BMGT 2341.088 Strategic Management - Online
Course Syllabus: Fall 2021

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

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Office Hours	Monday	Tuesday	Wednesday	Thursday	Friday
	8:15AM – 9:30AM 11:00AM-12:00PM	8:00AM-9:30AM 11:00AM-12:00PM	8:15AM-11:00AM	8:00AM-9:30AM 11:00AM-12:00PM	By appointment only

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. 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 instead of attaching a document. It is recommended to first save your answers in a Word 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 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 analyses 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

Please remember that the case study should be <u>your own work</u>—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. <u>Credit will not be given for cut and paste papers with block quotations from another author's work.</u>

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, 13th Edition

Publisher:
Cengage

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

Optional Instructional Materials:
None

Minimum Technology Requirements:
- Daily high-speed internet access
- Microsoft Word
- Internet Browser
- A webcam is not required for this course
- A mobile device can be used to access the course, but a personal computer is suggested to complete the quizzes, exams, discussions responses, and case studies.

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:

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:
- **Email:** Please check your NTCC email EVERYDAY. Email is the official form of communication used here at NTCC. All emailed questions to the instructor will be responded to within 48 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 AM or after 9:00 PM). I do not respond to long detailed questions via text message.
- **Announcements:** These can be found in Blackboard under the course link on your Blackboard homepage. Please make sure you are reading any announcements thoroughly when they are posted there.

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.

Institutional/Course Policy:
All online courses require extensive engagement (with other students, the instructor, and the course materials) as well as timely completion of assignments. Many assignments are due weekly. 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. Although attendance is not the same as a face-to-face course you must "attend" regularly online in order to complete all of the assignments and meet required due dates

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 worked. 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.

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

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.

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 Fall 2021 Course Schedule
Week 1 Read Chapter 1 Complete Chapter 1 Quiz Respond to Discussion 1 Chapter 1 Quiz and Discussion Board 1 Response are due by Sunday, August 29th at 11:59 PM
Week 2 Read Chapter 2 Complete Chapter 2 Quiz Complete Syllabus Acknowledgment Quiz Respond to Discussion Board 2 Complete Chapter 2 Closing Case 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, September 5th at 11:59PM
Week 3 Read Chapter 3 Complete Chapter 3 Quiz Respond to Discussion 3 Chapter 3 Quiz and Discussion Board 3 Response are due Sunday, September 12th at 11:59PM
Week 4 Read Chapter 4 Complete Chapter 4 Quiz Chapter 4 Quiz is due Sunday, September 19th at 11:59PM
Week 5 Read Chapter 5 Complete Chapter 5 Quiz Chapter 5 Quiz is due Sunday, September 26th at 11:59PM
Week 6 Read Chapter 6 Complete Chapter 6 Quiz Chapter 6 Quiz is due Sunday, October 3rd at 11:59PM

EXAM 1
Exam 1 will be available on Sunday, October 3, 2021 and is due by
Tuesday, October 5, 2021 at 11:59PM.
Students will have 100 minutes to complete the exam once started

Week 7
Read Chapter 7
Complete Chapter 7 Quiz

Chapter 7 Quiz is due Sunday, October 10th at 11:59PM

Week 8
Read Chapter 8
Complete Chapter 8 Quiz
Complete Chapter 8 Closing Case

Chapter 8 Quiz & Chapter 8 Closing Case are due Sunday, October
17th at 11:59PM

Week 9
Read Chapter 9
Complete Chapter 9 Quiz
Respond to Discussion 4

Chapter 9 Quiz and Discussion Board 4 Response are due Sunday,
October 24th at 11:59PM

Week 10
Read Chapter 10
Complete Chapter 10 Quiz
Respond to Discussion 5

Chapter 10 Quiz and Discussion Board 5 Response are due Sunday,
October 31st at 11:59PM

Week 11
Read Chapters 11 & 12
Complete Chapters 11 & 12 Quizzes

Chapter 11 & 12 Quizzes are due Sunday, November 7th at
11:59PM

EXAM 2

Exam 2 will be available on Sunday, November 7, 2021 and is due by
Tuesday, November 9, 2021 at 11:59PM.
**Students will have 100 minutes to complete the exam once
started**

Case Study Outline
Case Study Outline is due Sunday, November 14th at 11:59PM

Case Study Analysis
Case Study Analysis is due Tuesday, November 30th at 11:59PM

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 not used in analysis.	Most opportunities and threats are identified correctly, but students do not completely analyze the environment based on the Competitive Forces and life-cycle model.	Opportunities and threats are correctly identified and analyzed using Competitive Forces Model and life-cycle model.	14
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 are inappropriate based on company's strategic position and environment.	Recommendations are mostly appropriate, and incorporate key factors from strategic analysis, but may miss subtle details about company's strategic position in its environment.	Recommendations will improve company's strategy and competitive position, and follow logically from SWOT analysis. Full analysis of what the company must do to implement those recommendations is given.	14
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