

**AMBERTON UNIVERSITY**  
**e-COURSE SYLLABUS**

**MGT6203.E1 STRATEGIC MANAGEMENT  
SPRING 2016**

**PROFESSOR INFORMATION:**

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**COURSE INFORMATION:**

MGT6203.E1 - Strategic Management

Level: Graduate

Beginning Date of Session: Saturday, March 12, 2016

Ending Date of Session: Thursday, May 19, 2016

**Student access available to the Student Portal: Saturday, March 12, 2016**

*Students enrolled in distance learning courses are not assessed any additional fees for security or identity verification.*

**TEXTBOOK(S) AND REQUIRED MATERIALS:**

Title: Strategic Management: A Competitive Advantage Approach, Concepts and Cases

Author: Fred David, Forest R. David

Publisher: Pearson – Prentice Hall

Year Published: 2014

Edition: 15<sup>th</sup>

ISBN-13: 9780133444797

ISBN-10: 0133444791

Price: Available at <http://amberton.ecampus.com>

Amberton University has an agreement with eCampus.com to provide a full-service online bookstore to students. The Amberton University Virtual Bookstore is accessible through the University's website, [www.Amberton.edu](http://www.Amberton.edu). Just look for the "Bookstore" tab across the top of the home page. There is also a bookstore link in the Student Portal.

The AU Virtual Bookstore provides an easy to use interface, online buyback of books, and same day shipment of most titles with an average delivery time of 2-3 days depending on the student's location. Textbook options include new, used, rental, and electronic media as available.

Since no books are sold on campus, students should plan accordingly and purchase their books in advance of the first day of class, allowing time for shipping. Be certain you are enrolled in the course before purchasing your book(s). All textbook information (Title, Author, ISBN, etc.) is available in course syllabi so students can shop competitively. Students should be careful to obtain the exact resource(s) required for the course.

**COURSE PREREQUISITES:**

Fifteen hours of advanced business

## COURSE COMPETENCIES:

The following represents the course competencies for this class. Competencies are equivalent for all lecture and distance learning courses. Following each competency is the assignment used to gain mastery of this area of study.

- Examining the key concepts associated with the field of Strategic Management. (*Power Point and Study Guide, Course Readings, Group Project, Exams/Quizzes*)
- Identifying organizational strengths, weaknesses, opportunities, and threats. (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Discussing the major issues associated with gaining acceptance of the strategic planning process. (*Power Point and Study Guide, Course Readings, Articles, Group Project, Exams Quizzes*)
- Profiling factors that influence the internal and external environments of a strategic management system. (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Identifying organizational structures that are compatible with stated organizational directions. (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Discussing environmental and forecasting techniques utilized in the corporate planning process. (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Discussing industrial competition and identifying approaches for creating defensible boundaries. (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Explaining the role of corporate alternatives in positioning an organization for the present and future (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Understanding the concept of portfolio matrix and the establishment of strategic business units. (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Evaluating strategic alternatives in regard to organizational competence and resources. (*Power Point and Study Guide, Course Readings, Group Project, Articles, Exams Quizzes*)
- Describing techniques for integrating the functional areas of a business with strategic business units. (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Identifying and analyzing information sources used in the development of a strategic plan (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes, Articles*)
- Analyzing and evaluating the effectiveness of corporate level strategies (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Evaluating financial ratios and financial statements and their impact on an organization's operations. (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)
- Evaluating marketing agendas and how it implies with the organization' strategy. Describing critical elements of an effective model for managing strategic change (*Power Point and Study Guide, Course Readings, Group Project, Exams Quizzes*)

## COURSE POLICIES:

Quizzes: There will be two quizzes given. It is imperative that students make arrangement to take these quizzes. The quizzes will be given. The quizzes will open on Thursday and end of Saturday at 6 PM CST. The students will be given **65 minutes to complete the 35 question multiple choice quiz**. A makeup quiz is allowed only regarding extenuating circumstances. In those cases, it is required that the student contact the professor in advance. If the student fails to make the necessary arrangements to take any of the quizzes, the student will be given a 0 for that particular quiz. All assignments are due on the stated dates. No assignment will be accepted after the stated due date.

## ***Student's Responsibilities***

This syllabus contains information, policies and procedures for a specific course. By enrolling, the student agrees to read, understand and abide by the policies, rules, regulations, and ethical

standards of Amberton University as contained in the current university catalog and schedule of classes.

### **COURSE OUTLINE AND CALENDAR:**

The course will focus on the functions of strategic management. The course focuses on eleven chapters from your text. The course is divided into several components. There will be 2 (two) quizzes consisting of multiple choice, one (1) peer reviewed article summary, 1 (one) discussion board, and 2 (two) case studies conducted that requires implementation of learned knowledge

### **COURSE OUTLINE AND CALENDAR:**

#### **Two Quizzes**

- Quiz 1 - Covering Chapters 1 – 6 (Opens on Thursday April 7, 2016 and closes on Saturday April 9, 2016 at 6 PM CST)
  - Quiz 2 - Covering Chapters 7 – 11 (Opens on Thursday May 5, 2016 and closes on Saturday May 7, 2016 at 6 PM CST)

**The student will use the Moodle system in completing these exams.** The quizzes will open on Thursday and end of Saturday at 6 PM CST on the designated weeks. The student will have 65 minutes to complete the 35 question multiple choice quiz. A makeup quiz is allowed only regarding extenuating circumstances. In those cases, it is required that the student contact the professor in advance. If the student fails to make the necessary arrangements to take any of the quizzes, the student will be given a 0 for that particular quiz.

- **Discussion Board –**

There will be one discussion board question that the students will be required to participate in. The discussion question will be posted prior to the start of the class. **The student will submit this assignment through Moodle.** The due date for completing the discussion board is as follows:

- Discussion Board Question One Due Saturday March 19, 2016 at 6 PM CST

The student will respond to the question from the professor in a 250 words minimum post. The student will use at least one outside source when responding to the discussion question from the professor. The student must show their in-text citations and references at the bottom of their post. The student will also respond to at least two of their colleagues on both of these discussion boards. Quality of work, coverage of the subject, proper punctuation, and APA is also the focus on this grading assignment.

- **Article** - The student will choose any article they wish to critique as long as it pertains to Strategic Management. Please select an article that deals with trends in strategy or ways organizations are staying current and keeping a competitive advantage. The article should come from a journal such as the Journal of Management, Journal of Business Research, Academy of Management Journal, Academy of Management Review, Harvard Business Review, Personnel Administrator, Personnel Journal, Strategic Management Journal, and/or any other reliable source. Please submit the article on or before Saturday April 2, 2016 at 6 PM CST. The Amberton University online library is an excellent source for retrieving this article assignment. Students will complete the article in accordance to the template at the bottom of

this syllabus. The student will also use two additional (outside) sources in validating their discussion. The paper will include a cover page, reference page, and the information that is defined in the article template. This must be in APA format. **The student will submit this assignment through the Moodle system.**

- **Case Study** – The student will be involved in two a case study analysis. **The first case involves Domino's Pizza. This is due on or before Saturday April 16 at 6 PM CST. The second case study involves Buffalo Wild Wings. This is due on or before Monday May 16, 2016 at 6 PM CST.** The student will thoroughly assess both of these cases. Although there are many different ways of conducting a case study, I am only going to have you address certain areas. You will draw from your knowledge that you have already obtain in this course. It is very important to be thorough in your analysis. I am not requiring that you write at least X number of pages, but rather that you are thorough in your analysis.
- **Please note, the second case study could change to a different format (essay questions) during the semester. If a change in format occurs, the professor will let you know in plenty of time through the News Forum. Also, if a change occurs, the essay questions will be loaded up to the Case Study Two link**

**The student will submit these assignments through the Moodle system in accordance to the calendar.**

There is not a page number requirement, but it is expected that the paper will be thoroughly examined. The paper will consist of at least five outside references, and include cover sheet and reference page. Please remember to adhere to APA format. A penalty will apply for failure to adhere to APA format.

Keep in mind that while reading the case study, you need a good understanding of the overall situation, critical issues, problems, internal and external environments, SWOT analysis, possible solutions, and a feasible decision. Remember before starting to solve the case, you must have a proper analysis of the organization. A proper analysis is done through conducting a SWOT analysis of the organization, internal and external environments, and core competencies.

Again, although there are numerous methods of conducting a case study, I am only requesting that the following factors be addressed. You are conducting an analysis and will address the following:

- Case Abstract (Overview of the case)
- What is their vision?
- Is there mission statement conducive to the organizational goals, or does it need to be revised? If so, what needs to be revised? Are all nine components addressed?
- An analysis of the external environments. There are several terms used to identify these forces. As mentioned, the External Environment (The Industrial Organization View---External Industry Factors). They are simply Key External Forces. See your text for Key External Factors. This provides an overview. Regarding the I/O under The Industrial Organization (I/O) View, the text provides an in-depth assessment of this component as well. Be sure to list the factors from each environment that is affecting them. (Use sub-topics as indicated on the next line—Also, use bullets in identifying each factor.
  - Political, Governmental, and Legal Issues
  - Economic
  - Competitive, and so on....
  - etc

- Write up a SWOT analysis, and what the firm must do regarding each of these components. For example, naming their strengths (such as their core competencies) are great, but however will they be utilized? Do this for their Strengths, Weaknesses, Opportunities, and Threats.
- Produce a SWOT Matrix – SO, ST, WO, and WT
- IFE – Internal
- EFE – External
- Make a summary.
- From all of this data, make a recommendation on how they should continue to operate.
- Although the SPACE and Grand Strategy are both important, I am NOT including them in this case study. I am limiting the case study to the above mentioned data.
- If there are areas that are unclear, you are free to make some feasible assumptions.
- Please segment the study by providing the appropriate titles for each section. In other words, use sub-topics. For example:

### Case Abstract

After completing the overview of the case, go to the next section. Again, use the appropriate title.

### Vision

Vision of the organization is .....

### Mission

This mission statement is good except.....

External Environment – (Remember, these are also known as The Industrial Organization View--- External Industry Factors). They are simply Key External Forces.

- Economic
- Social, Cultural, Demographic, and Natural Environment Forces
- Political, Governmental and Legal Forces
- Technological
- Competitive

### SWOT

- Identify at least five of each

### SWOT Matrix

- S,O - Use Strengths To Take Advantage of Opportunities
- S,T - Use Strengths To Avoid Threats
- W,O – Overcome Weaknesses By Taking Advantage of Opportunities
- W,T – Minimize Weaknesses And Avoid Threats

### EFE

- Use the factors identified in the Opportunities and Threats to evaluate the organizations effectiveness

### IFE

- Use the factors identified in the Strengths and Weaknesses to evaluate the organizations effectiveness

### Summary

- Summarize the case

### Recommendations

- Based on your assessment of the case, provide a recommendation that addresses things they are doing well (and perhaps means whereby they could get stronger); areas they need to

change (what should be done to correct their areas of concern); and perhaps you have a recommendation for a new direction they should endeavor. Remember to be thorough in your assessment.

If there are other titles or topics you would like to add, feel free to do so.

**Please note:**

- **Please send emails to the Moodle system**
- **Articles, Case Studies, and the Discussion Boards will be submitted through the Moodle system.**

**COURSE OUTLINE AND CALENDAR:**

<b>Week</b>	<b>Topic</b>	<b>Competencies Covered</b>	<b>Readings</b>	<b>Due Dates</b>
1	What is Strategic Management? What is the purpose of a Mission and Vision?	Chapter One - The Nature of Strategic Management  Competencies 1, 2, 3, 4,	Chapters 1  Review and utilize the power point slides in completing the study guide assessment	
2	Evaluating the Internal Environment  <b>Discussion Board Due</b>	Chapter Two - The Business Vision and Mission  Competencies 1, 2, 3, 4, 5, 9, 13, 15	Chapters 2 and 3  Review and utilize the power point slides in completing the study guide assessment  Discussion Board Due	Discussion Board One due Saturday March 19, 2016 at 6 PM CST.
3	Evaluating the External Environment	Chapter Three - The External Assessment  Competencies 1, 2, 3, 4, 5, 9, 13, 15	Chapter 3 - Review and utilize the power point slides in completing the study guide assessment.	

4	<p>Assessing the Internal Environment; Evaluating Strategic Action</p> <p><b>Submit Article</b></p>	<p>Chapter Four - The Internal Assessment</p> <p>Chapter Five - The Strategies of Action</p> <p>Competencies 1, 2, 3, 4, 5, 6, 9, 10, 11, 12, 13, 14, 15</p>	<p>Chapters 4 - 5</p> <p>Review and utilize the power point slides in completing the study guide assessment</p> <p>Submit Article</p>	<p>Article is due on Saturday April 2, 2016 at 6 PM CST.</p>
5	<p>Strategic Action and Analysis and Choice</p> <p><b>Quiz – Covering Chapters 1 – 6</b></p>	<p>Chapter Six - Strategy Analysis and Choice</p> <p>Competencies 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15</p>	<p>Review and utilize the power point slides in completing the study guide assessment</p>	<p>Quiz 1 – Covering Chapters 1 – 6</p> <p>(Quiz Opens on Thursday April 7 and closes on Saturday April 9, 2016 at 6 PM CST).</p>
6	<p>Assessing and Implementing Management and Operations</p> <p><b>Submit Case – Domino’s Pizza</b></p>	<p>Chapters Seven – Implementing Strategies: Management and Operations Issues</p> <p>Competencies 1, 2, 4, 6, 8, 10, 13, 14, 15</p>	<p>Chapters 7</p> <p>Submit Case – Domino’s Pizza</p> <p>Review and utilize the power point slides in completing the study guide assessment</p>	<p>Case Study of Domino’s Pizza due Saturday April 16, 2016 at 6 PM CST.</p>
7	<p>Implementation Processes, Marketing, Finance Processes. R&amp;D, and MIS</p>	<p>Chapters Eight – Implementing Strategies: Marketing, Finance/Accounting, R&amp;D, and MIS Issues</p>	<p>Review and utilize the power point slides in completing the study guide assessment</p>	

8	Assessing Strategy and Control and Assessing Social and Ethical Responsibility	Chapter 9 – Strategy Review, Evaluation, and Control  Chapter 10 - Business Ethics/Social Responsibility / Environmental Sustainability  Competencies 1, 2, 4, 7, 8, 10, 13, 14, 15	Chapter 9 and 10  Review and utilize the power point slides in completing the study guide assessment	
9	Ethics/ Social Responsibility and Global Issues  <b>Quiz 2 covering Chapters 7 - 11</b>	Chapter 10 - Business Ethics/Social Responsibility  Chapter 11- Global/International Issues	Review and utilize the power point slides in completing the study guide assessment	Quiz 2 covering Chapter 7 – 11  (Quiz opens on Thursday May 5, 2016 and closes on Saturday May 7, 2016 at 6 PM CST).
10	<b>Submit Buffalo Wild Wings Case</b>	Competencies 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15	Submit Case Study	Case Study – Buffalo Wild Wings due Monday May 16, 2016 at 6 PM CST.

**My grading methodology is subjective.** I grade an assignment based on the information the student has provided. A summarized answer from the book is sufficient for an average grade of 74-78. The greater the understanding of the subject the student exhibits, the better the grade. Please do not use examples from the book or word for word. Plagiarism is unacceptable and the student will receive an F for plagiarizing.

A NO-EXCUSE policy shall be in effect for receipt of assignments. Therefore, a student cannot blame any other entity for the Instructor's failure to receive assignments by the dates due. Early assignment submission should eliminate many problems.

#### **GRADING CRITERIA:**

Each assignment will be valued as indicated below:

Quiz One	15%
Quiz Two	15%
Case Study One	25%
Case Study Two	25%
Article	10%
Discussion Board	10%



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100%

Graduate	
92 – 100	A
82 – 91	B
72 – 81	C
62 – 71	D
Below 62	F

### **GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:**

A successful distance learning experience requires a flow of communication between instructor and student throughout the session. Instructor comments are considered essential to the learning process. Therefore, each assignment/quiz submitted will be reviewed, graded and returned to the student in a timely manner along with the appropriate commentary. Students should carefully review all comments.

Final grades are mailed approximately one week after the last day of the session to the student's address of record. Amberton University staff will not post or release grades over the phone. University instructors will not leave a message with comments or grades in any type of media that is not secure.

For questions regarding grades after the semester has ended, students should use their University email account and contact the instructor at the faculty email address as provided above in *Professor Information* area.

### ***Incomplete Grades***

An "I" (incomplete grade) is given at the discretion of the professor and may be given only when an emergency or illness prevents the student from completing course requirements. Should an "I" be granted, the student has 30 days from the end of the session to complete the conditions of the incomplete. An "I" which is not properly removed within 30 days following the session enrolled will become an "F" grade.

### ***How To Withdraw From a Course***

To be official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. Please review the "Schedule of Classes" (online or in-print) for procedures for class changes or withdrawals and the refund policy and schedule.

### **COURSE DELIVERY METHODOLOGY:**

This course is offered as a distance-learning course through the Moodle Learning Platform. Amberton's distance learning courses, called e-Courses, are identical to classroom courses in terms of learning outcomes, competencies, and instructor expectations. A student choosing to take an e-Course must have the following skills and technical capabilities:

1. Access to the Internet
2. General knowledge in:
  - Internet browser settings and configuration
  - e-mail and file attachments
  - Uploading and downloading files
  - Using a word processing package
3. Ability to conduct on-line research

Students who have not mastered these skills should not enroll for this course, but should consider enrolling in MIS2110 Computer Concepts and Internet Technologies for instruction in these areas.

## HOW TO ACCESS YOUR COURSE:

### ***Through the Amberton University Student Portal***

Students enrolled in distance learning courses using the Moodle Learning Platform may access the course through the Amberton University Student Portal. The site may be accessed through the University's main page (<http://www.Amberton.edu>) or at <http://apps.Amberton.edu>. After selecting the "Student Portal" link, you will be prompted for a Username and Password.

Use your assigned **username and password** (AUID) as described below to enter the AU Student Portal:

**Username** = your capitalized firstname **initial**+lastname+last 3 digits of your SSN.

\* Use your name exactly as it is listed on the University's records, including any suffixes or hyphenations, such as Jr, Sr, or II, as a part of your username.

For example: James Jones, Jr. SSN: 123-45-6789  
Username: JJonesJr789

**Password** = your Amberton University ID# (AUID) **including the dashes**

For example: 04-999-999

Once your login has been validated, you may select from a variety of menu options, including your individual E-Course, email account, Discussion Forum, Chat Room, Remote Research, General Tools, all Syllabi, Research Tutorials and Electronic Instructor Folders (FTP).

If you are accessing the Student Portal from a public or shared computer, close the browser completely when finished, or click on the Logout button. For security purposes, no other person should have access to your Username or Password. If you feel your information has been compromised or if you experience technical difficulties, contact the e-course system administrator at: [e-sysop@amberton.edu](mailto:e-sysop@amberton.edu)

If you have lost or do not know your Amberton ID#, please contact the Student Services Office 972/279-6511 or [advisor@Amberton.edu](mailto:advisor@Amberton.edu) for a replacement AUID card. You must know your Amberton ID# to gain access to the course and to send email to your professor.

### ***Through the Amberton University Moodle Website***

Students enrolled in distance learning courses using the Moodle Learning Platform may also access the course by going to: [moodle.Amberton.edu](http://moodle.Amberton.edu)

For those utilizing Moodle for the first time, the **username and password** for the Moodle Learning Platform will be emailed to the student's University email account prior to the start of the course. For those returning to Moodle who do not remember their username and password, click on the link "*Forgotten your username or password*" available on the Moodle log in page (<http://moodle.Amberton.edu>). Otherwise use the same username and password as previous session.

**Moodle Tutorial:**

Upon successful log in and access to the Moodle learning platform, there is a *Student Moodle Tutorials* course available, to learn about the basics of Moodle. Simply click on the link for the *Student Moodle Tutorials* and read through the various learning topics: Navigating; Communicating; Assignments & Exams; Grades; and Student Resources.

**COURSE COMMUNICATIONS:**

Students will communicate with faculty through the Moodle Learning Platform or the Amberton University email system.

**\*\*\*\*\*NEW STUDENT EMAIL INFORMATION\*\*\*\*\***

Each student enrolled is assigned an Amberton email account, which gives the student access to the Amberton email system (my.Amberton.edu). This email account is provided by Google Apps for Education. Students are encouraged to check their email regularly for University news, notices, and to communicate with instructors.

The student's assigned email address would be Username@my.Amberton.edu

Example: LJones-Smith789@my.Amberton.edu

The student Username is determined by:

firstname initial+lastname+last 3 digits of student ssn.

For example: Linda Jones-Smith      SSN: 123-45-6789  
Email Address = LJones-Smith789@my.Amberton.edu

Students will be prompted for a Username and Password when accessing their email account. Use the Username portion of the email address as the username (Example: LJones-Smith789) and your Amberton ID# (including the dashes) as the password.

If you already have a Google gmail account, you might be prompted to add this account to your current account. Click 'Yes' and you will be logged into your my.Amberton.edu email account. It will be a separate email account from your personal gmail account.

If you need assistance with your email account, please visit <https://support.google.com/mail>

**Students are responsible for reviewing the "Communication Guidelines" provided on the individual E-Course for specific instructor requirements.**

Upon completion of a session, all communication and course specific information is removed from the Moodle system. If a student needs to maintain a record of communications or assignments, the student is strongly encouraged to print out or download these items to a disk for their own records.

**FORMAT AND SUBMISSION OF ASSIGNMENTS:**

Assignments are to be submitted to the appropriate assignment Drop Box in the Moodle system. Specific directions and guidelines for submission of assignments are located on-line in the "Communication Guidelines" of the e-course. Due to compatibility issues, Office 2007 files cannot be read by earlier versions of Microsoft Office. Before submitting an exercise file, confirm the file is in the proper format for grading by the instructor.

**COURSE EVALUATION:**

Each session, all Amberton students are requested to evaluate their courses. The evaluation process is an important one and provides students with an anonymous and confidential way to give meaningful feedback to the University. Summary information and comments are provided to faculty after the close of the session. Students' identities are not disclosed.

Students will be notified through the Amberton email system of the Course Evaluation procedures. Usually, the evaluations take place during the last two weeks of the session. Please take advantage of this opportunity and participate in the evaluation process.

### **ACADEMIC HONESTY/PLAGIARISM:**

Plagiarism is the presentation of someone else's information as though it were your own. If you use another person's words, ideas or information, or if you use material from a source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge the source. Failure to do so violates Amberton University's ethics policy.

### **RESEARCH RESOURCES:**

The student is encouraged to use the Amberton Electronic Library as a research resource for this course. The Electronic Library provides access to full-text and abstract articles as well as links to a variety of remote research tools. Students can search Amberton Library Resource Center holdings through the on-line public access circulation system. The physical library contains a specialized collection of research materials specifically chosen to support the degrees and courses offered at Amberton. Interlibrary loan and document delivery services are available. The TexShare Card offers borrowing privileges in libraries all across the state of Texas. Students with research questions or questions about Library services are encouraged to visit the "Ask-A-Librarian" section of the discussion forum or email their questions to library@Amberton.edu.

### **RESEARCH TUTORIALS:**

Online research resources are available through "Research Tools Database", accessible through the Student Portal. (For additional assistance, students may access the "Research Tutorials" link located in the General Tools area on the Student Portal.) Access the Portal by clicking "Student Portal" from the University's website. You must know your Amberton ID to access the Portal.

## **Article Template**

### **Framework**

Provide a general overview or background for the article.

### **Explanation of the Issues**

Explain the major issues of the article

### **Evidence**

Identify pertinent information in investigating a point of view or conclusion

### **Influence of Context and Assumptions**

What are the assumptions being made?

### **Student's Position**

What is your hypothesis or thesis of the article?

### **Conclusions and Related Outcomes**

Based on the above criteria, what is your conclusion (implications and consequences?)

## Reference

Doe, John (2010), Evaluating the importance of comparative advantage. Wall Street Journal, 22,  
2010....etc.