

Fall 2019

Section: BUS 495-002 taught by Qian Ye

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory	Proficient	Distinguished	
		70%-80%	80%-90%	>90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)				18	18
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)			5	13	18
Knowledge of Strategic Management (LO 1, 2)			5	13	18
Correctness of Knowledge Application (LO 1, 2)				18	18
Logic of Reasoning & Structure (LO 3b, 3d)			5	13	18
Mechanics (LO 3f)			5	13	18
Interest of Presentation: Visuals (LO 3f)				18	18
Delivery/ Professionalism (LO 3e)				18	18
Handle Questions and Discussion (LO 3e)				18	18
Group Work (LO 3f)				18	18

Section: BUS 495-001 taught by William Burnett

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory	Proficient	Distinguished	
		70%-80%	80%-90%	>90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)	2	1	1	12	16
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)	2	1	1	12	16
Knowledge of Strategic Management (LO 1, 2)	2	1	1	12	16
Correctness of Knowledge Application (LO 1, 2)	2	1	1	12	16
Logic of Reasoning & Structure (LO 3b, 3d)	2	1	1	12	16
Mechanics (LO 3f)	2	1	1	12	16
Interest of Presentation: Visuals (LO 3f)	2	1	1	12	16
Delivery/ Professionalism (LO 3e)	2	1	1	12	16
Handle Questions and Discussion (LO 3e)	2	1	1	12	16
Group Work (LO 3f)	2	1	1	12	16

Spring 2020

Section: BUS 495-002 taught by Qian Ye

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory	Proficient	Distinguished	
		70%-80%	80%-90%	>90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)	5		5	9	19
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)	5		5	9	19
Knowledge of Strategic Management (LO 1, 2)		5	5	9	19
Correctness of Knowledge Application (LO 1, 2)		5	5	9	19
Logic of Reasoning & Structure (LO 3b, 3d)			10	9	19
Mechanics (LO 3f)	5		5	9	19
Interest of Presentation: Visuals (LO 3f)		10	5	4	19
Delivery/ Professionalism (LO 3e)		10	5	4	19
Handle Questions and Discussion (LO 3e)		10	5	4	19
Group Work (LO 3f)		10	5	4	19

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory 70%-80%	Proficient 80%-90%	Distinguished >90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)				30	30
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)			15	15	30
Knowledge of Strategic Management (LO 1, 2)			7	23	30
Correctness of Knowledge Application (LO 1, 2)			11	19	30
Logic of Reasoning & Structure (LO 3b, 3d)			11	19	30
Mechanics (LO 3f)				30	30
Interest of Presentation: Visuals (LO 3f)				30	30
Delivery/ Professionalism (LO 3e)			4	26	30
Handle Questions and Discussion (LO 3e)				30	30
Group Work (LO 3f)				30	30

Year 2019-2020
Assessment results
(total)
BUS 495

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory 70%-80%	Proficient 80%-90%	Distinguished >90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)	7	1	6	69	83
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)	7	1	26	49	83
Knowledge of Strategic Management (LO 1, 2)	2	6	18	57	83
Correctness of Knowledge Application (LO 1, 2)	2	6	17	58	83
Logic of Reasoning & Structure (LO 3b, 3d)	2	1	27	53	83
Mechanics (LO 3f)	7	1	11	64	83
Interest of Presentation: Visuals (LO 3f)	2	11	6	64	83
Delivery/ Professionalism (LO 3e)	2	11	10	60	83
Handle Questions and Discussion (LO 3e)	2	11	6	64	83
Group Work (LO 3f)	2	11	6	64	83

Learning Objectives:

- Obtaining competences in strategic decision making in domestic and global competitive market places. Students will be able to write, present, and evaluate strategic plans with assistance of knowledge and strategic analytical model application skills.
- Developing students' competences in strategic management at six levels of learning: knowledge, comprehension, analysis, application, evaluation, and synthesis.
- Methods include: external and internal environmental analyses, organizational strategic analyses, case analyses, class discussions, classroom/homework assignments, group projects, and exams.

Learning Outcomes:

Students will have the following accomplishment when they complete this course:

1. Gained a general global perspective of strategic management, understand the complexities of the international/global environment, and grasp fundamental strategic management tools for future success.
 - Learning methods: Reading assignments Class discussions, Classroom assignments, Group exercises,
 - Assessment method: Exams
2. Gained knowledge and improved comprehension of :
 - a) How an organization is related to its economic, political, social, technological, and ecological environments both domestically and globally.
 - b) Strategic planning processes, including consideration of corporate social responsibility, business ethics, and stakeholder diversity issues.
 - c) Viable options and solutions to achieve a good strategic fit between the organization and its external environment.

- Learning methods: Reading assignments Class discussions, Classroom assignments, Group exercises,
- Assessment method: Exams

1. Improved abilities of:

- a) Analytical and application skills: understanding how to interpret quantitative and qualitative information through internal and external analyses on a real business:
 - 1) Environmental analyses (remote, operational, industry, and internal analyses):
 - Able to identify changes in an organization's external remote environments
 - Able to correctly conduct analyses on customer, competitor, and industry.
 - Able to correctly conduct internal analyses: SWOT, VCA, RBV, 3-circle, Financial
 - Learning methods: Lecture (or online videos), Classroom exercises / Practical exercises online
 - Assessment method: written case report & presentation
- b) Practical and Critical thinking skills: applying logic and reasoning evaluating results of case analyses.
 - 1) Evaluating on strengths and weaknesses of a business compared with competitors
 - 2) Evaluating on competitive position of a business in industry
 - 3) Evaluating sources of sustainable competitive advantages of a business
 - 4) Evaluating competences of management board of a business
 - 5) Evaluating on current strategic directions and approaches, then provide alternatives
 - Assessment method: written case report & presentation
 - 6) Evaluating strategic plans
 - Assessment method: peer reviews on other groups' strategic proposal
- c) Ethical thinking skills: recognizing and analyzing ethical issues faced by strategic managers.
 - 1) Analyzing and evaluating issues of a business's social responsibilities
 - Assessment method: written case report & presentation
- d) Scientific thinking skills: understanding, applying, evaluating strategic management knowledge to real organizational settings, and providing problem solving alternatives.
 - Assessment method: written case report & presentation
- e) Teamwork skills: working effectively with others to engage in strategic decision making for a common goal.
 - Assessment method: written case report & presentation
- f) Communication: effectively using communication skills through written proposal of strategic planning and oral presentation.
 - Assessment method: presentation

Fall 2019

Section: BUS 495-003 taught by Qian Ye

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory	Proficient	Distinguished	
		70%-80%	80%-90%	>90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)			5	31	36
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)			5	31	36
Knowledge of Strategic Management (LO 1, 2)			5	31	36
Correctness of Knowledge Application (LO 1, 2)			5	31	36
Logic of Reasoning & Structure (LO 3b, 3d)			5	31	36
Mechanics (LO 3f)			5	31	36
Quality of Presentation: Visuals (LO 3f)					0
Delivery: Professionalism (LO 3e)					0
Handling Questions and Discussion (LO 3e)					0
Group Work (LO 3f)			5	31	36

Spring 2020

Section: BUS 495-003 taught by Qian Ye

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory	Proficient	Distinguished	
		70%-80%	80%-90%	>90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)			6	34	40
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)			6	34	40
Knowledge of Strategic Management (LO 1, 2)			6	34	40
Correctness of Knowledge Application (LO 1, 2)			6	34	40
Logic of Reasoning & Structure (LO 3b, 3d)			6	34	40
Mechanics (LO 3f)			6	34	40
Quality of Presentation: Visuals (LO 3f)					0
Delivery: Professionalism (LO 3e)					0
Handling Questions and Discussion (LO 3e)					0
Group Work (LO 3f)			6	34	40

Year 2019-2020

Assessment results

(total)

BUS 495 Online

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory	Proficient	Distinguished	
		70%-80%	80%-90%	>90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)	0	0	11	65	76
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)	0	0	11	65	76
Knowledge of Strategic Management (LO 1, 2)	0	0	11	65	76
Correctness of Knowledge Application (LO 1, 2)	0	0	11	65	76
Logic of Reasoning & Structure (LO 3b, 3d)	0	0	11	65	76
Mechanics (LO 3f)	0	0	11	65	76
Quality of Presentation: Visuals (LO 3f)	0	0	0	0	0
Delivery: Professionalism (LO 3e)	0	0	0	0	0

Learning Objective	0	0	0	0	0
Group Work (LO 3f)	0	0	11	65	76

Learning Objectives:

- Obtaining competences in strategic decision making in domestic and global competitive market places. Students will be able to write, present, and evaluate strategic plans with assistance of knowledge and strategic analytical model application skills.

- Developing students' competences in strategic management at six levels of learning: knowledge, comprehension, analysis, application, evaluation, and synthesis.

- Methods include: external and internal environmental analyses, organizational strategic analyses, case analyses, class discussions, classroom/homework assignments, group projects, and exams.

Learning Outcomes:

Students will have the following accomplishment when they complete this course:

1. Gained a general global perspective of strategic management, understand the complexities of the international/global environment, and grasp fundamental strategic management tools for future success.

- Learning methods: Reading assignments Class discussions, Classroom assignments, Group exercises,
- Assessment method: Exams

2. Gained knowledge and improved comprehension of :

- a) How an organization is related to its economic, political, social, technological, and ecological environments both domestically and globally.
- b) Strategic planning processes, including consideration of corporate social responsibility, business ethics, and stakeholder diversity issues.
- c) Viable options and solutions to achieve a good strategic fit between the organization and its external environment.

- Learning methods: Reading assignments Class discussions, Classroom assignments, Group exercises,
- Assessment method: Exams

1. Improved abilities of:

- a) Analytical and application skills: understanding how to interpret quantitative and qualitative information through internal and external analyses on a real business:

- 1) Environmental analyses (remote, operational, industry, and internal analyses):

- Able to identify changes in an organization's external remote environments
- Able to correctly conduct analyses on customer, competitor, and industry.
- Able to correctly conduct internal analyses: SWOT, VCA, RBV, 3-circle, Financial

-Learning methods: Lecture (or online videos), Classroom exercises / Practical exercises online
-Assessment method: written case report & presentation

- b) Practical and Critical thinking skills: applying logic and reasoning evaluating results of case analyses.

- 1) Evaluating on strengths and weaknesses of a business compared with competitors
- 2) Evaluating on competitive position of a business in industry
- 3) Evaluating sources of sustainable competitive advantages of a business
- 4) Evaluating competences of management board of a business
- 5) Evaluating on current strategic directions and approaches, then provide alternatives

- Assessment method: written case report & presentation

- 6) Evaluating strategic plans

-Assessment method: peer reviews on other groups' strategic proposal

- c) Ethical thinking skills: recognizing and analyzing ethical issues faced by strategic managers.

- 1) Analyzing and evaluating issues of a business's social responsibilities

- Assessment method: written case report & presentation

- d) Scientific thinking skills: understanding, applying, evaluating strategic management knowledge to real organizational settings, and providing problem solving alternatives.

- Assessment method: written case report & presentation

- e) Teamwork skills: working effectively with others to engage in strategic decision making for a common goal.

- Assessment method: written case report & presentation

- f) Communication: effectively using communication skills through written proposal of strategic planning and oral presentation.

-Assessment method: presentation

Fall 2019
Section: BUS 495-001, 002, 003

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory 70%-80%	Proficient 80%-90%	Distinguished >90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)	2	1	6	61	70
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)	2	1	11	56	70
Knowledge of Strategic Management (LO 1, 2)	2	1	11	56	70
Correctness of Knowledge Application (LO 1, 2)	2	1	6	61	70
Logic of Reasoning & Structure (LO 3b, 3d)	2	1	11	56	70
Mechanics (LO 3f)	2	1	11	56	70
Interest of Presentation: Visuals (LO 3f)	2	1	1	30	34
Delivery/ Professionalism (LO 3e)	2	1	1	30	34
Handle Questions and Discussion (LO 3e)	2	1	1	30	34
Group Work (LO 3f)	2	1	6	61	70

Spring 2020
Section: BUS 495-001, 002, 003

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory 70%-80%	Proficient 80%-90%	Distinguished >90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)	5	0	11	73	89
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)	5	0	26	58	89
Knowledge of Strategic Management (LO 1, 2)	0	5	18	66	89
Correctness of Knowledge Application (LO 1, 2)	0	5	22	62	89
Logic of Reasoning & Structure (LO 3b, 3d)	0	0	27	62	89
Mechanics (LO 3f)	5	0	11	73	89
Interest of Presentation: Visuals (LO 3f)	0	10	5	34	49
Delivery/ Professionalism (LO 3e)	0	10	9	30	49
Handle Questions and Discussion (LO 3e)	0	10	5	34	49
Group Work (LO 3f)	0	10	11	68	89

Year 2019-2020
Assessment results
(total)
BUS 495-002, 003

Rubric Dimension	1	2	3	4	TOTAL
	Unsatisfactory	Satisfactory 70%-80%	Proficient 80%-90%	Distinguished >90%	
Completeness (LO 3a, 3b, 3c, 3d, 3e, 3f)	7	1	17	134	159
Depth in Case Analysis (LO: 1, 2, 3a, 3b, 3c, 3d)	7	1	37	114	159
Knowledge of Strategic Management (LO 1, 2)	2	6	29	122	159
Correctness of Knowledge Application (LO 1, 2)	2	6	28	123	159
Logic of Reasoning & Structure (LO 3b, 3d)	2	1	38	118	159
Mechanics (LO 3f)	7	1	22	129	159
Interest of Presentation: Visuals (LO 3f)	2	11	6	64	83
Delivery/ Professionalism (LO 3e)	2	11	10	60	83
Handle Questions and Discussion (LO 3e)	2	11	6	64	83

Unsatisfactory + Satisfactory	Proficient	Distinguished
5.03%	10.69%	84.28%
5.03%	23.27%	71.70%
5.03%	18.24%	76.73%
5.03%	17.61%	77.36%
1.89%	23.90%	74.21%
5.03%	13.84%	81.13%
15.66%	7.23%	77.11%
15.66%	12.05%	72.29%
15.66%	7.23%	77.11%

Group Work (LO 3)	2	11	17	129	159
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8.18%

10.69%

81.13%

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- Assessment method: written case report & presentation
- f) Communication: effectively using communication skills through written proposal of strategic planning and oral presentation.
-Assessment method: presentation

LEARNING GOAL (PLLG) 3

PLLG3. The students can make an effective oral presentation on a business problem or issue.

Course in which this learning goal is assessed BUS 495: Strategic Management

Course Embedded Activity for Assessment Each student in BUS 495 will make an oral presentation concerning a strategic analysis of an organization.

PLLG 3 ASSESSMENT RUBRIC

	Exemplary	Satisfactory	Unsatisfactory
Content	Purpose/topic is clear; student presents in logical sequence with appropriate supporting data or examples; student answers questions well.	Presenter demonstrates three of four things described in the Exemplary level.	Presenter demonstrates two or fewer things at Exemplary level.
Presentation Basics	Presenter speaks clearly & at appropriate volume; makes eye contact; does not fidget; is dressed professionally.	Presenter demonstrates four of five things in Exemplary level.	Presenter demonstrates three or fewer or things in Exemplary level.
Supporting materials (handouts &/or PowerPoint)	Relevant supporting materials are used; no spelling errors; graphics that enhance presentation are included.	Relevant supporting materials are used & contain no more than two minor spelling errors; no graphics.	Either no supporting materials are used or materials are not relevant.
Interest	Speaker uses memorable language, appropriate tone, and/or examples that captures attention and holds audience's interest.	Speaker uses adequate language, tone, and examples to maintain audience's attention.	Speaker does not maintain audience's interest.

Assessment Results: F2F students (Fall 2009 & Spring 2020)

BUS 495-001, 002,003

	Exemplary	Satisfactory	Unsatisfactory
Content	75	6	2
Presentation Basics	70	11	2
Supporting materials (handouts &/or PowerPoint)	80	1	2
Interest	70	11	2