



BMGT 2341.01N Strategic Management - Online

Course Syllabus: Spring 2026

“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 | 9:00 a.m. – 12:00 p.m. | 8:30 a.m. – 11:00 a.m. | 8:30 a.m. – 9:30 a.m. 11:00 a.m. – 12:00 p.m. | 8:30 a.m. – 11:00 a.m. | By Appointment |

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: Lecture

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, closing cases, and case analyses are completed individually and submitted electronically through Blackboard. Assignment grades will be posted within 5 days of the posted due date. 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 2 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 or attach as a Microsoft Word document. It is recommended to first save your answers in a Word and copy and paste 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 Study Outline: Written Outline of Case Study (40 points)

Students are to submit a written outline of the case study. Students should use the template provided under the Case Study Outline link in Blackboard and replace all text in red font with the corresponding information. This outline will serve as a guide when completing the next assignment (Case Study Analysis). It is critical that students complete the outline and submit by the posted due date.

RESPONSES UNDER EACH SECTION OF THIS ASSIGNMENT SHOULD BE PRESENTED IN A BULLETED LIST OR IN A BRIEF SENTENCE OR TWO. THOROUGH DISCUSSIONS OF THE TOPICS WILL BE PRESENTED IN THE NEXT ASSIGNMENT (CASE STUDY ANALYSIS)

Case Study Analysis: Written Case Study Analysis (160 points)

Students are to conduct a case study analysis over a specified case in the textbook. The case study analysis should be typed in Microsoft Word and submitted as an attachment under the assignment link in Blackboard. **Students will need to utilize the template provided under the assignment link in Blackboard.** Students should also 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. The Case Study Rubric should also serve as a guide when completing this assignment. 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. Your Case Study Analysis should follow the APA guidelines.

STUDENTS MUST SUBMIT A CASE STUDY ANALYSIS IN ORDER TO SUCCESSFULLY COMPLETE THE COURSE. IF A STUDENT DOES NOT SUBMIT A CASE STUDY ANALYSIS THAT MEETS THE ASSIGNMENT'S MINIMUM REQUIREMENTS, THEY WILL FAIL THE COURSE REGARDLESS OF POINTS EARNED. SUCCESSFUL COMPLETION OF THIS ASSIGNMENT CONFIRMS MASTERY OF THE COURSE OBJECTIVES.

Please remember that the case study should be your own work—plagiarism and/or collusion 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 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 Study Outline | 1 | 40 |
| Case Study | 1 | 160 |
| 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, 14th Edition

Publisher: Cengage

ISBN Number: 978-0-357-71662-5

Optional Instructional Materials: None

Minimum Technology Requirements:

- Daily high-speed internet access
- Microsoft Word
- Internet Browser

Required Computer Literacy Skills:

- Basic computer usage skills
- Email skills

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:

1. All courses require extensive engagement (with other students, the instructor, and the course materials) as well as timely completion of assignments. Assignments are due weekly, and sometimes each class 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 assignments. 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. Be sure to contact your instructor when you have questions or need help.

Communications:

- **Email:** Please check your NTCC email daily. Email is the official form of communication used here at NTCC. All emailed questions to the instructor will be responded to within 24 hours (Monday-Friday), but usually within a few hours when possible. My email address is lharwell@ntcc.edu.
- **Phone:** My office phone number is 903-434-8129, however, if you need immediate assistance, you may call my cell phone at 903-767-0056 (please do not call or text before 8:00 a.m. or after 9:00 p.m.). I do not respond to long detailed questions via text message.
- **Announcements:** Posted regularly in Blackboard. Read all announcements thoroughly when posted.
- **Blackboard Messages:** Please check daily under the Messages link in your Blackboard course.

Institutional/Course Policy:

Late Work Policy:

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

Attendance Policy:

Students are expected to actively participate in the course and complete all assigned work. Excessive absences (two consecutive weeks of non-participation/nonattendance) *may* result in the student being withdrawn from the course 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.

Withdrawal Policy/Date:

It is your responsibility to drop or withdraw from a course or the college. If you stop attending the course without withdrawing, you will still receive a grade, whether passing or failing.

Video Recording of Course Activities

Certain portions of this course may be recorded via video conferencing software to assist students in course material review or later viewing by a student who was not able to attend the live session. The recordings will be made available only to students within the course and will cease to be available upon completion of the course. Students may not retain, reproduce, or share recordings.

Alternate Operations During Campus Closure and/or Alternate Course Delivery Requirements

In the event of an emergency or announced campus closure due to a natural disaster or pandemic, it may be necessary for Northeast Texas Community College to move to altered operations. During this time, Northeast Texas Community College may opt to continue delivery of instruction through methods that include, but are not limited to, online through the Blackboard Learning Management System, online conferencing, email messaging, and/or an alternate schedule. It is the responsibility of the student to monitor NTCC's website (<http://www.ntcc.edu/>) for instructions about continuing courses remotely, Blackboard for each class for course-specific communication, and NTCC email for important general information.

Additionally, there may be instances where a course may not be able to be continued in the same delivery format as it originates (face-to-face, fully online, live remote, or hybrid). Should this be the case, every effort will be made to continue instruction in an alternative delivery format. Students will be informed of any changes of this nature through email messaging and/or the Blackboard course site.

Statement Regarding the Use of Artificial Intelligence (AI) Technology:

Absent a clear statement from a course instructor, use of or consultation with generative AI shall be treated analogously to assistance from another person (collusion). Generative AI is a subset of AI that utilizes machine learning models to create new, original content, such as images, text, or music, based on patterns and structures learned from existing data (Cornell, Center for Teaching Innovation). Unauthorized use of generative AI tools to complete an assignment or exam is not permitted. Students should acknowledge the use of generative AI and default to disclosing such assistance when in doubt. Individual course instructors may set their own policies regulating the use of generative AI tools in their courses, including allowing or disallowing some or all uses of such tools. Students who are unsure of policies regarding generative AI tools are encouraged to ask their instructors for clarification. **(Adapted from the Stanford University Office of Community Standards-- accessed August 31, 2023)**

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.

A Statement of Non-Discrimination:

Northeast Texas Community College is an equal opportunity institution and does not discriminate on the basis of sex, race, color, religion, age, national origin, disability, veteran's status, genetic information, gender, sexual orientation, or any other protected group status in its educational programs, employment policies or activities.

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

See next page

Tentative Course Timeline:

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

| Strategic Management (BMGT 2341.01N) Spring 2026 - Course Schedule | | |
|---|---|---|
| Week | Assignments | Due Date |
| Week 1: Monday, April 6 th – Sunday, April 12 th | <ul style="list-style-type: none"> • Syllabus Acknowledgement Quiz • Discussion Board 1 Response • Chapter 1 Quiz • Chapter 2 Quiz • Discussion Board 2 Response • Chapter 2 Closing Case | <p style="color: red;"><i>Sunday, April 12th at 11:59PM</i></p> <p><i>*Discussion questions must be answered in complete sentences using correct grammar. Discussions also require you to respond to at least one other student's posts.</i></p> <p><i>*Written Assignments (Closing Case)– Responses should be typed in Word and be presented in paragraph form (do not submit a list of items). Responses should be representative of the student's own thoughts in their own words. Plagiarism and/or collusion will not be tolerated. Be sure to fully respond to each item.</i></p> |
| Week 2: Monday, April 13 th – Sunday, April 19 th | <ul style="list-style-type: none"> • Chapter 3 Quiz • Discussion Board 3 Response • Chapter 4 Quiz • Chapter 5 Quiz • Chapter 6 Quiz | <p style="color: red;"><i>Sunday, April 19th at 11:59PM</i></p> <p><i>*Discussion questions must be answered in complete sentences using correct grammar. Discussions also require you to respond to at least one other student's posts.</i></p> |
| EXAM 1 Due WEDNESDAY | <ul style="list-style-type: none"> • EXAM 1 – Due <u>WEDNESDAY</u>, April 22nd (you also have assignments due this week on Sunday) | <p style="color: red;"><i>WEDNESDAY, April 22nd at 11:59PM</i></p> <p><i>*Exam 1 covers chapters 1 – 6.</i></p> |

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| <p>Week 3: Monday, April 20th – Sunday, April 26th</p> | <ul style="list-style-type: none"> • Chapter 7 Quiz • Chapter 8 Quiz • Chapter 8 Closing Case • Chapter 9 Quiz • Discussion 4 Response | <p><i>Sunday, April 26th at 11:59PM</i></p> <p><i>*Discussion questions must be answered in complete sentences using correct grammar. Discussions also require you to respond to at least one other student's posts.</i></p> <p><i>*Written Assignments (Closing Case)– Responses should be typed in Word and be presented in paragraph form (do not submit a list of items). Responses should be representative of the student's own thoughts in their own words. Plagiarism and/or collusion will not be tolerated. Be sure to fully respond to each item.</i></p> |
| <p>Week 4: Monday, April 27th – Sunday, May 3rd</p> | <ul style="list-style-type: none"> • Chapter 10 Quiz • Chapter 11 Quiz • Discussion 5 Response • Chapter 12 Quiz • Case Study Outline | <p><i>Sunday, May 3rd at 11:59PM</i></p> <p><i>*Discussion questions must be answered in complete sentences using correct grammar. Discussions also require you to respond to at least one other student's posts.</i></p> <p><i>*Written Assignments (Case Study Outline)– Responses should be typed in Word and be presented in paragraph form (do not submit a list of items). Responses should be representative of the student's own thoughts in their own words. Plagiarism and/or collusion will not be tolerated. Be sure to fully respond to each item.</i></p> |
| <p>EXAM 2 Due WEDNESDAY</p> | <ul style="list-style-type: none"> • EXAM 2 – Due <u>WEDNESDAY</u>, May 6th | <p><i>WEDNESDAY, May 6th at 11:59PM</i></p> <p><i>*Exam 2 covers chapters 7 – 12.</i></p> |
| <p>Project Due TUESDAY, May 12th</p> | <ul style="list-style-type: none"> • Case Study Analysis | <p><i>Tuesday, May 12th at 11:59PM</i></p> |

Strategic Management 2341 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. | 14 |
| 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. | 14 |
| 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. | 14 |

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| | 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. | 14 |
| 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. | 14 |
| 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. | 14 |
| 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. | 14 |
| 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. | 14 |
| 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 | 14 |

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|---|--|--|---|----|
| | 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 | 14 |
| 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 | 20 |