LEWIS-CLARK STATE COLLEGE
BUS 498 B 01 and 02 SENIOR SEMINAR II

Meets at 10:30 in TJH, Room 108 M/W or T/TH
SYLLABUS – Spring 2018

Prerequisites:
AC 231, 232, BUS 311, BUS 321

Office Hours
- Mondays: Noon – 1:15
- Tuesdays: Noon - 1:15
- Wednesdays: 9:15 – 10:15 and Noon – 1:15
- Thursdays: Noon – 1:15
- By Appointment

I will answer email within 24 hours between 8 a.m. on Mondays through 8 p.m. on Thursdays. I am not generally available Friday – Sunday.

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

Student Learning Outcomes

1. To demonstrate basic concepts of Strategic Management through the development of a strategic opportunity written report and oral presentation
2. To demonstrate how to effectively locate and use research to find pertinent information on organizations to be used in making strategic management decisions in the senior project
3. To demonstrate how to effectively employ Environmental Scanning, Industry and Competitive Analysis strategies
4. To define the basics of Strategy Formulation
5. To demonstrate how to best use Strategy Implementation, Evaluation, and Control strategies in the senior project
6. To develop a strategic management business plan that meets the criteria explained in the written report and oral presentation rubrics


One chapter per week (10 chapters) is the reading assignment for the semester. The first chapter should be read by class time (Monday or Tuesday) the week of January 22, the second by the week of January 29 and so forth.

Reading the chapter will help with both the senior project and the exit exam. Concepts and terms from the book MUST be included in the project – the book is also a required source for the strategic opportunity written and oral projects. Lectures will also be given for each chapter. Lecture notes are important as referring to them will help with the projects which are worth a substantial amount of your final grade for this class.

“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
- You-Tube or Voice Thread Proficiency
- Public Speaking

**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 (evaluating) 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 – 700 points possible**

See specific assignment instructions for assignments under the Assignments link for the course. Templates and samples are provided for you to use for the library worksheet, strategic opportunity write-up, written report, and oral presentation under the Course Content link in Blackboard.

1. **“Want Ad”** – Due January 22 (M/W) or January 23 (T/TH) – (worth up to 10 points)
2. **“Dream Team”** – Due January 24 (M/W) or January 25 – (worth up to 15 points)
3. **Company Vote** – *Due January 29 (M/W) or January 30 (T/TH)* - (worth up to 25 points)

4. **Library Research Worksheet** – *Due Feb 28 (M/W) or March 1 (T/TH)* – Use a word document for this assignment. (worth up to 100 points). We will meet in the library on February 5 (M/W) or February 6 (T/TH) for instruction.

5. **Strategic Opportunity Write-Up** – *Due March 7 (M/W) or March 8 (T/TH)* – Use a word document for this assignment. (worth up to 100 points)

6. **Strategic Opportunity Oral Presentation** – *Due March 14 (M/W) or March 15 (T/TH).* Develop a Strategic Opportunity based on the data your group collected and turn it into a 5-7 minute Oral Strategic Opportunity Presentation with about five slides and each group member speaking for one minute. (worth up to 100 points)

7. **Exit Exam** – *Available March 19-23.* 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 EXIT 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. You will need to email me the link with your certificate of completion. An email link for you to use to complete the exam from your computer will be provided to you one week in advance. The exam is a graded assignment and points earned will be as follows:

   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% = **05 points**

8. **Final Written Report** – *Due April 25 (M/W) or April 26 (T/TH)* – 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. Each student will submit confidentially via email to me your analysis of how each of your group members performed using the written rubric for this class (including yourself) by the due date. **Worth up to 25 points** of the total for this assignment. The Written Report Rubric will be used to grade the report.

9. **Oral Presentation** – *Due May 2 (M/W) or May 3 (T/TH)*- No More than 15 slides. Fifteen Minute (maximum) Oral Presentation. Every group member needs to present for at least one minute. Each student will submit confidentially via email to me your analysis of how each of your group members performed using the oral presentation rubric for this class (including yourself) by the due date. **Worth up to 25 points** of the total for this assignment. You will play to your group’s strengths. The Oral Presentation Rubric will be used.
10. **Instructor Awards** – During Final Exam Scheduled Time – Monday, May 7 at 10:30 for (M/W) and Tuesday, May 8 at 10:30 for (T/TH).

Total Points = Up to 700:

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

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**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

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**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, please make arrangements before the assignment is due.

- All group assignments must be turned in on their due date. 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 (always class time) 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.
- 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.

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

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<thead>
<tr>
<th>Component</th>
<th>Contact Hours</th>
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<tbody>
<tr>
<td>A. Accounting (ACT)</td>
<td>3</td>
</tr>
<tr>
<td>B. Marketing (MKT)</td>
<td>6</td>
</tr>
<tr>
<td>C. Finance (FIN)</td>
<td>2</td>
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<tr>
<td>D. Management</td>
<td></td>
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<tr>
<td>1. Management Principles (MGT)</td>
<td>6</td>
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<tr>
<td>2. Organizational Behavior (OB)</td>
<td>3</td>
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<td>3. Human Resource Management (HRM)</td>
<td>2</td>
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<tr>
<td>4. Operations Management (OM)</td>
<td>2</td>
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<tr>
<td><strong>Total Management</strong></td>
<td><strong>11</strong></td>
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<tr>
<td>E. Economic/Social/Legal Environment</td>
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<tr>
<td>1. Legal Environment of Business (LAW)</td>
<td>6</td>
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<tr>
<td>2. Economics (ECN)</td>
<td>2</td>
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<td>3. Business Ethics (ETH)</td>
<td>2</td>
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<td><strong>Total Economic/Social/Legal Environment</strong></td>
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<td>F. Decision-Support Tools</td>
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<tr>
<td>1. Information Systems (IS)</td>
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<tr>
<td>2. Quantitative Methods/Statistics (QM)</td>
<td>3</td>
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<td><strong>Total Decision-Support Tools</strong></td>
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<td>G. Global Dimensions of Business (GLOB)</td>
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<td>H. Integrative Experience (INT)</td>
<td>6</td>
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<td><strong>Total Contact Hours</strong></td>
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