

**Washington State University
Carson College of Business**

**Management, Information Systems,
& Entrepreneurship Department**

**MGMT 491: Strategic Management
Professor: T. H. Allison**

WELCOME

Class Version 4, Syllabus Revision 6 - Updated 24 FEB 2016

Spring 2016 | 4.6

Sections:

05 : MWF 1510-1600

04 : MWF 1610-1700



Carson College of Business

WASHINGTON STATE UNIVERSITY

MGMT 491 – Strategic Management

Fall 2015 in **CUE 114** (48 Seats)

Section 05: MWF 15.10-16.00

Section 04: MWF 16.10-17.00

Professor: Thomas H. Allison

LMS: learn.wsu.edu (Blackboard)

Textbook: <http://students.flatworldknowledge.com/course?cid=2360063&bid=1778311>

Office: Todd 440C

Office Hours: 14.00-15.00 MWF & by appointment

T/As: Son & Srivastava

Need help? Can't find answer on Blackboard?

E-mail: mgmt.491@wsu.edu

ABOUT THE COURSE

Course Summary: This course is about the issues and challenges of *leading* a firm in a competitive environment from the perspective of a general manager. Up to now, you have been gaining expertise in the functional areas of business (e.g. management, operations, marketing, finance, accounting, etc.) through your coursework and work experience. This course integrates and builds upon what you already know about these functional areas. A fundamental question of strategy is: *Why are some firms more successful than others?*

Required Readings, Software, and Materials:

*I strive to keep materials costs **down** while embracing **unique, innovative, and fun** instructional and presentation methods. This semester, that includes an online textbook, starting at just \$24 for the web-only version, \$42 for a digital all-access pass that includes Kindle and other e-reader files, with black & white or color printed books also available.*

Mastering Strategic Management, v. 1.1, Ketchen & Short; Flat World Knowledge; ISBN: 978-1-4533-6951-7. <http://students.flatworldknowledge.com/course?cid=2360063&bid=1778311> - \$24.00

LEARNING GOALS AND OUTCOMES FOR CLASS & PROGRAM

MGMT 491 is a required course within the Bachelor of Arts in Business Administration (BABA) degree program. At the end of this course, students should be able to:

1. Define the critical issues facing a firm by thinking critically, creatively, and strategically.
2. Apply concepts, techniques, and theories from diverse functional areas including finance, accounting, marketing, operations, and management to analyze firm behavior and performance.
3. Develop recommendations that build on integration and syntheses of knowledge from diverse disciplines while considering external environment (general, industry, and competitive) environment.
4. Conduct independent research project as a business analyst, gather relevant information from multiple sources, use spreadsheets and modelling to justify reasoning, and apply it to develop strategic recommendations for a global firm.
5. Sharpen written and verbal business communication skills.
6. Demonstrate knowledge of strategic management processes including external and internal analyses, business, corporate, and competitive strategies, globalization, and governance of a firm.

Strategic Thinking, Technical Knowledge and Reasoning, Diverse and integrated Learning:

- Learning the concepts, models, and tools of strategic analysis across business disciplines and take into account firm’s external business/ macroeconomic environment
- Gain experience dealing with complex and ambiguous “real world” problems

Integrated learning, reasoning, and communication:

- Conduct independent research as a business analyst, gather relevant information from multiple sources, use spreadsheets and modelling to identify potential problems
- Use strategic analysis methods, and data analysis tools (e.g., spreadsheets and modelling) to justify reasoning, and apply those to develop strategic recommendations for the firm
- Provide alternate solutions to address critical issues and recommend arguably the best one
- Effectively communicate your analysis, diagnosis, and recommendation to stakeholders

Communication, Information Literacy, and Integration of Learning:

- Sharpen written and verbal presentation skills
- Proactively participate as a team player
- Lead the team in at least one of the projects/ modules and be a proactive team player
- Effectively communicate your recommendation using multiple tools

The learning goals for the BABA degree program are as follows:

1. Graduates will be able to solve business problems, supported by appropriate analytical techniques.
2. Graduates will demonstrate cultural awareness and will be able to identify and evaluate the global implications of business decisions.
3. Graduates will demonstrate professional, socially responsible, and ethical awareness.
4. Graduates will be effective business communicators.

COURSE REQUIREMENTS OVERVIEW

Assignment	Points	Percent
<i>Exams</i>		
Exam 1	150	15.0%
Exam 2	150	15.0%
<i>Strategic Case Group Project</i>		
Part 1: Presentation of Case with Situation Analysis	125	12.5%
Part 1: Discussion Questions & Discussion Leadership	50	5.0%
Part 2: Written Strategic Plan and Presentation	175	17.5%
<i>Participation</i>		
In-Class Assignments, Activities, Reading Quizzes (17 @ 10pts ea, lowest 2 dropped)	150	15.0%
Peer Evaluation - Group Projects	100	10.0%
Class Participation	80	8.0%
College of Business Assessment	20	2.0%
	1000	100.0%

Tentative Grading Scale:

1000 – 930 = A	869 – 830 = B	769 – 730 = C	669 – 600 = D
929 – 900 = A-	829 – 800 = B-	729 – 700 = C-	599 – 0 = F
899 – 870 = B+	799 – 770 = C+	699 – 670 = D+	

Letter grades are based on points, not percentages. Because of this, grades will not be rounded.

Exams:

There will be two scheduled exams. These are formatted as “tests” but the primary goal of the two exams is to help you further develop your understanding of strategy concepts, as well as test your fluency in the language and concepts of strategic management. Each exam will be 40 questions, each worth 3.75 points, for a total of 150 points. Questions will come from all course materials—everything is fair game. Many questions will come from required readings that were not discussed in class. Many questions will come from in-class lecture and discussion content that does not appear in the book. The exams are not cumulative. ***The exams will include questions about in-class case discussions. These questions will be difficult to answer if you were not present.***

Unscheduled quizzes (reading or “Quick” quizzes) will be held during class on occasion. These are part of your participation grade. In addition, some reading quizzes may be posted on the class LMS page for you to complete prior to class.

Corporate Strategic Analysis Group Project:

During the semester, your groups will conduct a comprehensive analysis of a company based on an assigned case study. There are four deliverables, submitted in two groups. The four deliverables (Case & Situational Analysis Presentation, Discussant Assignment, Written Strategic Plan, and Strategic Plan presentation) will all be completed in the same group. At midpoint, the case presentation/situation analysis and discussant assignment are due. Toward the end of the class, a written strategic plan and presentation of that strategic plan are due.

The class can accommodate up to eight groups. High enrollments may necessitate larger group sizes, however such group sizes reflect typical real-world workgroup sizes. You will receive instructions and requirements for forming groups in week 2. Your grade will include peer evaluations of your performance for each of the group assignments. If you are removed from your group due to failure to perform agreed-upon group tasks, you will have to complete the remaining group tasks on your own. If a group project item cannot be completed on your own, the instructor may assign a project of similar scope and difficulty, at the instructor’s sole option. No credit will be given for submitted or un-submitted group work that is in existence at the time of removal from a team. No credit will be given for assignments your former group submits upon or following your termination.

Class Participation:

I assume that you are self-motivated to contribute to the class. I encourage you to share your knowledge in an active manner. Use class participation as an opportunity to learn and exchange knowledge. You may participate by contributing creative ideas during lectures, presenting relevant examples of companies practicing concepts being discussed, and bringing your own unique perspective to the case discussions. In addition to linking the concepts of strategy to current business situations you have read about or seen in the media, you could also relate class material to your own personal work experiences.

Participation also involves attentive listening to your classmates and suggesting supporting or alternative views. The participation grade will be based on your completion of in-class assignments, activities, and brief quizzes, as well as observations of your in-class participation, completion of solicited feedback, and randomly-taken class attendance. Unless you attend class, you cannot share your knowledge with the class adequately. This makes attendance an important indicator of active involvement, your proclivity to share knowledge, and your attitude toward learning. Sporadic attendance signals to me that you place a low priority on this course. By enrolling in this course you are, in effect, agreeing to do your best to attend and contribute to the group learning experience. If you do have to miss a class, it is your responsibility to find

out from your classmates what was covered in class. Absences are excused for religious holidays, illness, family emergencies, and whenever authorized by university policy or administrators. See academic regulation 73 for details. In the event that a student misses in-class activities given for participation points (solicited feedback, quizzes, worksheets, debates, other activities) due to a valid and verified excused absence, the associated participation activity will be dropped for the student and the balance of the student's participation activities used in determining the participation grade. If you need to submit an excused absence for the class, email me and include your name, student ID, section number, the date of the absence, the reason for the absence, any required supporting documentation, and identify the registrar academic regulation that excuses your absence. *Use of electronic devices for non-scholarly purposes is not allowed and will result in a loss of participation points.*

Solicited Feedback: In order to ensure accurate records of attendance and participation, and to facilitate communication between you and me, you will give me feedback in response to sporadic requests throughout the class. These may take the form of in-class paper submissions and/or electronic surveys completed on the class LMS.

It is a serious breach of ethical student conduct to sign an attendance roster or turn-in participation or feedback assignments for a student that is missing (except with instructor permission). I may from time-to-time ask you to describe your participation in class. It is also a serious breach of ethical student conduct to invent participation. If you are having trouble in class (e.g. with participation, assignments, other team members, etc.), I want to know about it **as soon as possible**. I will do my best to help students who, despite a sincere and solid effort, are experiencing difficulty. Please do NOT bring such issues to me at the end of the semester when nothing can be done to help you.

College of Business Assessment:

This is a college-wide exercise. College of Business wants to assess what CB students have gained from the whole program when the students are on the verge of finishing the degree program. COB needs to assess all students, at all locations, using the same assessment criteria and all CB students who take 491 are required to take this assessment. In this assessment, students analyze a case by applying their overall learning from diverse functional areas. They discuss critical issues and propose recommendations for a real-world firm.

POLICIES AND PROCEDURES

If you have not done so already, please familiarize yourself with WSU's Academic Policies:
<http://app.leg.wa.gov/wac/default.aspx?cite=504-26>.

Academic Integrity: Academic integrity will be strongly enforced in this course. Any student caught cheating on any assignment will be given an F grade for the course and will be reported to the Office of Student Conduct. Cheating is defined in the Standards for Student Conduct WAC 504-26-010 (3). It is strongly suggested that you read and understand these definitions.

I encourage you to work with classmates on assignments. However, each student must turn in original work. No copying will be accepted. Students who violate WSU's Standards of Conduct for Students will receive an F as a final grade in this course, will not have the option to withdraw from the course and will be reported to the Office of Student Conduct. Cheating is defined in the Standards for Student Conduct WAC 504-26-010 (3). It is strongly suggested that you read and understand these definitions

Academic integrity is the cornerstone of the university. Any student who attempts to gain an unfair advantage over other students by cheating, will fail the assignment and be reported to the Office of Student Conduct. Cheating is defined in the Standards for Student Conduct WAC 504-26-010 (3).

Assignment Submission: Assignments will be submitted to the designated Blackboard location in the absence of other directions.

Attendance: Participation is a major component of this course and failure to be present will generally negatively impact participation grades. Your lowest two scores from the objective participation items will be dropped, this provides a facility to miss class with no grade penalty when necessary. Additional absences are excused only where designated “excused” under WSU academic regulations. If you need to submit an excused absence for the class, email me, include your name, student ID, section number, the date of the absence, the reason for the absence, any required supporting documentation, and identify the registrar academic regulation that excuses your absence. See the “Exams, Make-up Exams” policy for information on policies that apply to missed classes on Examination Dates.

Campus Safety: Classroom and campus safety are of paramount importance at Washington State University, and are the shared responsibility of the entire campus population. WSU urges students to follow the “Alert, Assess, Act” protocol for all types of emergencies and the “Run, Hide, Fight” response for an active shooter incident. Remain ALERT (through direct observation or emergency notification), ASSESS your specific situation, and ACT in the most appropriate way to assure your own safety (and the safety of others if you are able). Please sign up for emergency alerts on your account at MyWSU. For more information on this subject, campus safety, and related topics, please view the FBI’s Run, Hide, Fight video and visit the WSU safety portal. Please review the information at the following links to be better prepared: <http://safetyplan.wsu.edu> and <http://oem.wsu.edu/emergencies>

Changes: I reserve the right to alter any part of the syllabus/schedule as necessary to meet the needs of our class. Changes will be announced in class or via the LMS. If you have concerns with announced changes, please speak with me as soon as possible. If you have comments or suggestions for tailoring the course more to your interests or making improvements on something that just is not working for you, please let me know. The only way you are going to learn is if you are interested in the material.

Class Behavior: Students and faculty each have responsibility for maintaining an appropriate learning environment. Students who fail to adhere to the established code of conduct may be subject to disciplinary action. Faculty have professional responsibility to set reasonable standards and behavioral expectations for their classroom and the obligation to take the appropriate course of action when student behavior substantially interferes with the ability of a faculty member to teach or the ability of other students to learn. Such behaviors can include:

- Making loud and distracting noises
- Audible phone/electronic device usage, including notification sounds and vibration, other than in a bona-fide personal, family, or community emergency
- Exhibiting erratic, irrational behavior
- Persisting in speaking without being recognized
- Behavior that distracts the class from the subject matter or discussion
- Refusal to comply with faculty direction
- Repeatedly leaving and entering the classroom during class without authorization
- Making physical or verbal threats to the faculty member or fellow classmates
- Other behavior prohibited by University Policy (Chapter 504-26 WAC)

Communication: I will communicate any necessary information in class, via e-mail, and the LMS. If you do not check your WSU e-mail account each day, you should have your e-mail forwarded to the account that you do check daily. At a minimum, you should check the LMS weekly. Keep in mind that I rarely respond to e-mails at night or over the weekend.

Entire Agreement & Scope: This syllabus, as modified, is the entire agreement between instructor and student. It represents the instructor’s professional obligations and duties, as well as the obligations and procedures the student agrees to by enrolling and remaining in the course. It supersedes any prior syllabus version. Where conflict exists between this syllabus and other course documents or course procedures, this syllabus shall govern. Communications and statements from the instructor do not supersede this syllabus unless the instructor makes an affirmative statement

of such. Where the announced change is at least seven days in the future, instructor will modify the syllabus to reflect said change if possible. This syllabus is subject to the policies, procedures, and regulations of Washington State University, including Title 504 WAC. Where a conflict arises between the syllabus and institutional policy, procedure, or regulations (including applicable state and federal law, as well as judicial orders), instructor and students understand that the higher authority must govern. In the event of the invalidation of any provision of this syllabus, the invalidated provision will be stricken or reformulated, and the surviving provisions shall remain in force.

Exams, Final Exam (This policy also applies to Scheduled Quizzes): **Exam dates are published in the course schedule on the first day of the semester.** To preserve exam integrity and validity, no make-up exams will be given, except as specified by academic regulations and with appropriate documentation where applicable. Where these conditions are met, the absence must be for a valid reason as specified in academic regulations 73(a-c), 82, or 83, and this reason must be documented by the student in writing if required by policy. Student must provide supporting documentation. As is stipulated by academic regulation, anticipated absences must be for a purpose that is (a) compelling to the interests of the University, or (b) compelled by exigent and non-deferrable circumstances. Students must provide as much prior notice of an anticipated absence as is possible and must make arrangements to take the exam *prior* to the absence. Unanticipated absences on exam days require exigent circumstances at the level of a bona-fide emergency and must be substantiated by valid documentation of an actual emergency. No other reason will be acceptable. Where such an absence is excused by university policy, the exam may only be made-up only within 7 calendar days of the student's return to school. The same applies to exams not taken prior to an expected absence where the reason for the absence (i.e. medical) precludes the student having taken the exam prior to the absence. Students arriving to class late on an exam day will only have until the regular exam period ends to complete the exam. WSU Academic Regulations 74-83 govern final examinations. Please note regulation 80: "A student will not be granted special examinations for the purpose of leaving the institution before the close of the semester." If a student requests accommodation of their final exam in this course under regulation 78 and documentation is provided, student may choose to take the exam for this course with any other section taught by the same instructor. Except as provided for by university policy, no other alternate exam times are available under regulation 78.

Feedback: During this course, I request that you take the time to provide me with any feedback you have about the course. While the university conducts evaluations at the end of each semester, and I make every effort to take these comments on-board, this helps me make *future* classes better. **When you provide me feedback during the class, I am often able to make the class more enjoyable and/or more useful for you.** If you have concerns, problems, ideas, or suggestions relating to the course, readings, assignments, course policies, the course schedule, your instructor, lecture content, lecture style, or any other aspect of the class, please tell me. I would especially like to know about issues that are making your learning experience non-optimal. **For example, if lectures are too fast for you to follow, or if you find yourself getting bored in lectures, please let me know.** It is my job to provide you with a good education in corporate strategy, and to the furthest extent possible, to make the delivery of that education engaging. Where there is feedback that this is not happening, I will modify the course or my teaching as necessary. I will make these changes as long as they do not materially breach fundamental aspects of the course and as there is no conflict with good pedagogical practice or institutional policy. I believe in your maturity. Please feel free to provide me any such feedback by email or in office hours. I'm looking for frank comments, even if it is critical of the course or something I am doing. I view such comments as evidence of engagement and course participation. All criticism and problems will be taken seriously. Criticism will **never** result in a rebuke or grade penalty.

Grading: Final letter grades are assigned according to the point-based grading scale on page three of this syllabus. Because these are NOT percentages, no rounding occurs in the points to letter grade conversion. I am unable to consider requests to deviate from this policy. I expect you to monitor your performance during the semester using the grades reported back to you on the LMS. If you have concerns – for example, your performance is not as good as you would like it to be – they must be brought to me during the semester. If you wait until the end of the semester to seek additional feedback or help, you will have waited too long. Please don't wait.

Grade Disputes: If you feel your grade on any assignment is inaccurate, I provide the following dispute resolution procedure: You may only dispute a grade for the content of the assignment. Your request for re-grading must be in writing, formatted as a formal memo, and substantively indicate why you believe you deserve a higher score. You must base your argument on material from the book, lectures, and other proper course materials. Be *very* specific. Disputes that fail to meet these criteria will be rejected without review. Keep in mind that re-grading will not necessarily increase your score. **I must receive your written dispute within one week of you receiving the grade for the assignment on the LMS.** I will not accept any grade disputes after this deadline. Assignment grade disputes are not considered following the end of classes EXCEPT for in the one week beginning on the day you receive the grade back. Because of this policy, it is important you review your grades as they are posted. The instructor will not be able to change assignment grades at the end of the semester. Due to confidentiality rules that protect all students, peer evaluation grades are not subject to dispute. However, the instructor will make reasonable efforts to ensure that peer evaluations reflect a group consensus using available evidence. In cases where the instructor believes one or more peer evaluation scores are the result of a violation of university policy, the instructor will use professional judgment to assign a grade, using any other salient, untainted evidence as a guide. (Note: I offer this policy as a courtesy and reserve the right to end the policy during the semester if this privilege is abused.)

Only assignment & exam grades can be reviewed through the grade dispute process. Letter grades are simply the result of the total number of points received across all assignments. If you disagree with your overall grade, FIRST email the instructor and clearly describe your claim in all appropriate details. If any answer resulting from this inquiry is not satisfactory, you may ask the instructor for assistance with the academic complaint process that is available under Academic Regulation 120. He will provide contact information for the department administrator or the department head on request.

Grade Entry with Registrar: Final letter grades will not be changed once entered with the registrar. Thus, you should ensure that your assignment and exam grades are accurate as is reported to you in the LMS. Check all your grades in the LMS between 5:00 PM Pacific on the first working day after finals week and 12:00 PM (noon) the following day. This is your last chance to be sure all your grades are correct. Due to Friday finals, a final points grade will be posted to the LMS by 5:00 Pacific on the first working day after the close of finals week. Students should check their grade at this time as this is the ONLY opportunity to address any grade disputes arising from assignments entered during finals week (including the final exam and semester-project grades). Final grades will be submitted to the Registrar's Office no later than 2:00 p.m. on the second working day after the close of finals week. WSU Policy (Academic Regulation 98) prohibits grade changes for any reason other than clerical error once a grade has been filed with the registrar. Thus, **individual components of your overall grade are only subject to review for clerical error once your overall class grade has been published.** The one-week review requirement also applies. See WSU Academic Regulation 98, "An instructor may not change a grade after it has been filed with the Registrar, except in the case of clerical error, which the instructor may correct by so certifying to the Registrar."

Late Work and Extra Credit: Neither will be considered in this course. **I do not accept late work**, extra credit work, and—other than documented emergencies—any excuses for missed assignments or subpar work.

Students with Disabilities: I am committed to providing assistance to help you be successful in this course. Reasonable accommodations are available for students with a documented disability. If you have a disability and may need accommodations to fully participate in this class, please contact the Access Center (Washington Building 217) to schedule an appointment with an Access Advisor. All accommodations MUST be approved through the Access Center. Any accommodations specified by the Access Center, The Office of Student Services, or university administrator with responsibility for disability accommodation is automatically approved for this class. Student may choose to use or not use any accommodation or set of accommodations authorized for him by the Access Center. Additional information is available on the DRC website is www.drc.wsu.edu.

Date		Description (<i>TENTATIVE SCHEDULE</i>)	Media	Due
M	11-Jan	Purpose of Capstone Class, What is "Strategy?"		
W	13-Jan	1. The Five P's of Strategy, 2. The Strategic Management Process, 3. Intended vs. Emergent Strategy	Chapter 1	
F	15-Jan	Film Friday: <i>Coffee Wars: Examining the Five P's</i>		
M	18-Jan	Martin Luther King Jr. Day – University Holiday		
W	20-Jan	1. Vision, Mission, and Goals, 2. What is Performance? 3. Balanced Scorecard	Chapter 2	
F	22-Jan	Intro to Group Project & Film Friday: <i>Mullaly's Dilemma & Vision for Ford</i>	Team Formation & Team Case Choice	
M	25-Jan	1. General Environment: PESTEL, 2. Industry Environment: 5 Forces, 3. Strategic Groups	Chapter 3	
W	27-Jan	Chapter 3, Concluded. Film: Industry Environment w/ Porter		
F	29-Jan	Film Friday: <i>Rover and the External Environment - Vision, Mission, and Five Forces Exercise</i>		
M	1-Feb	1. Resources and Capabilities, 2. VRIN & SWOT, 3. Value Chain Analysis	Chapter 4	
W	3-Feb	Ch 4 Continued (2, 3)		
F	5-Feb	Film Friday: <i>The Diamond Empire</i>		
M	8-Feb	1. Business level ("generic") strategy; 2. Five types of Business Level Strategies (Porter's Generic Strategies); 3. Value Chains	Chapter 5	
W	10-Feb	Ch 5 Continued (2, 3)		
F	12-Feb	Film Friday: <i>You've Got Mail & Porter on Generic Strategies</i>		
M	15-Feb	Presidents' Day – University Holiday		
W	17-Feb	Review for Exam 1		
F	19-Feb	Exam 1 over Chs 1-5		
M	22-Feb	Cases 1, 2	Case & Situation Analysis Presentations - Slides Due; Discussant Team Notes Due <i>All students must attend all case presentations</i>	
W	24-Feb	Cases 3, 4		
F	26-Feb	Cases 5, 6 (As required by Enrollment)		
M	29-Feb	Cases 7, 8 (As required by Enrollment)		
W	2-Mar	1. Competitive Rivalry, 2. Competitive Dynamics, 3. Cooperative Strategy	Chapter 6	
F	4-Mar	Film Friday: <i>The Ice Cold War</i>		
M	7-Mar	1. International Strategy Benefits and Risks, 2. Diamond Model, 3. Types of Global Strategies Film: Walt Disney – International Strategy	Chapter 7	
W	9-Mar	In-Class Case Discussion (ePlanet Ventures) Strategic Plan Assignment Overview	Case on Blackboard (READ BEFORE CLASS)	
F	11-Mar	Case Discussion: Facebook International Strategy		
M	14-Mar	Spring Vacation – University Holiday		
W	16-Mar			

F	18-Mar			
M	21-Mar	1. Diversification and M&A, 2. Vertical, Horizontal Integration, 3. Diversification and Restructuring Strategies	Chapter 8	
W	23-Mar	1. Diversification Benefits, 2. Diversification Problems, 3. Diversification Alternatives & Resolutions		
F	25-Mar	Film Friday: <i>The World's Greatest Moneymaker</i> Video Case on Unrelated Diversification		
M	28-Mar	1. Organizational Structure, 2. Organizational Control, 3. Legal Forms	Chapter 9	
W	30-Mar	Film: <i>Barbarians at the Gates</i> , Part 1		
F	1-Apr	Film Friday: <i>Barbarians at the Gates</i> (concluded)		
M	4-Apr	RJR Nabisco Case Discussion: Structure & M-Form vs Divisional	Chapter 10	
W	6-Apr	RJR Nabisco Case Discussion: Governance & Boards of Directors		
F	8-Apr	RJR Nabisco Case Discussion: Ethics, Duty, and Social Responsibility		
M	11-Apr	Review for Exam 2		
W	13-Apr	Exam 2		
F	15-Apr	Strategic Plan Assignment Q&A Session		
M	18-Apr	Strategic Plan Presentations	Corporate Strategic Analysis: Strategic Plan DUE by 5pm 4/18	
W	20-Apr	Strategic Plan Presentations		
F	22-Apr	Strategic Plan Presentations		
M	25-Apr	Strategic Plan Presentations	Peer Evaluations Available	
W	27-Apr	Vision, Mission, & Enduring Ethics	Peer Evaluations DUE	
F	29-Apr	Class Wrap-up Meeting (<i>Required</i> Participation Activity)	Class Evaluations – Bring a Laptop, Tablet, or Smartphone	
Sa	7-May	Commencement		
M	9-May	5pm - Check Grades on LMS		
W	11-May	Grades Available on ZZUSIS		