

RECEIVED

APR 10 2014

OFFICE OF THE  
SENATE COUNCIL**Course Information**

Date Submitted: 3/8/2013

Current Prefix and Number: HMT - Hospitality Management , HMT 488 STRATEGIC MGMT IN THE HOSP &FD SERV  
IND

Other Course:

Proposed Prefix and Number: HMT 588

What type of change is being proposed?

Major Change

Should this course be a UK Core Course? No

**1. General Information**

a. Submitted by the College of: College of Agriculture, Food and Environment

b. Department/Division: Dietetics and Human Nutrition

c. Is there a change in 'ownership' of the course? Yes

If YES, what college/department will offer the course instead: Retailing &amp;Tourism Management

e. Contact Person

Name: Dr. Tricia Day

Email: tricia.day@uky.edu

Phone: 7-6025

Responsible Faculty ID (if different from Contact)

Name:

Email:

Phone:

f. Requested Effective Date

Semester Following Approval: Yes OR Effective Semester:

**2. Designation and Description of Proposed Course**

a. Current Distance Learning (DL) Status: N/A

b. Full Title: STRATEGIC MANAGEMENT IN THE HOSPITALITY &amp;FOOD SERVICE INDUSTRY

Proposed Title: No Change

c. Current Transcript Title: STRATEGIC MGMT IN THE HOSP &amp;FD SERV IND

Proposed Transcript Title: No Change

d. Current Cross-listing: none

Proposed – ADD Cross-listing :

Proposed – REMOVE Cross-listing:

e. Current Meeting Patterns

Proposed Meeting Patterns

LECTURE: 3

f. Current Grading System: ABC Letter Grade Scale

Proposed Grading System: *Letter (A, B, C, etc.)*

g. Current number of credit hours: 3

Proposed number of credit hours: 3

h. Currently, is this course repeatable for additional credit? No

Proposed to be repeatable for additional credit? No

If Yes: Maximum number of credit hours:

If Yes: Will this course allow multiple registrations during the same semester? No

2i. Current Course Description for Bulletin: A course requiring students to use integrative skills to evaluate theories and applications regarding decision making, strategic planning and management concepts specific to hospitality and food service organizations.

Proposed Course Description for Bulletin: A course requiring students to use integrative skills to evaluate theories and applications regarding decision making, strategic planning and management concepts specific to hospitality and food service organizations.

2j. Current Prerequisites, if any: Prereq: HMT 120, 210, 270, 308, MGT 301, and MKT 300. For Hospitality Management and Tourism majors only.

Proposed Prerequisites, if any: Prereq: graduate student status or HMT 120, HMT 210, HMT 270, HMT 308, MGT 301 and MKT 300.

2k. Current Supplementary Teaching Component:

Proposed Supplementary Teaching Component:

3. Currently, is this course taught off campus? No

Proposed to be taught off campus? No

If YES, enter the off campus address:

4. Are significant changes in content/student learning outcomes of the course being proposed? Yes

If YES, explain and offer brief rationale: Currently, there are two versions of this course, one at the graduate level as DHN 694 and this course at the undergraduate level as HMT 488. Following the disassociation of HMT with the DHN program, the graduate course needs to be moved under the HMT prefix. Rather than having two separate courses, we are proposing to redesign a single course that would be taken by both graduates and undergraduates as a more efficient way to distribute faculty effort given the relatively small number of graduate students currently in the HMT program. In order to make this course available to graduate students, "or graduate student status" should be added to the pre-requisites.

5a. Are there other depts. and/or pgms that could be affected by the proposed change? No

If YES, identify the depts. and/or pgms:

5b. Will modifying this course result in a new requirement of ANY program? No

If YES, list the program(s) here:

6. Check box if changed to 400G or 500: Yes

## Distance Learning Form

Instructor Name:

Instructor Email:

Internet/Web-based: No

Interactive Video: No

Hybrid: No

1. How does this course provide for timely and appropriate interaction between students and faculty and among students? Does the course syllabus conform to University Senate Syllabus Guidelines, specifically the Distance Learning Considerations?

2. How do you ensure that the experience for a DL student is comparable to that of a classroom-based student's experience? Aspects to explore: textbooks, course goals, assessment of student learning outcomes, etc.

3. How is the integrity of student work ensured? Please speak to aspects such as password-protected course portals, proctors for exams at interactive video sites; academic offense policy; etc.

4. Will offering this course via DL result in at least 25% or at least 50% (based on total credit hours required for completion) of a degree program being offered via any form of DL, as defined above?

If yes, which percentage, and which program(s)?

5. How are students taking the course via DL assured of equivalent access to student services, similar to that of a student taking the class in a traditional classroom setting?

6. How do course requirements ensure that students make appropriate use of learning resources?

7. Please explain specifically how access is provided to laboratories, facilities, and equipment appropriate to the course or program.

8. How are students informed of procedures for resolving technical complaints? Does the syllabus list the entities available to offer technical help with the delivery and/or receipt of the course, such as the Information Technology Customer Service Center (<http://www.uky.edu/UKIT/>)?

9. Will the course be delivered via services available through the Distance Learning Program (DLP) and the Academic Technology Group (ATL)? NO

If no, explain how student enrolled in DL courses are able to use the technology employed, as well as how students will be provided with assistance in using said technology.

10. Does the syllabus contain all the required components? NO

11. I, the instructor of record, have read and understood all of the university-level statements regarding DL.

Instructor Name:

SIGNATURE|LGRABAU|Larry J Grabau|HMT 488 CHANGE College Review|20130406

SIGNATURE|JMETT2|Joanie Ett-Mims|HMT 488 CHANGE Undergrad Council Review|20140310

SIGNATURE|ZNNIKO0|Roshan N Nikou|HMT 488 CHANGE Graduate Council Review|20140410

**Courses** | **Request Tracking**

### Course Change Form

<https://myuk.uky.edu/sap/bc/soap/rfc?services=>

[Open in full window to print or save](#)

Generate R

**Attachments:**

Upload File

Browse...

ID	Attachment
Delete 3202	HMT 588 syllabus revised.doc

First | 1 | Last

Select saved project to retrieve... Get New

NOTE: Start form entry by choosing the Current Prefix and Number  
 (\*denotes required fields)

<b>Current Prefix and Number:</b>	HMT - Hospitality Management HMT 488 STRATEGIC MGMT IN THE HOSP & FD SERV IND	<b>Proposed Prefix &amp; Number:</b> (example: PHY 401G)	HMT 588
* What type of change is being proposed?		<input checked="" type="checkbox"/> Major Change <input type="checkbox"/> Major - Add Distance Learning <input type="checkbox"/> Minor - change in number within the same hundred series, except 799 is the same "hundred series" <input type="checkbox"/> Minor - editorial change in course title or description which does not change in content or emphasis <input type="checkbox"/> Minor - a change in prerequisite(s) which does not imply a change in course content or emphasis, or which is made necessary by the elimination or significant alteration of the prerequisite(s) <input type="checkbox"/> Minor - a cross listing of a course as described above	
Should this course be a UK Core Course? <input checked="" type="radio"/> Yes <input type="radio"/> No If YES, check the areas that apply:			
<input type="checkbox"/> Inquiry - Arts & Creativity <input type="checkbox"/> Composition & Communications - II <input type="checkbox"/> Inquiry - Humanities <input type="checkbox"/> Quantitative Foundations <input type="checkbox"/> Inquiry - Nat/Math/Phys Sci <input type="checkbox"/> Statistical Inferential Reasoning <input type="checkbox"/> Inquiry - Social Sciences <input type="checkbox"/> U.S. Citizenship, Community, Diversity <input type="checkbox"/> Composition & Communications - I <input type="checkbox"/> Global Dynamics			
<b>1. General Information</b>			
a. Submitted by the College of:		College of Agriculture, Food and Environment	
Submission Date:		3/8/2013	
b. Department/Division:		Dietetics and Human Nutrition	
c.* Is there a change in "ownership" of the course?			
<input checked="" type="radio"/> Yes <input type="radio"/> No    If YES, what college/department will offer the course instead? <span style="float: right;">Retailing &amp; Tourism Management</span>			
e.* Contact Person Name: Dr. Tricia Day    Email: tricia.day@uky.edu    Phone: 7-6025			
* Responsible Faculty ID (if different from Contact):    Email:    Phone:			
f.* Requested Effective Date:		<input checked="" type="checkbox"/> Semester Following Approval    OR <input type="checkbox"/> Specific Term: <sup>2</sup>	
<b>2. Designation and Description of Proposed Course.</b>			
a. Current Distance Learning (DL) Status:		<input checked="" type="radio"/> N/A <input type="radio"/> Already approved for DL* <input type="radio"/> Please Add <input type="radio"/> Please Drop	
*If already approved for DL, the Distance Learning Form must also be submitted <u>unless</u> the department affirms (by checking this box) that the proposed change affect DL delivery.			
b. Full Title:		STRATEGIC MANAGEMENT IN THE HOSPITALITY & FOOD SERVICE INDUSTRY	Proposed Title: * No Change
c. Current Transcript Title (if full title is more than 40 characters):		STRATEGIC MGMT IN THE HOSP & FD SERV IND	

c. Proposed Transcript Title (if full title is more than 40 characters):		No Change			
d. Current Cross-listing:	<input checked="" type="checkbox"/> N/A	OR	Currently <sup>3</sup> Cross-listed with (Prefix & Number):	none	
Proposed – ADD <sup>2</sup> Cross-listing (Prefix & Number):					
Proposed – REMOVE <sup>3,4</sup> Cross-listing (Prefix & Number):					
e. Courses must be described by at least one of the meeting patterns below. Include number of actual contact hours <sup>5</sup> for each meeting pattern:					
Current:	Lecture	Laboratory <sup>2</sup>	Recitation	Discussion	Indep. Study
	Clinical	Colloquium	Practicum	Research	Residency
	Seminar	Studio	Other: Please explain:		
Proposed: *	Lecture 3	Laboratory <sup>2</sup>	Recitation	Discussion	Indep. Study
	Clinical	Colloquium	Practicum	Research	Residency
	Seminar	Studio	Other: Please explain:		
f. Current Grading System:	ABC Letter Grade Scale				
Proposed Grading System:*	<input checked="" type="radio"/> Letter (A, B, C, etc.) <input type="radio"/> Pass/Fail <input type="radio"/> Medicine Numeric Grade (Non-medical students will receive a letter grade) <input type="radio"/> Graduate School Grade Scale				
g. Current number of credit hours:	3	Proposed number of credit hours:*	3		
h.* Currently, is this course repeatable for additional credit?	<input type="radio"/> Yes <input checked="" type="radio"/> No				
* Proposed to be repeatable for additional credit?	<input type="radio"/> Yes <input checked="" type="radio"/> No				
If YES:	Maximum number of credit hours:				
If YES:	Will this course allow multiple registrations during the same semester?				
	<input type="radio"/> Yes <input checked="" type="radio"/> No				
i. Current Course Description for Bulletin:	A course requiring students to use integrative skills to evaluate theories and applications regarding decision making, strategic planning and management concepts specific to hospitality and food service organizations.				
* Proposed Course Description for Bulletin:	A course requiring students to use integrative skills to evaluate theories and applications regarding decision making, strategic planning and management concepts specific to hospitality and food service organizations.				
j. Current Prerequisites, if any:	Prereq: HMT 120, 210, 270, 308, MGT 301, and MKT 300. For Hospitality Management and Tourism majors only.				
* Proposed Prerequisites, if any:	Prereq: graduate student status or HMT 120, HMT 210, HMT 270, HMT 308, MGT 301 and MKT 300.				
*					

k.	Current Supplementary Teaching Component, if any:	<input type="radio"/> Community-Based Experience <input type="radio"/> Service Learning <input type="radio"/> Both
	Proposed Supplementary Teaching Component:	<input type="radio"/> Community-Based Experience <input type="radio"/> Service Learning <input type="radio"/> Both <input type="radio"/> No Change
3.	Currently, is this course taught off campus?	<input type="radio"/> Yes <input checked="" type="radio"/> No
*	Proposed to be taught off campus?	<input type="radio"/> Yes <input checked="" type="radio"/> No
	If YES, enter the off campus address:	
4.*	Are significant changes in content/student learning outcomes of the course being proposed?	<input checked="" type="radio"/> Yes <input type="radio"/> No
	If YES, explain and offer brief rationale:	
	<p>Currently, there are two versions of this course, one at the graduate level as DHN 694 and this course at the undergraduate level as HMT 488. Following the disassociation of HMT with the DHM program, the graduate course needs to be moved under the HMT prefix. Rather than having two separate courses, we are proposing to redesign a single course that would be taken by both graduates and undergraduates as a more efficient way to distribute faculty effort given the relatively small number of graduate students currently in the HMT program.</p> <p>In order to make this course available to graduate students, "or graduate student status" should be added to the pre-requisites.</p>	
5.	Course Relationship to Program(s).	
a.*	Are there other depts and/or pgms that could be affected by the proposed change?	<input type="radio"/> Yes <input checked="" type="radio"/> No
	If YES, identify the depts. and/or pgms:	
b.*	Will modifying this course result in a new requirement <sup>2</sup> for ANY program?	<input type="radio"/> Yes <input checked="" type="radio"/> No
	If YES <sup>2</sup> , list the program(s) here:	
6.	Information to be Placed on Syllabus.	
a.	<input checked="" type="checkbox"/> Check box if changed to 400G or 500.	If changed to 400G- or 500-level course you must send in a syllabus and you must include the differentiation between under and graduate students by: (i) requiring additional assignments by the graduate students; and/or (ii) establishing different grad criteria in the course for graduate students. (See SR 3.1.4.)

<sup>1</sup>See comment description regarding minor course change. *Minor changes are sent directly from dean's office to Senate Council Chair.* If Chair deems the change as "not minor," the form will be appropriate academic Council for normal processing and contact person is informed.

<sup>2</sup>Courses are typically made effective for the semester following approval. No course will be made effective until all approvals are received.

<sup>3</sup>Signature of the chair of the cross-listing department is required on the Signature Routing Log.

<sup>4</sup>Removing a cross-listing does not drop the other course – it merely unlinks the two courses.

<sup>5</sup>Generally, undergrad courses are developed such that one semester hr of credit represents 1 hr of classroom meeting per wk for a semester, exclusive of any lab meeting. Lab meeting generally least two hrs per wk for a semester for 1 credit hour. (See SR 5.2.1.)

<sup>6</sup>You must also submit the Distance Learning Form in order for the course to be considered for DL delivery.

<sup>7</sup>In order to change a program, a program change form must also be submitted.

Submit as New Proposal    Save Current Changes

## Proposed HMT 588 – Strategic Management in the Hospitality and Food Service Industry

**Instructor**    **Desmond O. Brown**  
**210A Erikson Hall**  
Office hours: Monday after class and by appointment

### Book

**Required:** *Hospitality Strategic Management: Concepts and Cases – Second Edition.*, by Cathy Enz, Wiley Publishing Company, 2010. – This book is necessary because the case studies that will be discussed are in this book. Be sure to get the second edition.

### Course Description

A course requiring students to use integrative skills to evaluate theories and applications regarding decision making, strategic planning and management concepts specific to hospitality and food service organizations. Prereq: graduate student status or HMT 120, HMT 210, HMT 270, HMT 308, MGT 301 and MKT 300.

### Student Learning Outcomes

After completing this course, the student will be able to:

1. Develop plans to achieve a hospitality firm's objectives and properly allocate human, physical, and financial resources to implement those plans.
2. Develop skills at evaluating and formulating business strategy to sustain a firm's competitive advantage.
3. Evaluate the activities and performance of companies in the hospitality and foodservice industries.
4. Understand a company's operating environment, how companies generate value for customers, and develop a sustainable competitive advantage.
5. Apply general business principles to the hospitality industry to improve industry knowledge.
6. Deliver convincing oral arguments and question others when they are making their case in a specific strategy discussion.
7. Prepare for a hospitality or foodservice career after graduation by developing a personal strategic plan.



## **Class Policies**

### Attendance

Please understand assignments may be given in class on a regular basis and may not be made up unless arrangements are made within one week of an excused absence.

*Excused Absences:* Students need to notify the professor of absences prior to class when possible. S.R. 5.2.4.2 defines the following as acceptable reasons for excused absences: (a) serious illness, (b) illness or death of family member, (c) University-related trips, (d) major religious holidays, and (e) other circumstances found to fit “reasonable cause for nonattendance” by the professor.

Students anticipating an absence for a major religious holiday are responsible for notifying the instructor in writing of anticipated absences due to their observance of such holidays no later than the last day in the semester to add a class. Information regarding dates of major religious holidays may be obtained through the religious liaison, Mr. Jake Karnes (859-257-2754). Students are expected to withdraw from the class if more than 20% of the classes scheduled for the semester are missed (excused or unexcused) per university policy.

*Verification of Absences:* Students may be asked to verify their absences in order for them to be considered excused. Senate Rule 5.2.4.2 states that faculty have the right to request “appropriate verification” when students claim an excused absence because of illness or death in the family. Appropriate notification of absences due to university-related trips is required prior to the absence.

### Make-up Work and Late Assignments

In the event of an excused absence, I will give assistance to any student wishing to make up work from that day. However, initiative to get notes, handouts, and assignments is your responsibility. No make-up exams will be given without prior arrangements.

Assignments turned in after the due date and time will receive an automatic deduction of 50 percent. If not turned in within three calendar days of the due date, no credit will be given for the assignment.

If you have an excused absence on a day when an assignment is due, you must make arrangements with me within one week following the assigned due date regarding when you may turn in your assignment. **When in doubt, communicate.**

### Technology

Cell phones, laptops, tablets, and other computer devices, are permitted provided they are used for class work and not personal use. Instructor PowerPoint presentations will be available by email before class, in most cases.

### Academic Integrity

The University of Kentucky does not tolerate dishonesty in any form. Please read, understand and adhere to the Student Rights and Responsibilities document located on the University of Kentucky website at [www.uky.edu/StudentAffairs/Code/part1.html](http://www.uky.edu/StudentAffairs/Code/part1.html). Per university policy, students shall not plagiarize, cheat, or falsify or misuse academic records. Students are expected to adhere to University policy on cheating and plagiarism in all courses. The minimum penalty for a first offense is a zero on the assignment on which the offense occurred. If the offense is considered severe or the student has other academic offenses on their record, more serious penalties, up to suspension from the university may be imposed.

Plagiarism and cheating are serious breaches of academic conduct. Each student is advised to become familiar with the various forms of academic dishonesty as explained in the Code of Student Rights and Responsibilities. Complete information can be found at the following website: <http://www.uky.edu/Ombud>. A plea of ignorance is not acceptable as a defense against the charge of academic dishonesty. It is important that you review this information as all ideas borrowed from others need to be properly credited.

Please note: Any assignment you turn in may be submitted to an electronic database to check for plagiarism.

### Academic Accommodations

If you have a documented disability that requires academic accommodations, please see me as soon as possible. In order to receive accommodations in this course, you must provide me with a Letter of Accommodation from the Disability Resource Center (Room 2, Alumni Gym, 257-2754, [jkarnes@email.uky.edu](mailto:jkarnes@email.uky.edu)) for coordination of campus disability services available to students with disabilities.

### **Course Requirements and Grading**

Your learning experiences are organized around several deliverables including participation, exams, case analyses, and a semester project.

#### **a. Class Activities and Participation 200 points (25%):**

Approximately half of the class time will simulate board room discussions on company strategy. Participation is based on attendance, your answers to case discussion questions, and any other class activities.

Attendance - You are expected to participate actively in class discussion. Much of your grade is based on class participation and case study discussions. You can

only participate if you show up and you can only do well in this course if you participate in the discussions.

Discussion Questions - You will be asked to prepare short answers in advance to case discussion questions for cases covered throughout the term. Your answers should not be longer than one page in length. These write-ups are designed to both encourage and reward you for reading the cases in advance of class and thinking about key issues. Discussion questions will only be allowed to be turned in during the class time devoted to the case being discussed (except by *prearranged* consent of the instructor.)

Do not turn in case discussion questions for the cases you present as a group – see Case Study Write Ups below.

**b. Exams (20% - 2 exams, 10% each): (160 points)**

Two exams are given during the term. Each exam will contain 25 multiple-choice questions. The questions will originate primarily from the theories and concepts contained in the textbook and readings along with material presented in lectures. No exam is given late or early for any reason (except by *prearranged* consent of the instructor.) The first exam is on Monday, February 25, 2013. The second exam is on Monday, April 15, 2013.

**c. Case Study Write Ups 240 points (30% - 3 Cases, 10% each):**

Please form a group of three individuals. For the greatest success, choose members that have complementary academic strengths. Determine which three cases you wish to examine and give your preferences to the instructor. – 1 from internet research on a specific company, 1 from the cases in the book, and 1 is a critique on a specific current event strategic decision of a company that your group will track throughout the semester. Preferences will be honored, as much as possible, when assigning groups to cases. Case write-ups should be 4 pages max. While you do not need to turn in answers to the discussion questions for the cases you are writing up, you do need to be prepared to orally address questions from the rest of the class. For each of your 3 assigned cases, one member of your team will serve in the role of group leader, which involves assuring preparation of the written slides for that case and leading the discussion of the group. Please indicate on the case write-up which group member was the leader for the case. Your group will prepare a **maximum** 15-slide PowerPoint presentation. No late write-ups will be accepted (except by *prearranged* consent of the instructor). Please be sure to hand in only three case write-ups during the term, no less and no more.

**d. Semester Project Presentation 200 points (25%):**

Working with your group, *Select a company you are interested in and conduct a strategic analysis*, offering suggestions for how the firm should move forward strategically. You are to conduct an analysis of the organization so that you can understand and appreciate the desires of key organizational stakeholders, the

industry environment, and the firm's position relative to its stakeholders and the industry. The knowledge you acquire by conducting a strategic analysis of the organization is to be used to identify strategic dilemmas facing this firm. Offer your strategic options to senior management to correct weaknesses, overcome threats, take advantage of strengths and opportunities, and, ultimately, satisfy stakeholders.

The final write up should be about 15 pages long (single-sided, 12-point font, double-spaced, 1" margins) excluding cover page and references, but including all supporting tables, figures and the appendices. Stapled write ups are fine – no need for fancy plastic covers or other binding. The class presentation should focus on your strategic recommendations and why you believe adoption of the new strategy will benefit the company you chose. No late write-ups will be accepted (except by *prearranged* consent of the instructor).

Select the company you will examine by January 28, 2013. A detailed outline of the environmental analysis and the internal analysis sections of the paper are due on March 4, 2013. (right before Spring Break.) The final write up is due and presentation will be done on the last day of class.

### **Additional Graduate Student Assignment 200 points**

Each student will select **3 articles** on hospitality related topic from strategic management journals, keeping in mind that several sub-topics can be generated from a given broad topic. Note: 1. In order to maintain consistency as well as providing you with exposure to research, ALL articles MUST meet the following criteria:

- Must be from a peer reviewed journal such as the ones listed on page 1 above.
- Preferably, should be one has research components such as **problem statement, purpose of study, literature review, methodology, results and discussion, implications and limitations** (as opposed to a downloaded conceptual opinion by anyone).

Do a 1-2 paragraph write-up of each article addressing the following:

1. The relevance of the topic to your specific field of study and future career,.
2. What is it about the reading that you find most interesting and how does it enhance your knowledge about the issue/topic
3. Given your exposure to research so far, what problem(s) are the author(s) trying to address?
4. Did the author(s) succeed in doing so? If yes, why? If not, why not?
5. Assume that you are a manger in a service organization (hotel, restaurant etc.). How will you use the research findings you just discovered from the reading make a difference in your department/organization from a strategic management standpoint?

**Research Presentation (15 minutes) and Written Reports**

Each student will submit a completed paper at the end of semester.

The research assignment should be approximately 3000 words, and be based on a theory or a concept identified from academic journals articles or books relating to a strategic management issue. Your individual research assignment should be based on at least eight **recent journal articles** – No more than 5 years old (you may refer to as many articles as you need). References are required of all materials used in the preparation of all research assignments undertaken in APA Style 4th Edition. The research assignment should be divided into three parts: (1) Executive summary – a brief explanation of the topic, why the topic is important in a service organization; (2) Main body – conceptual and theoretical understanding of the topic, how this theory/concept can be utilized in a hospitality organization; (3) Conclusion – personal views and observations on strategic management implications, the competitive advantage this concept/strategy will offer the firm.

**Grading Schematic for undergraduates students**

The weight of each Course Requirement will be as follows:

Class Activities and Participation	200 points (25%)
Exams (2 at 10% each)	160 points (20%)
Case Study Write Ups	240 points (30%)
Semester Project Presentation	200 points (25%)
<u>Total Undergraduate</u>	<u>800 points</u>

<u>Additional Graduate Student Assignment</u>	<u>200 points</u>
	<b>1000 points</b>

The following grading scale will be used to determine final grades for undergraduate Students:

A	720- 800 points
B	640- 719 points
C	560-639 points
D	480-559 points
E	< 479 points

The following grading scale will be used to determine final grades for graduate Students:

A	900-1000 points
B	800-899 points
C	700-799 points
E	< 699 points

Mid-term grades will be posted in myUK by the deadline established in the Academic Calendar (<http://www.uky.edu/Registrar/AcademicCalendar.htm>).

### Course Schedule – Topics, Readings and Assignments

Week	Date	Topics and Assignments
1		Topic: Course Introduction - Syllabus Topic: Ch. 1 - Strategic Management – Strategic Thinking Topic: Overview of Strategic Management Topic: Personal Strategic Plan
2		Topic: Ch. 2 - Assessing the Environment – Internal and External Topic: Introduction to Case Studies - Select Group and Group Names Select companies – 1 to track through semester, 1 for semester project Case Study and Presentation Lottery
3		Topic: Ch. 3 - Strategic Direction Case Study Presentations
4		Topic: Ch. 4 - Organizational Resources and Competitive Advantage Case Study Presentations
5		Topic: Ch. 5 - Business Unit Level Strategy Case Study Presentations
6		Exam 1 Guest Speaker
7		Midterm of Semester Topic: Ch. 6 - Corporate Level Strategy Case Study Presentations – Semester Project Outline Due Date
8		Spring Break
		Topic: Ch. 7 - Strategy Implementation Case Study Presentations
9		Topic: Ch. 8 Strategy Implementation through Organizational Design and Control Case Study Presentations
10		Topic: Ch. 9 - Strategies for Entrepreneurship and Innovation Case Studies Presentations
11		Topic: Ch. 10 – Global Strategic Management and the Future: Case Study Presentations
12		Exam 2 Guest Speaker
13		Semester Project Presentations
14		Semester Project Presentations
15		Semester Project Presentations
16		Semester Project Presentations

Note: Topics and assignments are subject to change. Students will be notified of any changes.