a single industry
- To discuss and describe the implanting strategy in companies that compete across industries and countries
- To analyze a case study and develop the capability to write a case study analysis

Topical Outline and Schedule

DATE		WEEK 1
SPECIFIC OBJECTIVES	Describe the course. <ul style="list-style-type: none"> • Explain what is meant by “competitive advantage” • Discuss the strategic role of managers at different levels within an organization • Identify the primary steps in a strategic planning process • Discuss the common pitfalls of planning, and how those pitfalls can be avoided • Outline the cognitive biases that might lead to poor strategic decisions, and explain how these biases can be overcome • Discuss the role strategic leaders play in the strategy making process 	
TOPIC (S)	Syllabus Discuss Library Orientation Course, Instructor to verify completion <ul style="list-style-type: none"> • Explain strategic leadership competitive advantage, and superior performance • Discuss industry difference in Performance • Illustrate and describe industry differences in performance • Define strategic managers and list and describe the various components • Describe the major goals and explain the strategy as an emergent process • Describe the strategic planning in practice and strategic decision making • Describe strategic leadership its vision, eloquence, and consistency 	
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Discussion of Syllabus • Opening Case • Strategy inaction 	



<p>HOMEWORK & ASSIGNED READINGS</p>	<p>Review the Syllabus Complete the Library Orientation Course. Instructor to verify completion.</p> <p>Homework: Chapter 1 pp. 3-33 Discussion Questions p. 34 1-5 Small-Group Exercises p. 35 1-4 Strategy Sign-On p. 35 1-4 Closing Case p. 37 1-5</p>
<p>DATE WEEK 2</p>	
<p>SPECIFIC OBJECTIVES</p>	<ul style="list-style-type: none"> • Describe and evaluate the external analysis and discuss the identification of opportunities and threats • Discuss and review the primary technique used to analyze competition in an industry environment: the competitive forces models • Explore the concept of strategic groups and their role in external analysis • Illustrate the implications for industry analysis • Discuss how industries evolve over time, with reference to the industry life-cycle model • Show how trends in the macro-environment can shape the nature of competition in an industry
<p>TOPIC (S)</p>	<p>Discuss Final Class Project & Presentation, List of Topics</p> <ul style="list-style-type: none"> • List and define an industry and compare contrast industry versus sector • Explain the competitive forces model and the risk of entry by potential competitors • Discuss price wars in the breakfast cereal industry • Explain Dell Inc and personal computer industry • Illustrate the industry life-cycle analysis and embryonic industries • Describe the limitations of models for industry analysis
<p>LEARNING ACTIVITIES</p>	<p>Participate in a forum.</p> <ul style="list-style-type: none"> • Instructor led group discussion focus on Dell • Analysis of reading and Open Case • Check of the reading and ethical dilemma
<p>HOMEWORK & ASSIGNED READINGS</p>	<p>Homework: Chapter 2 pp. 46-75 Discussion Questions p. 76 1-4 Small-Group Exercises p. 76 1-2 Strategy Sign-On p. 77 1-7 Closing Case p. 77 1-4</p>

DATE		WEEK 3
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Discuss the source of competitive advantage • Identify and explore the role of efficiency, quality , innovation, and customer responsiveness in building and maintaining a competitive advantage • Explain the concept of the value chain • Describe the link between competitive advantage and profitability • Explain what impacts the durability of a company’s competitive advantage • Describe and discuss internal analysis and distinctive competencies, competitive advantage, and profitability 	
TOPIC (S)	<p>Discussion of student topic selection, library research, tentative bibliography</p> <ul style="list-style-type: none"> • Describe the roots of competitive advantage and the distinctive competencies • Explain the value chain and primary activities • Discuss value creation at burberry and support activities • Describe the building blocks of competitive advantage • Illustrate business models the value chain an generic distinctive competencies • Evaluate and analyze competitive advantage and profitability • Discuss avoiding failure and sustaining competitive advantage 	
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Opening Case • Group discussion • Participate in a forum 	
HOMEWORK & ASSIGNED READINGS	<p>Investigate concepts and kinds of objectives. Library Research. Develop Tentative Bibliography</p> <p>Due: Project Topic Due: Tentative Bibliography</p> <p>Homework: Chapter 3 pp. 83-111 Discussion Questions p. 112 1-5 Small-Group Exercises p. 113 1-5 Strategy Sign-On p. 113 1-7 Closing Case p. 114 1-4</p>	
DATE		WEEK 4
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain how an enterprise can use functional level strategies to increase its efficiency 	

	<ul style="list-style-type: none"> • Explain how and enterprise can use functional level strategies to increase its quality • Explain how an enterprise can use functional level strategies to increase its innovation • Explain how an enterprise can use functional level strategies to increase its customer responsiveness • Describe building competitive advantage through functional-level strategy • Define functional-level strategies and how to achieve superior efficiency
TOPIC (S)	<p>Due: Project Topic Due: Tentative Bibliography</p> <ul style="list-style-type: none"> • Describe the superior efficiency and explain efficiency and economies of scale • Discuss learning effects in cardiac surgery and efficiency and the experience curve • Discuss mass customization at Land's end and the marketing and efficiency • Explain the materials management, just-in-time and efficiency • Define R&D strategy and efficiency and human resource strategy and efficiency • Describe dells' utilization of the internet • Explain how to achieve superior quality • Discuss general electrics six sigma quality improvement process • Discuss achieving superior responsiveness to customers and focusing on the customer and satisfying customer needs
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Review: Key Terms • Carry out a micro-class • Group discussion
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Homework: Chapter 4 pp. 118- Discussion Questions p. 150 1-4 Small-Group Exercises p. 150 1-2 Strategy Sign-On p. 150 1-5 Closing Case p. 151 1-4</p>
DATE	WEEK 5
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain why a company must define its business, and how managers do this through choices about which customer groups, customer needs, and distinctive competencies to pursue

	<ul style="list-style-type: none"> • Define competitive positioning and explain the tradeoffs between differentiation, cost, and pricing options • Identify the choices managers make to pursue a business model based on a combination of the primary generic business level strategies: cost leadership, differentiation, and focus • Explain why each business model allows a company to outperform its rivals, reach the value-creation frontier, and obtain above average profitability • Discuss why some companies can successfully make the competitive positioning decisions that allow them to sustain their competitive advantage over time while others cannot
TOPIC (S)	<ul style="list-style-type: none"> • Explain the competitive positioning and the business model • Discuss formulating the business model customer needs and products differentiation • Formulating the business model and customer groups and markets • Discuss competitive positing and business-level strategy • Describe competitive positioning and generic business-level strategies • Discuss the first global xpress delivers packages faster, cheaper and greener • Evaluate apple's growing differentiation advantage and explain the dynamics of competitive positioning
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • A review of literature • Check of the reading • Group discussions
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project Chapter 5 pp. 157-185 Discussion Questions p. 187 1-7 Small-Group Exercises p. 187 1-3 Strategy Sign-On p. 188 1-7 Closing Case p. 188 1-2</p>
DATE	WEEK 6
SPECIFIC OBJECTIVES	<p>EXAM I</p> <ul style="list-style-type: none"> • Explain why strategic managers need to align their business models with the conditions that exist in different kinds of industry environments • Identify the strategies managers can develop to increase profitability in fragmented industries • Discuss the special problems that exist in embryonic and growth industries and how companies can develop successful business models

	<p>to effectively compete</p> <ul style="list-style-type: none"> • Describe competitive dynamics in mature industries and discuss the strategies managers can develop to increase profitability even when competition is intense • Outline the different strategies that companies in declining industries can use support their business models and profitability • Discuss business-level strategy and the industry environments
TOPIC (S)	<ul style="list-style-type: none"> • Discuss the strategies in fragmented industries define chaining, franchising, and horizontal merger • Illustrate and describe strategies in embryonic and growth industries • Explain navigating through the life cycle to maturity and list the different strategies • Discuss Google being threatened by the online social networking niche • Discuss the declining industries for the severity of decline and choosing a strategy • Discuss how to make money in the vacuum tube business
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Strategy in action • Instructor led group discussion • Ethical Dilemma
HOMEWORK & ASSIGNED READINGS	<p>Chapter 6 pp. 193-222 Discussion Questions p. 223 1-5 Small-Group Exercises p. 223 1-3 Strategy Sign-On p. 224 1-4 Closing Case p. 224 1-3</p>
DATE	WEEK 7
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Discuss the strategy and technology and the rise of cloud computing • Explain the tendency toward standardization in many high-technology markets • Describe the strategies that firms can use to establish their technology as the standard in market • Explain the cost structure of many high-technology firms, and articulate the strategic implications of this structure • Explain the nature of technological paradigm shifts and their implications for enterprise strategy • Define technical standards and format wars in the strategy and technology
TOPIC (S)	<ul style="list-style-type: none"> • Discuss the case of cloud computing in strategy and technology • Describe technical standard and format wars

	<ul style="list-style-type: none"> • Discuss how Dolby became the standard in sound technology • Explain the strategies for winning a format war and discuss ensure a supply of complements • Summarize aggressive pricing and marketing and describe costs in high-technology industries • Analyze and identify capturing first-mover advantages Discuss strategic implications fore established companies
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group discussion • Carry out a micro-class • Review: Chapter Summary
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 7 pp. 229-256 Discussion Questions p. 258 1-6 Small-Group Exercises p. 258 1-2 Strategy Sign-On p. 259 1-6 Closing Case p. 259 1-6</p>
DATE	WEEK 8
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Discuss and describe strategy in the global environment • Explain the process of globalization and how that impacts a company's strategy • Discuss the motives for expanding internationally • Review the different strategies that companies use to compete in the global market place • Explain the pros and cons of different modes for entering foreign markets • Compare and describe the global and national environments
TOPIC (S)	<ul style="list-style-type: none"> • Describe the global and national environments • Discuss the globalization of production and markets • Explain the increasing profitability and profit growth through global expansion • Describe cost pressures and pressures for local responsiveness • Discuss choosing a global strategy and explain Dell's global business strategy • Describe the evolving strategy of Coca-Cola • Define licensing, franchising, joint ventures, wholly owned subsidiaries and choosing an entry strategy
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Strategy in action • Group discussion

	<ul style="list-style-type: none"> • Check of the reading
HOMework & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 8 pp. 304-363</p> <p>Discussion Questions p. 300 1-5</p> <p>Small-Group Exercises p. 300 1-4</p> <p>Strategy Sign-On p. 301</p> <p>Closing Case p. 302 1-4</p>
DATE	WEEK 9
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Discuss corporate level strategy and describe horizontal integration, vertical integration, and strategic outsourcing • Discuss how corporate-level strategy can be used to strengthen a company's business model and business-level strategies • Define horizontal integration and discuss the primary advantages and disadvantages associated with this corporate level strategy • Explain the difference between a company's internal value chain and the industry value chain • Define horizontal integration and describe the primary advantages and disadvantages associated with this corporate-level strategy • Describe why, and under what conditions, cooperative relationships such as strategic alliances and outsourcing may become a substitute for vertical integration
TOPIC (S)	<ul style="list-style-type: none"> • Discuss corporate-level strategy and the multi-business model • Explain horizontal integration and discuss single-industry corporate strategy • Discuss beating Dell and why HP acquired Compaq • Discuss why Larry Ellison wants Oracle to become the biggest and the best • Describe and discuss specialized assets and vertical integration in the aluminum industry • Describe the problem and limits of vertical integration • Evaluate the alternatives to vertical integration and discuss cooperative relationships
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Analysis of the examples raised in class • Instructor led group discussion • Review: Key Terms/ethical dilemma
HOMework & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 9 pp. 309-333</p> <p>Discussion Questions p. 334 1-5</p> <p>Small-Group Exercises p. 335</p> <p>Strategy Sign-On p. 335 1-9</p>

	Closing Case p. 336 1-2
DATE	WEEK 10
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Differentiate between multi-business models based on related and unrelated diversification • Explain the five primary ways in which diversification can increase company profitability • Discuss the conditions that lead managers to pursue related diversification versus unrelated diversification and explain why some companies pursue both strategies • Describe the three methods companies use to enter new industries: internal new venturing, acquisitions, and joint ventures • Discuss the advantages and disadvantages associated with each of these methods • Describe corporate-level strategy and explain related and unrelated diversification
TOPIC (S)	<ul style="list-style-type: none"> • Discuss the VF corp acquires timberland to realize the benefits from related diversification • Describe the increasing profitability through diversification • Describe the two type of diversification and define related and unrelated diversification • Explain the limits and disadvantages of diversification • Discuss how bureaucratic cost rose then fell at Pfizer • Identify and describe choosing a strategy and discuss related versus unrelated diversification • Analyze the attractions of internal new venturing and pitfalls of new ventures • Describe entering new industries and discuss the attraction of acquisition and the pitfalls
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Discussion • Participate in a forum • Analysis of assigned reading
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 10 pp. 341-370</p> <p>Discussion Questions p. 372 1-5</p> <p>Small-Group Exercises p. 372 1-3</p> <p>Strategy Sign-On p. 373</p> <p>Closing Case p. 374 1-2</p>
DATE	WEEK 11

SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain the relationship between stakeholder management and corporate performance • Explain why maximizing returns to stockholders is often viewed as the preeminent goal in many corporations • Explain why maximizing returns to stockholders is often viewed as the preeminent goal in many corporations • Describe the various governance mechanism that are used to align the interest of stockholders and managers • Explain why these governance mechanisms do not always work as intended • Identify the main ethical issues that arise in business and the causes of unethical behaviors • Identify what managers can do to improve the ethical climate of their organization and to make sure that business decision do not violate good ethical principles
TOPIC (S)	<ul style="list-style-type: none"> • Describe corporate performance, governance, and business ethics • Discuss and describe stakeholders and corporate performance • Identify agency theory and explain and discuss agency theory • Evaluate price-fixing at Sotheby's and Christie's • Analyze self-dealing at computer associates and discuss ethics issues in strategy • Judge Nike-the sweatshop debate and discuss the roots of unethical behavior and behaving ethically
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Discussion • Study: Key Terms/Strategy in Action/Focus on dell • Instructor led group discussion
HOMEWORK & ASSIGNED READINGS	<p>Due: First Draft of Final Project Chapter 11 pp. 379-406 Discussion Questions p. 407 1-6 Small-Group Exercises p. 408 1-3 Strategy Sign-On p. 408 1-4 Closing Case p. 409 1-5</p>
DATE WEEK 12	
SPECIFIC OBJECTIVES	<p>MIDTERM EXAM II</p> <ul style="list-style-type: none"> • Summarize how organizational design requires strategic managers to select the right combination of organizational structure, control, and culture • Describe implementing strategy in companies that compete in a single industry

	<ul style="list-style-type: none"> • Discuss how effective organizational design enables a company to increase product differentiation, reduce its cost structure, and build competitive advantage • Explain why it is so important that strategic managers keep the organizational hierarchy as flat as possible and what factors determine the way they decide to centralize or decentralize authority • Explain the many advantages of a functional structure and why and when it becomes necessary to utilize a more complex form of organizational structures • Differentiate between the more complex forms of organizational structure managers adopt to implement specific kinds of business-level strategies
TOPIC (S)	<ul style="list-style-type: none"> • Evaluate and describe the implementing strategy through organizational design • Explain the building blocks of organizational design • Discuss and evaluate Bob Iger flattens Walt Disney and explain the integration and integrating mechanism • Describe organizational culture and the traits of strong and adaptive corporate cultures • Identify the building distinctive competencies at the functional level • Discuss implementing strategy in a single industry • Describe Dell's strategy implementation at Dell • Describe the HISD moves from a geographic to a market structure
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Participate in a forum • A review of the literature • Group discussion
HOMEWORK & ASSIGNED READINGS	<p>Chapter 12 pp. 415-453 Discussion Questions p. 454 1-5 Small-Group Exercises p. 455 Strategy Sign-On p. 455 1-11 Closing Case p. 456 1-2</p>
DATE	WEEK 13
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Discuss implementing strategy in companies that compete across industries and countries • Discuss the reasons why companies pursuing different corporate strategies need to implement these strategies using different combinations of organizational structure, control, and culture • Describe the advantages and disadvantages of a multidivisional structure •

TOPIC (S)	<ul style="list-style-type: none"> • Judge and discuss nokia expands its organizational structure around the globe • Describe managing corporate strategy through the multidivisional structure • Identify the advantages of a multidivisional structure and the problems in implementing a multidivisional structure • Discuss and analyze why Avon needed to change the balance between centralization and decentralization • Describe SAP'S ERP system and the implementing strategy across countries • Analyze the entry mode and implementation and discuss internal new venturing •
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Instructor led group discussion • Study: Key Terms/Strategy in Action • Ethical Dilemma • Carry out a micro-class
HOMEWORK & ASSIGNED READINGS	<p>Editing & Revision of Final Project Chapter 13 pp. 463-473 Discussion Questions p. 492 1-5 Small-Group Exercises p. 493 1-3</p>
DATE WEEK 14	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain and describe why companies that pursue different kinds of global expansion strategies choose different kinds of global structures • Assess global expansion strategies and the control systems to implement global expansion strategies and structures • Discuss the strategy implementation problems associated with the three primary methods used to enter new industries internal new venturing, joint ventures, and mergers • Compare and describe joint ventures and mergers • Identify and explain the ways in which advanced information technology (IT) may reduced bureaucratic cost • Describe and discuss how a company more effectively implement its business model
TOPIC (S)	<ul style="list-style-type: none"> • Judge and discuss Nestlé's global matrix structure • Identify joint ventures and mergers and acquisitions • Describe information technology, the internet and outsourcing • Explain information technology and strategy implementation • Discuss strategic outsourcing and network structure

	<ul style="list-style-type: none"> Classify and judge IBM and Accenture use IT to create virtual organization Analyze Li& Fung's Global supply-chain management
LEARNING ACTIVITIES	<ul style="list-style-type: none"> Instructor led group discussion Analysis of reading Review: Chapter summary
HOMEWORK & ASSIGNED READINGS	<p>Editing & Revision of Final Project Chapter 13 pp. 474-491 Strategy Sign-On p. 493 1-7 Closing Case p. 494 1-3</p>
DATE	WEEK 15
SPECIFIC OBJECTIVES	<p>Final Project Final Presentation Final Exam</p> <ul style="list-style-type: none"> Explain the purpose of analyzing a case study Apply the basic concepts and strategic management issues facing specific companies Describe the eight characteristics analysis of a case study Summarize and describe the concepts to help analyze a case study Describe the process of writing a case study analysis Identify and summarize some suggestions of case studies that can be used to improve the writing of a case study analysis Explain and discuss the role of financial analysis in case study
TOPIC (S)	<ul style="list-style-type: none"> Discuss and describe what is case study analysis Describe and summarize analyzing a case study Evaluate writing a case study analysis Describe the role of financial analysis in case study analysis Define and compare and contrast profit ratios versus liquidity ratios Explain shareholder-return ratio's and cash flow
LEARNING ACTIVITIES	<ul style="list-style-type: none"> Participate in a forum Instructor led group discussion Analysis of reading
HOMEWORK & ASSIGNED READINGS	<p>Introduction of analyzing a case study and writing a case study pp. C1-C16 Write a sample analysis of a case study, Five pages</p>



In developing methodological strategies, it is best to discuss them between teachers and students in an environment of freedom and mutual agreement in order to ensure that the students make them their own and take responsibility for their execution and for attaining the goals of this course.

The following strategies may be used in this class:

1. A review of the literature.
2. Check of the reading.
3. Analysis of assigned readings.
4. Group discussions.
5. Individual and group discussions.
6. Preparation of reports.
7. Preparation of a didactic plan.
8. Carrying out a micro-class.

Additional Instructional Materials and References

- Strategic Management: Theory and Application by Adrian Haberberg and Alison Rieple (Paperback-February 25, 2008)
- The Management of Technology and Innovation: A Strategic Approach by Margaret A. White and Garry D. Burton (Paperback-January 18,2006)
- Strategic Management for Nonprofit Organization: Theory and Cases by Sharon M. Oster (Hardcover-May 11, 1995)

Assessment Criteria and Methods of Evaluating Students

96 – 100%	→ A
90 – 95%	→ A-
87 – 89%	→ B+
83 – 86%	→ B
80 – 82%	→ B-
77 – 79%	→ C+
73 – 76%	→ C
70 – 72%	→ C-
67 – 69%	→ D+
63 – 66%	→ D
60 – 62 %	→ D-
< 59%	→ F



Do not count on a curve!

Generally, the grades "A" through "C-" are considered passing grades. Grades "W" and "I" indicate that no grades were earned for the course. A "W" grade indicates that the student withdrew from the course. An "I" grade indicates that the student was passing the course, but failed to complete all the required course work. The instructor, in his/her discretion may grant an "I" grade instead of an "F", pending completion of the course work by the student within a specified time arranged by the instructor and told to the student. It is the student's responsibility to follow-up with the instructor to complete the course work. If the course work is not completed by the arranged time, the "I" grade becomes an "F".

Distribution of Grade Elements

Homework: 15% (5% each)

Exams I, II, III: 30% (10% each)

Final Presentation: 30% (15% each)

Final Research Project: 25%

Total: 100 %

Date Syllabus Was Last Reviewed: 11-10-12