



BMGT 2341.088 Strategic Management - Online

Course Syllabus: Spring 2020

"Northeast Texas Community College exists to provide personal, dynamic learning experiences empowering students to succeed."

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	Monday	Tuesday	Wednesday	Thursday	Friday
Office Hours	8:15 a.m.–9:30 a.m. 11:00 a.m.–12:00 p.m. 1:30 p.m.–2:30 p.m.	8:15 a.m.–9:30 a.m. 11:00 a.m.–12:00 p.m.	8:15 a.m.–9:30 a.m. 11:00 a.m.–12:00 p.m. (March 25 th –May 6 th) 1:30 p.m.–2:30 p.m. (Jan. 21 st – March 11 th)	8:15 a.m.–9:30 a.m. 11:00 a.m.–12:00 p.m.	

This syllabus serves as the documentation for all course policies and requirements, assignments, and instructor/student responsibilities.

Information relative to the delivery of the content contained in this syllabus is subject to change. Should that happen, the student will be notified.

Course Description: 3 credit hours.

Lecture/Lab/Clinical: Online Course.

Strategic management process, including analysis of how organizations develop and implement a strategy for achieving organizational objectives in a changing environment.

Prerequisite(s): None

Student Learning Outcomes:

- Explain the processes involved in management strategy development.
- Develop an organizational strategic management plan.

Evaluation/Grading Policy:

All quizzes, discussion boards, exams, and closing cases, and case analyses are completed individually and submitted electronically through Blackboard. Please pay careful attention to the due dates. **Late work will NOT be accepted.**

This course adheres to the NTCC Academic Honesty and Ethics statements discussed below. In addition, if a student submits the work of anyone else they and the other person (if possible) will earn a zero grade on that assignment. If this happens a second time, the student will be dropped immediately from class with a failing grade and a note of academic dishonesty placed on their permanent NTCC record.

Assignments:

All assignments for this course will be provided on the first day of the course and will be completed and submitted via Blackboard. Assignments, instructions, and files are accessible via Blackboard.

Tests/Exams: 2 Exams (100 points each).

Each exam will be completed electronically via Blackboard and is presented in multiple choice format.

Exam 1 covers chapters 1-6

Exam 2 covers chapters 7-12

Chapter Closing Cases: 2 Chapter Closing Cases (15 points each)

Students will read the 4 assigned Chapter Closing Cases and answer the Case Discussion questions that follow the case. Students should submit the Case Discussion Questions in the Submission Box located within the assignment instead of attaching a document. It is recommended to first save your answers in a Word or other software program and copy and past into the Submission Box. **No late work will be accepted.** See course schedule below for specifics.

Chapter Quizzes: 12 Chapter quizzes (10 points each)

Chapters quizzes are worth 10 points each. Quizzes are completed electronically through Blackboard and are presented in multiple choice format. Students will have two attempts on each quiz, but the most recent grade, *not* the highest grade, will be considered for final grade calculations. **No late work will be accepted.** See course schedule below for specifics.

Discussion Boards: 5 Discussion Board Assignments (10 points each)

Online discussion questions can be found under the caption **DISCUSSION BOARD** within **Blackboard (see course schedule for dates)**. Students must post at least once to each topic posted.

To receive full credit for the discussion assignments a response as well as a comment on another student's post must be posted. If only an individual comment is posted (and a posting on a fellow classmate's is not made), then only half of the available points will be granted. **No late work will be accepted.** See course schedule below for specifics.

Case Studies: 2 Written Case Study Analyses (100 points each)

Students are to Conduct two case study analyses over two specified cases in the textbook. The case should be typed in Microsoft Word and submitted as an attachment to this assignment. Look closely at Analyzing a Case Study and Writing a Case Study Analysis (page C4-C11 of the textbook) that is provided as a student guide prior to submitting your analysis. Submitted assignments will be evaluated according to depth of content, writing style, appearance, and the use of correct spelling, proper grammar and proper source documentation. After evaluation by the professor, each student will receive a numerical grade. In past semesters, the most frequent reasons for low scoring papers were superficial coverage of the topic and inadequate source documentation. Papers received after the deadline will not be accepted.

Please remember that these case studies should be your own work—plagiarism (taking someone else's work or ideas and passing them off as one's own) will not be tolerated. Copying from another source and using block quotations from another source is not representative of your own work. Credit will not be given for cut and paste papers with block quotations (an extract consisting of more than 40 words from another author's work).

Please review the college policy and the course syllabus for details regarding academic honesty. Please use reputable internet websites; **do NOT utilize any Wikipedia or comparable citations.** Failure to include citations and references will result in an F. **Late case studies will not be accepted.**

Rubric can be found on last page of this syllabus.

Final Grades

This course is set up on a point scale. You can calculate your grade at any time as all point values are listed on this syllabus. **Your final course grade will be based upon this scale only. There are NO extra credit opportunities. In addition, there are no “retakes” for any assignments or exams.** The scores that you receive on your original submissions will be what is counted toward your final grade. Please understand that I must adhere to this grading policy for all students so exceptions will not be made.

Assignments	Number of Assignments	Total Points
Discussion Boards	5	50
Quizzes	12	120
Chapter Closing Cases	2	30
Exams	2	200
Case Studies	2	200
Total		600

Grade Scale
A = 600-540
B = 539-480
C = 479-420
D = 419-360
F = 359 and below

Required Instructional Materials:

Strategic Management: Theory & Cases: An Integrated Approach, 13th Edition

Publisher:

Cengage

ISBN Number: 978-0-357-03384-5

Optional Instructional Materials:

None

Minimum Technology Requirements:

Daily high-speed internet access

Required Computer Literacy Skills:

None

Course Structure and Overview:

Several elements are essential for your success in this course. You will need to understand these fully prior to starting the course:

This course is presented as an online course and will involve a collaborative teaching/learning style utilizing simulation exercises, projects, and additional on-line instructional components as necessary.

1. All online courses require extensive engagement (with other students, the instructor, and the course

materials) as well as timely completion of assignments/quizzes. Assignments/quizzes are due weekly, and sometimes each day of the week (see course schedule for specific due dates). Thus, keeping up with the schedule is essential to your success. Your personal schedule must allow you to keep up with the due dates for the readings and other assignments. Late work is not allowed in this course, so you must plan your schedule carefully.

2. You must have continuous access to a working and dependable computer and Internet provider.
3. The following study sequence will maximize your chances for mastering each lesson in this course:
 - a. Read the lesson overview and learning objectives.
 - b. Read assigned material in the textbook or eBook.
 - c. Review the learning objectives.
 - d. Review the PowerPoint and take notes as needed (i.e., connected to lesson objectives.)
 - e. Complete and submit Blackboard quizzes. These will add points to your course grade.
 - f. Be sure to participate in the Discussion Questions as assigned by writing your original responses and posting peer replies. These will add points to your course grade.
 - g. Complete all assignments on time.
 - h. Be sure to contact your instructor when you have questions or need help.

Communications:

The preferred method of communication is via Blackboard Messages. Please ask questions when unsure about something. Students may contact the instructor via Blackboard Messages, email at lharwell@ntcc.edu, cell phone (903) 767-0056 (between the hours of 9:00 a.m. and 8:00 p.m.), or office phone (903) 434-8129. When calling please leave a message with your name and course ID. If texting, students should also identify themselves in each set of text messages. Please make text messages as specific as possible. Texting "I don't understand anything about this assignment" does not provide your professor with enough to help you. Do not submit the assignment and ask questions in the comments area. The instructor's policy is to grade what is submitted, and rarely allows assignment resubmissions. The time to ask is BEFORE an assignment is submitted. If a student is repeating this class, please note that there are often assignment changes made. It is required that students re-create each assignment. Significant grade reductions will occur when a student submits a previous semester's work.

Institutional/Course Policy:

Blackboard will be used for file submission, but you will need to keep a copy of all work in case of error or file corruption.

You should check your NTCC email account daily. This email account will be the official form of communication for this course. Your email address is your first initial + your last name + the last three digits of your SSN. If you do not have a social security number, use the last three digits of your birth year. Your password is your birthday in the form of mmddyyyy (Ex: May 8, 1992 would be 05081992). Once you are logged in to the MyEagle portal, you can access your email by clicking on the Gmail icon. A good suggestion is to set up your email on your phone so that you will not miss important messages about the course.

Late Work Policy:

The word "assignments" refers to all work that is submitted via Blackboard or presented in class. Students are to submit assignments on or before the stated due date/time. Late work is *not* accepted.

Attendance Policy:

As this is an online course, students are expected to participate regularly and complete all assigned work. Excessive absences (two consecutive weeks of no participation) may result in the student being dropped from the class or having their grade average reduced. Attempt will be made to contact you before this happens, but should an emergency arise, you will need to contact your instructor by phone or email should you not be able to meet this requirement. Please see the schedule of classes for the last day to withdraw. Religious Holy Days: please refer to the current Northeast Texas Community College Student Handbook.

NTCC Academic Honesty/Ethics Statement:

NTCC upholds the highest standards of academic integrity. The college expects all students to engage in their academic pursuits in an honest manner that is beyond reproach using their intellect and resources designated as allowable by the course instructor. Students are responsible for addressing questions about allowable resources with the course instructor. Academic dishonesty such as cheating, plagiarism, and collusion is unacceptable and may result in disciplinary action. This course will follow the NTCC Academic Honesty and Academic Ethics policies stated in the Student Handbook. Refer to the student handbook for more information on these subjects.

ADA Statement:

It is the policy of NTCC to provide reasonable accommodations for qualified individuals who are students with disabilities. This College will adhere to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations as required to afford equal educational opportunity. It is the student's responsibility to request accommodations. An appointment can be made with the Academic Advisor/Coordinator of Special Populations located in Student Services and can be reached at 903-434-8264. For more information and to obtain a copy of the Request for Accommodations, please refer to the special populations page on the NTCC website.

Family Educational Rights and Privacy Act (FERPA):

The Family Educational Rights and Privacy Act (FERPA) is a federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education. FERPA gives parents certain rights with respect to their children's educational records. These rights transfer to the student when he or she attends a school beyond the high school level. Students to whom the rights have transferred are considered "eligible students." In essence, a parent has no legal right to obtain information concerning the child's college records without the written consent of the student. In compliance with FERPA, information classified as "directory information" may be released to the general public without the written consent of the student unless the student makes a request in writing. Directory information is defined as: the student's name, permanent address and/or local address, telephone listing, dates of attendance, most recent previous education institution attended, other information including major, field of study, degrees, awards received, and participation in officially recognized activities/sports.

Tentative Course Timeline:

See next page

(*note* instructor reserves the right to make adjustments to this timeline at any point in the term):

BMGT 2341.088 - Strategic Management Spring 2020 Course Schedule
Week 1 Read Chapter 1 Chapter 1 Quiz and Discussion Board 1 Response are due by Sunday, January 26th at 11:59 PM
Week 2 Read Chapter 2 Chapter 2 Quiz, Discussion Board 2 Response, Chapter 2 Closing Case, and the Syllabus Acknowledgment (located under the Start Course Here folder) are due Sunday, February 2nd at 11:59PM
Week 3 Read Chapter 3 Chapter 3 Quiz and Discussion Board 3 Response are due Sunday, February 9th at 11:59PM
Week 4 Read Chapter 4 Chapter 4 Quiz is due Sunday, February 16th at 11:59PM
Week 5 Read Chapter 5 Chapter 5 Quiz is due Sunday, February 23rd at 11:59PM
Week 6 Read Chapter 6 Chapter 6 Quiz is due Sunday, March 1st at 11:59PM
EXAM 1 Exam 1 will be available on Sunday, March 1, 2020 and is due by Wednesday, March 4, 2020 at 11:59PM. <i>**Students will have 100 minutes to complete the exam once started**</i>
Week 7 Read Chapter 7 Chapter 7 Quiz is due Sunday, March 8th at 11:59PM
Week 8 Read Chapter 8 Chapter 8 Quiz & Chapter 8 Closing Case are due Sunday, March 22nd at 11:59PM

<p>Week 9</p> <p>Read Chapter 9</p> <p>Chapter 9 Quiz and Discussion Board 4 Response are due Sunday, March 29th at 11:59PM</p>
<p>Week 10</p> <p>Read Chapter 10</p> <p>Chapter 10 Quiz and Discussion Board 5 Response are due Sunday, April 5th at 11:59PM</p>
<p>Week 11</p> <p>Read Chapter 11</p> <p>Chapter 11 Quiz is due Sunday, April 12th at 11:59PM</p>
<p>Week 12</p> <p>Read Chapter 12</p> <p>Chapter 12 Quiz is due Sunday, April 19th at 11:59PM</p>
<p>EXAM 2</p> <p>Exam 2 will be available on Sunday, April 19, 2020 and is due by Wednesday, April 22, 2020 at 11:59PM.</p> <p><i>**Students will have 100 minutes to complete the exam once started**</i></p>
<p>Case Study 1</p> <p>Case Study 1 is due Sunday, May 3rd at 11:59PM</p>
<p>Case Study 2</p> <p>Case Study 2 is due on Sunday, May 10, 2020 at 11:59PM</p>

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Case Study Assignment Rubric

- **Case History:** Look for critical incidents in company growth and determine why they are important.
- **Strengths and Weaknesses:** Identify the company's internal strengths and weaknesses, and how they relate to the company's value function.
- **Opportunities and Threats:** Identify the opportunities and threats that exist in the company's environment and analyze them using the Competitive Forces Model and life-cycle model.
- **Corporate-Level Strategy:** Identify the company's mission and goals and evaluate the company's corporate strategy based on lines of business, subsidiaries, and acquisitions.
- **Business-Level Strategy:** Determine if the company is using a differentiation, focus, or low-cost strategy, and what the company's investment strategy is. Decide if company's functional competencies are sufficient for achieving SWOT strategy.
- **Global and/or Innovation Strategy:** Complete analysis of current strategies in globalization and innovation, with well-supported suggestions for improving strategies in both areas.
- **Structure and Control Systems:** Identify company's structure and control system and specify how they match or don't match the company's strategy.
- **Social Responsibility and Ethics:** Draw relationships between ethical issues and the company's social responsibility strategy. Make recommendations for changes to the strategy, using key facts from the case.
- **Recommendations:** Offer recommendations for improving the company's strategy and competitive position which flow logically from the SWOT and financial analyses. Analyze what the company must do to implement those recommendations.
- **Effective use of structure and grammar:** Utilize proper spelling, punctuation, and paragraph and sentence structure.
- **Proper use of references and citations:** Provide all references and in-text citations.

Grading Rubric

	Below Expectations	Meets Expectations	Exceeds Expectations	Score
Case History	Key critical incidents in company growth are not reported or not explained.	Most critical incidents in company growth are reported, but some lesser incidents may not be reported or explained.	All critical incidents in company growth are outlined with a complete explanation of their importance.	9
Strengths and Weaknesses	Strengths and weaknesses presented are not internal to the company or are not relevant for a SWOT analysis. No information given about company's sustainable competitive advantages.	Appropriate strengths and weaknesses are presented, but they are minimally analyzed with reference to creating a value function for the company.	A complete picture of company's internal strengths and weaknesses are presented, with an explanation of how they related to the company's value function and sustainable competitive advantages.	9
Opportunities and Threats	Incorrect opportunities and threats are identified for the company, and Competitive Forces and life-cycle models are	Most opportunities and threats are identified correctly, but students do not completely analyze the environment based on	Opportunities and threats are correctly identified and analyzed using Competitive Forces Model and life-cycle model.	9

	not used in analysis.	the Competitive Forces and life-cycle model.		
Corporate-Level Strategy	Does not correctly identify company's mission and goals, or fully consider the company's lines of business, subsidiaries and acquisitions when outlining corporate strategy.	Correctly identifies company's mission and goals, and bases analysis of company strategy on lines of business, subsidiaries, and acquisitions, but may not fully describe company strategy as a result of not taking some factors into account.	Correctly identifies company's mission and goals and evaluates company's corporate strategy based on lines of business, subsidiaries, and acquisitions.	9
Business-Level Strategy	Incorrectly identifies company's business-level strategy and misidentifies company's investment strategy and functional competencies.	Correctly identifies if company is using a differentiation, focus, or low-cost strategy, but does not fully analyze company's investment strategy or functional competencies.	Correctly identifies if company is using a differentiation, focus, or low-cost strategy and what company's investment strategy is. Determines if company's functional competencies are sufficient for achieving SWOT strategy.	9
Global and/or Innovation Strategy	Does not consider global or innovation strategies for the company.	Presentation highlights key issues in international growth, competition and mode of entry into foreign markets and/or covers innovation opportunity and techniques for increasing innovation in company.	Presentation contains superior analysis of current strategies in globalization and innovation, with well-supported suggestions for improving strategies in both areas.	9
Structure and Control Systems	Significant parts of company's structure and control systems are misidentified or not properly linked to strategy.	Company's structure and control system are correctly identified, but analysis of linkage to strategy is weak.	Company's structure and control systems are correctly identified and analysis of strategy match is accurate and complete.	9
Social Responsibility and Ethics	Presentation does not cover ethics or social responsibility or does so in a superficial way.	Key ethical issues are highlighted along with company social responsibility strategy, although the two areas may not be completely related.	Strong relationships drawn between ethical issues and company's social responsibility strategy. Outstanding recommendations for changes to strategy are supported by key facts from case.	9
Recommendations	Recommendations provided do not take into account analysis of company's strategy or	Recommendations are mostly appropriate, and incorporate key factors from strategic	Recommendations will improve company's strategy and competitive position	9

	are inappropriate based on company's strategic position and environment.	analysis, but may miss subtle details about company's strategic position in its environment.	and follow logically from SWOT analysis. Full analysis of what the company must do to implement those recommendations is given.	
Effective use of structure and grammar	Several instances of improper spelling, punctuation, paragraph or sentence structure, meaning obscured	Mostly proper spelling, punctuation, and paragraph and sentence structure	Proper spelling, punctuation, and paragraph and sentence structure	9
Proper use of references and citations	Student does not provide references or in-text citations	Student provides references and majority of in-text citations	Student provides all references and in-text citations	10