Course Policies and Syllabus

**Course Number:** GEB 4891 Strategic Management & Decision Making

**Instructor:** Lee G. Kenyon, B.E.Sc., M.B.A., P.E.

**Title:** Associate Professor

**Office:** Daytona Beach Campus, Bldg. 200, Suite 419

**Office Hrs:** Mon. & Tues. 12:00pm–3:00pm, Wed. 12:00pm-2:00pm, Thur. 7:00pm – 9:00pm (Virtual Online hours) EST.

**Phone:** (386) 506-3557 (emergency or text (386) 473-1063) **Fax:** (386) 506-4492

**Email:** Use the course email (backup: lee_kenyon@daytonastate.edu)

**Department Homepage:** BAS Department Directory

**Course Description:** This course emphasizes strategic planning & strategy implementation in an organization. Students learn how to perform internal and external audits, identify problems, formulate goals and objectives, develop action plans, and evaluate strategic plans. PR: Senior level status or permission of the chair.

**Minimum Technical Requirements:** Students are expected to be able to access Falcon Online to post discussion questions and submit files; create and submit files using Microsoft Word processing or Excel spreadsheet programs; create, edit, and present using programs such as PowerPoint or Prezi; using web conferencing tools and software; using online libraries and databases; and send and retrieve attachments by email.

**Student Learning Outcomes (SLO):** Upon successful completion of the Strategic Management & Decision Making course, BAS students will be prepared to:

1. Address a specific community need and define this in terms of the public trust and responsibility of an organization.
2. Engage internal/external stakeholders.
3. Research historical data on a subject.
4. Evaluate progress towards goals.
5. Identify stakeholders/champions and funding sources.
6. Analyze an organization’s external and internal environments.
7. Develop a strategic plan and strategy implementation process for a business organization.
8. Evaluate complex situations, identify key issues, make a decision concerning the issues, and defend each decision that is made.
9. Evaluate the development and implementation of a comprehensive strategic plan for an organization through the use of cases.
10. Demonstrate the ability to communicate a professional (affective) presentation and project paper by integrating concepts (cognitive) from this course.
11. Integrate concepts from other Bachelor of Applied Science courses.

**BAS Mission Statement:** To provide access for students to earn a quality baccalaureate education that aligns with the program goals to meet local business and industry management workforce needs. Students will broaden their knowledge in management skills, be creative thinkers in an applied business environment, practice behaviors in business that are centered in ethical and socially responsible relationships, and cultivate the entrepreneurial spirit that provides career choices and encourages lifelong learning.

**Learning Methodologies:** The instructor will lead the students in an active classroom-learning environment and each student is expected to follow this lead to influence other classmates in a positive manner.

Individually and through teamwork students will utilize all six levels of learning:

1. **Knowledge** - recall and memorization.
2. **Comprehension** - ability to paraphrase and interpret information in one’s own words.
3. **Application** – use knowledge in a new situation.
4. **Analysis** - break down knowledge into parts and show interrelationships.
5. **Synthesis** - bring together parts of knowledge to form a whole.
6. **Evaluation** - make judgments on the basis of given criteria.

These six-learning methods will create a framework for a learning environment that integrates student experiences, current events, and the instructor’s real-world experiences.

**Class Format:** This is a 100% Online class. All assignments will be submitted via Falcon Online.

**Required Textbook(s):**

Review all three options before purchasing

   9781337803922
   1/1/2018 © 2017
   12th Edition
2. **Code Only:** Hill/Schilling/Jones - MindTapV2.0 Management, 1 term (6 months)  
   Printed Access Card for Hill/Schilling/Jones' Strategic Management: Theory & Cases:  
   An Integrated Approach, 12th  
   | 9781337570626  
   1/1/2018 © 2019  
   12th Edition

3. **Cengage Unlimited**

   **Option Three:** **Cengage Unlimited** there are three options with Cengage Unlimited.

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>9780357700037</td>
<td>PAC CENGAGE UNLIMITED 4 MONTH ($119.99)</td>
<td></td>
</tr>
<tr>
<td>9780357700044</td>
<td>PAC CENGAGE UNLIMITED 12 MONTH ($179.99)</td>
<td></td>
</tr>
<tr>
<td>9780357700051</td>
<td>PAC CENGAGE UNLIMITED 24 MONTH ($239.99)</td>
<td></td>
</tr>
</tbody>
</table>

   **It is suggested that students purchase one of the Cengage Unlimited textbook options.**

   Cengage provides students an opportunity to access multiple Cengage textbooks with the purchase of **Cengage Unlimited**. You can choose to purchase through **Cengage Unlimited**—a digital subscription service designed to save you a lot of money. With Cengage Unlimited, you can access ANY Cengage materials you’re using across ALL of your courses AND a library of over 22,000 ebooks, study guides and reference materials.

   Cengage Unlimited costs $119.99 for one term (four months), $179.99 for a multi-term (12 month) subscription or $239.99 for a multi-term (24-month) subscription.

   You also get a print rental when you activate your course. You’ll pay just $7.99 + free shipping. You may also have the option to purchase a looseleaf version of your textbook, which you can keep. As a bonus, when your subscription ends, you can choose up to six ebooks to retain in your virtual locker for an additional 12 months.

   You can purchase access to Cengage Unlimited in the college bookstore or at Cengage.

   **Additional Registration/Purchasing Support**

   Should you need additional guidance, please visit Cengage Start Strong.

   Financial Aid students can purchase access to Cengage Unlimited from the college bookstore.
Comparison Chart

<table>
<thead>
<tr>
<th></th>
<th>Platform + textbook</th>
<th>Cengage Unlimited Subscription</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Price</strong></td>
<td>$166.75</td>
<td>$119.99 for 4-month access</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$179.99 for 1-year access</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$239.99 for 2-year access</td>
</tr>
<tr>
<td><strong>Materials Included</strong></td>
<td>Only the materials required for this course.</td>
<td>Your required course materials + access to the entire Cengage catalog including 20,000+ ebooks across 70 disciplines.</td>
</tr>
<tr>
<td><strong>Print Rental</strong></td>
<td>No</td>
<td>Yes. Just pay $7.99 + free Shipping</td>
</tr>
<tr>
<td><strong>Access to Additional Study Guides</strong></td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Access to Reference Materials</strong></td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Equipment and Supplies:** Students must have access to a personal computer and telephone. All assignments must be submitted in MS® Word or Excel formats.

**Important Links:** See specific sections for all online links.

**Classroom Policies:**

1. **Disclaimer:**
   Teaching policies and regulations for this course are not open for discussion or negotiation. This syllabus is constructed to be as complete as possible, but it is by no means a binding document. The instructor reserves the right to alter policies, procedures, and the syllabus as needed. Please utilize the online course regularly as any changes to the syllabus will be posted there.

2. **How to proceed through the course:**
   Begin the course by reviewing the homepage of the online course, and then review the course material under the CONTENT tab. Please refer to the schedule of activities and assignments at the end of the syllabus for all due dates.

3. **Handling of assignments:**
There is a schedule of activities and assignments included at the end of the syllabus. Please refer to the schedule for all due dates. All written assignments are submitted through the online classroom. Students will access the Assignments tab in the online course and upload written assignments. Students may expect assignment grades within 72 hours of the assignment due date.

4. Communication:
The primary methods of communication for the class are the class discussions, discussion forums, emails, and the course home page. The instructor will post regular communication in the Announcements Section in the online course. Students should check this area regularly. It is the student’s responsibility to ensure reliable access to the Falcon Online website. It is strongly recommended to complete assignments prior to the due date to avoid technical difficulties. The primary discussion forum is located under the “Discussion” tab in the online classroom. Students are expected to sign in and participate in the online discussion forum 3-5 days per week.

Contacting the instructor: There are three methods for contacting the instructor:

1. Students should email the instructor through the online classroom. (If at any time, the online class portal is not available, students can email the instructor at kenyonl@daytonastate.edu)
2. Students can text the instructor for questions of a relatively simple nature.
3. Students can contact the instructor by phone or visit the instructor during the class or the posted office hours.
   - All student inquiries are addressed within 24-48 hours. When students have questions regarding an assignment, it is suggested to contact the instructor at least 48 hours prior to the due date.

5. Interaction: All interaction, whether online or in person, should be professional in manner. Students are expected to address the instructor and one another in a respectful, professional manner.

6. Attendance, Participation and Lateness Policy: Students should be prepared to participate in all class activities including class or online discussions and group work. Preparation for, and regular participation in, exercises, activities, and class discussions is essential for all BAS courses.

7. Late Work/Make-up Work and Exams: Missed or late work is not accepted.

8. Classroom Etiquette: All students should use a respectful tone in written or oral communication.
Traditional classroom: All students should be on time for class. Attend to your needs before entering the room. Students who come late or leave during the class are a distraction to both the instructor and other students. The use of cellular phones, MP3 players and other electronic devices is also a distraction. Please ensure electronic devices are off (or on silent alert). If an emergency arises, please be courteous to your fellow students and leave quietly.

Online classroom: Students should use professional, formal writing style when communicating in the discussions or through email.

9. Academic Integrity Policy

In order to preserve academic excellence and integrity, the College expects you to know, understand, and comply with the Academic Integrity Policy, which prohibits academic dishonesty in any form, including, but not limited to, cheating and plagiarism. Grades conferred by instructors are intended to be, and must be, accurate and true reflections of the coursework actually produced and submitted by you.

a. Daytona State College is committed to providing you with quality instruction, guidance, and opportunities for academic and career success by fostering academic excellence in a supportive and personalized learning environment. Maintaining high standards of academic honesty and integrity in higher education is a shared responsibility and an excellent foundation for assisting you in making honorable and ethical contributions to the profession for which you are preparing. In order to preserve academic excellence and integrity, the College expects you to know, understand, and comply with the Academic Integrity Policy, which prohibits academic dishonesty in any form, including, but not limited to, cheating and plagiarism. Grades conferred by instructors are intended to be, and must be, accurate and true reflections of the coursework actually produced and submitted by you.

b. All cases of suspected violations of the Student Code of Conduct, including academic dishonesty, are reported to the Judicial Affairs Office for resolution.

c. Forms of Academic Dishonesty

- Cheating - Cheating can be defined as: receiving or giving unauthorized assistance on a quiz, test, exam, paper, or project or unauthorized use of materials to complete such; collaborating with another person(s) without authorization on a quiz, test, exam, paper, or project; taking a quiz, test, or exam for someone else or allowing someone else to do the same for you.
- Plagiarism - Plagiarism can be defined as: submitting work in which words, facts, or ideas from another source are used without acknowledging that the material is borrowed whether from a published or unpublished source. For specific information on how to document information from
other sources, students should check with their instructors, academic departments, or a recognized writing manual, such as the MLA or APA.

- **Self-plagiarism** - Recently the idea that students can plagiarize themselves has surfaced. When students turn in the same assignment for two different classes, they are self-plagiarizing. This rule also applies to sections of an assignment. Not only does ‘repurposing’ assignments deny students the opportunity to learn, but also it is not fair according to the college’s standards. Because of this, self-plagiarizing is coined ‘double-dipping,’ which leads to devaluation of grades and therefore, a devaluation of the College. Daytona State College prohibits self-plagiarism.

- **Online Academic Integrity Violations** - These violations include, but are not limited to the following: sharing your Falcon Online password, working on an assignment with someone else when it is supposed to be done on your own, looking at someone else’s work while taking a quiz or exam, using a cell phone to share quiz or exam information, revising a paper that was found on the Internet, or submitting a paper purchased from a website.

- **Fabrication** - Fabrication can be defined as: listing sources in a bibliography that one did not actually use in a written assignment; presenting false, invented, or fictitious data/evidence in a written assignment.

d. **Other Academic Misconduct**: Other Academic Misconduct might include, but is not limited to:

- In a testing situation, conduct, such as, looking at a classmate’s test, talking to a classmate, or leaving the classroom without the instructor’s or proctor’s permission.
- Obtaining help while taking online tests or quizzes in the form of another person consultation, Googling for answers, texting, or using other social media.
- Obtaining by the theft/purchase OR selling/ giving part or all of a test.
- Soliciting someone to impersonate you online or in a classroom setting.
- Entering an office or building for the purpose of changing a grade on a test, assignment, or in a grade book or for the purpose of obtaining a test.
- Altering or attempting to alter academic records of the College which relate to grades; being an accessory to same.

**College Honor Pledge**: I, as a member of the DSC community, pledge that I will neither give nor receive unauthorized aid in my work nor will I present another’s work as my own, nor will I tolerate anyone who does.

e. **College Network Acceptable Use Policy**: The purpose of this policy is to outline the acceptable use of the network and resources provided by Daytona State
College and to establish a culture of openness, trust, and integrity. Please make yourself very aware of this policy by clicking these two links: Student Handbook and Network Acceptable Use Policy.

The Division of Library and Academic Support provides the following free services to students:

**Academic Support Center:** The Academic Support Center (ASC) assists students to achieve their potential by providing the resources needed to become successful, independent learners. ASC centers are available on all campuses providing academic support in the form of tutoring, learning sessions, instructor assistance, supplemental instruction, and various workshops. For information, please go to Academic Support Center or email ASC@DaytonaState.edu.

**College Writing Center:** The College Writing Center (CWC) assists students, staff, and faculty to become better writers through face-to-face or virtual consultations (up to 45 minutes) and workshops. As the hub of writing at Daytona State College, staff work with all writers at any stage of the writing process—so whether you’re brainstorming ideas for a psychology paper you haven’t started yet, or you’ve revised a letter several times and you want a fresh perspective, you can bring it into the CWC. Scheduling appointments are recommended; call (386) 506-3297 or visit the College Writing Center for more information.

**Library Services:** Daytona State College Library Services offers many types of resources to support your research needs. These resources include everything from thousands of e-books to online databases containing millions of full-text newspapers, magazines, and scholarly journals. Many of our resources can be accessed from the web 24/7 at DSC Library for BAS or by visiting one of the on-campus libraries. We also have a dedicated BAS librarian, Rachel Owens. Students may contact the librarian via email at owensr@daytonastate.edu or by phone at (386) 506-3842.

**Technical Support** is available for Falcon Online, Falconmail, or other related technical difficulties. Students may e-mail falconaid@daytonastate.edu or call 386-506-3950. Local access numbers for your area are:

<table>
<thead>
<tr>
<th>Location</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeLand</td>
<td>(386) 785-2000 ext. 3950</td>
</tr>
<tr>
<td>Deltona</td>
<td>(386) 789-7241 ext. 3950</td>
</tr>
<tr>
<td>Flagler/Palm Coast</td>
<td>(386) 246-4800 ext. 3950</td>
</tr>
<tr>
<td>New Smyrna</td>
<td>(386) 423-6300 ext. 3950</td>
</tr>
<tr>
<td>Ormond Beach/Daytona</td>
<td>(386) 506-3950</td>
</tr>
</tbody>
</table>

Times may vary during holidays and special circumstances. Personalized assistance via walk-in may be obtained at the new FalconAid Student Help Desk Kiosk located on the Daytona Campus in J. Griffin Greene, building 300, room 109. For days and times, check out the Kiosk.
**Evaluation/Assessment Methods:** Student understanding and comprehension is assessed through: discussion forums, independent research, oral discussions, quizzes, and written assignments. Each evaluation method is related to the Student Learning Outcomes (SLO).

**Grading Policy:** Grades are based on overall points accumulated on discussions, quizzes, project assignments, project participation, and a comprehensive final strategy project.

**Grade Weighting per Activity:**

<table>
<thead>
<tr>
<th>Assignment Type</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Assignments (via Cengage MindTap)</td>
<td>25%</td>
</tr>
<tr>
<td>Discussion Forums</td>
<td>30%</td>
</tr>
<tr>
<td>Quizzes (via Cengage MindTap)</td>
<td>25%</td>
</tr>
<tr>
<td>Final Strategic Plan Project</td>
<td>20%</td>
</tr>
<tr>
<td><strong>TOTAL Available</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

**Grading Scale:**

<table>
<thead>
<tr>
<th>Grade Point Value</th>
<th>Percent</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.0</td>
<td>90% - 100%</td>
<td>A</td>
</tr>
<tr>
<td>3.3</td>
<td>87% - 89%</td>
<td>B+</td>
</tr>
<tr>
<td>3.0</td>
<td>80% - 86%</td>
<td>B</td>
</tr>
<tr>
<td>2.3</td>
<td>77% - 79%</td>
<td>C+</td>
</tr>
<tr>
<td>2.0</td>
<td>70% - 76%</td>
<td>C</td>
</tr>
<tr>
<td>1.3</td>
<td>67% - 69%</td>
<td>D+</td>
</tr>
<tr>
<td>1.0</td>
<td>60% - 66%</td>
<td>D</td>
</tr>
<tr>
<td>0.0</td>
<td>0% - 59%</td>
<td>F</td>
</tr>
</tbody>
</table>

* Percents rounded to the ones place value.

An **incomplete grade** will only be given if a request in writing is submitted to the instructor prior to the last three weeks of class, all prior work has been completed, and the student has a grade C or higher at that point in time.

**Sample Grade Calculation:** A student who received 100% on the Getting Started activity, 90% on the Chapter Assignments, 92% on the Discussion Forums, 85% on the Quizzes, and a Final project grade of 90%, would receive an Overall Grade = (1.00x3 + .90x12 + .92x30 + .85x35 + .90x20) = 89.2% = B+

**Assignments:** Assignments are completed online through the Cengage MindTap portal and are an individual activity. No make-ups will be given for missed assignments.

**Discussion Forums:** Discussion forums are where we meet to exchange ideas, report research findings, and add value to the course beyond the scope of the text. Check the course schedule for the week when individual discussion forum questions are scheduled. The syllabus and grading rubric (located under the CONTENT tab) explain how the discussion forum works.
and grading. You should check the discussion forum multiple times a week and read all new posts. Remember, the discussion forum takes the place of our in-class time. Proper discussion protocol is to log into the week’s Forum within 72 hours of the forum start date, and post a well-formatted original post, using course content and outside resources as appropriate. In addition, you should respond to at least two other student’s original posts with meaningful comments that advance the discussion topic, provide an alternative perspective, or provide additional information. Last hour opinions are of little value.

**Quizzes:** Weekly quizzes are completed online through the Cengage MindTap portal and are an individual activity. No make-ups will be given for missed quizzes.

**Strategic Analysis paper:** Use the framework presented under the CONTENT tab and the following guideline.

You will complete a strategic analysis for the company you have been researching throughout the weekly discussion forums.

**The research paper shall include the following components:**

**A. Introduction:** Introduction of the organization, including a summary of long term and short term issues in the organization (1 page).

**B. Environment:** Complete an analysis of the internal and external assessment environment. Complete a situational analysis (S.W.O.T.). Complete a competitive analysis using Porter’s Five-Forces model and identify of the organizational goals and (2-3 pages in length).

**C. Strategies:** Identify 3 to 4 applied strategies that the organization is using or could adopt and an explanation of why/how it will deal with the issues. When discussing the possible alternatives, be sure to include a discussion of the possible financial effects (2-3 pages in length).

**D. Conclusion** Discuss recommendations for the company based on your analysis. These recommendations could be related to the alignment of lower-level strategies with higher-level strategies; implementation of strategies; better evaluation and control of their strategies; addressing ethical, sustainability and social responsibility issues; and/or addressing global issues (1-2 pages).

**F. References:** Use APA Format.

This paper should include approximately 10-25 references. This will include Internet research on the firm and their competitors, and academic research using the DSC online library.

**G. Appendices:** Supporting charts, tables, and reference information.

**Online Course Map:** Please take a few minutes to read about the many features of our online classroom. Using all of these features will help you to succeed in the course.
Course Home – The Course Home page is the first page you will see when you logon. It contains the Announcements Section, and you should always check this area for any course Announcements or updates.

Content – This is where you will find the Syllabus and Course Schedule, Reference Material for Students, and Course Documents. Print a copy of your Syllabus as it will serve as your outline and guide to all the requirements of the course. Review it weekly and enter important dates on your personal course calendar.

Discussion – This is where we meet to exchange ideas, report research findings, and add value to the scope of the assignments. In essence, your team’s discussion forum will act as a focal point and a diary of your communications. You should check the discussion forum several times a week and read all new posts. Remember, the discussion forum takes the place of our in-class time.

Assignments – Use the Cengage MindTap to complete assignments, except for the Final Strategy Project paper, which will be submitted in the Assignment Dropbox.

E-mail – Use the email function to communicate with the instructor or your fellow classmates.

Grades – Check your progress in the course.

Withdrawal Process: Although it is not necessary to have approval from the instructor to withdraw from the course, you should discuss the situation with the instructor. Many times the issue can be resolved with communication. You should also check with the Financial Aid office to determine how this withdrawal might affect your current and future funding. If the decision has been made to withdraw, you should:

1. Go to FalconNet and login
2. Go to the Registration and Records Menu
3. Go to Class Registration and continue to the next page
4. Select the term you are registered for
5. Select the class you want to withdraw from and select the Drop button

The last day to change schedules during the add/drop period is 8/22/2019. The last day to withdraw from the course is 9/25/2019.

- Students who stop attending this class will be withdrawn from the class and receive a final grade of W1 (Withdrawn). Attendance includes participating in online or face-to-face environments.

Financial Aid: Please refer to your Falcon Mail account periodically for up-to-date information regarding your financial aid. If you have any financial aid questions, contact the Financial Aid Office for assistance.

Students with Disabilities: Students with Disabilities: The Counseling & Accessibility Office provides tools and resources to students with documented disabilities. Students who self-disclose a documented disability and provide the required documentation to the Counseling & Accessibility Office can receive confidential and reasonable accommodations to assist in their academic success. If you need accommodations, please contact the Counseling & Accessibility Office at (386) 506-3238. To call Florida Relay dial 7-1-1, or the appropriate toll-free number: 1-
800-955-8771 (TTY), 1-800-955-8770 (Voice). You can also find more information at Counselling & Accessibility Office.

Veterans: If you are currently serving or have ever served in the U.S. Military, please feel free to visit the Veterans Center in the Lenholt Student Center (Bldg. 130, room 124) for any assistance, phone 386-506-3065, or visit Veterans Center.

Safety on Campus: Daytona State College has partnered with Rave Mobile Safety to provide Rave Alert, an emergency alert system that can deliver text and voice messages to your cell phone and voice messages to your home phone, as well as email messages to your FalconMail account or personal email account of your choosing. Daytona State College Rave Alert is also capable of posting emergency messages to the College's official Facebook and Twitter accounts and to the Falcon Central page. Check your FalconMail after you register for information on accessing and updating your free Daytona State College Rave Alert account. You can also visit GetRave. In addition, the first few weeks of class you should note the door exits and stairwell locations in case of emergency situations. For more information concerning campus safety, go to Campus Safety.
## Course Schedule

<table>
<thead>
<tr>
<th>Week 1</th>
<th>(8/21/19-8/25/19)</th>
<th>Assignments/ Assessments Due Date: Sunday, August 25th 11:59PM</th>
</tr>
</thead>
</table>
| **Course Introduction**  
1. Download Syllabus, Grading Criteria Guideline for Students sheet and familiarize yourself with the course website content.  
2. Organize and plan your time for the next eight weeks and mark your Student Calendar with due dates. | 1. Personal Introduction Discussion in FalconOnline classroom  
2. Familiarize yourself with the course and Cengage MindTap content.  
3. Discuss Your Exposure to Strategic Management or any of the Student Learning Outcomes in FalconOnline Discussion forum. |

<table>
<thead>
<tr>
<th>Week 2</th>
<th>(8/26/19-9/1/19)</th>
<th>Assignments/ Assessments Due Date: Sunday, September 1st 11:59PM</th>
</tr>
</thead>
</table>
| **Chapter 1: Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage**  
**Chapter 2: External Analysis: The Identification of Opportunities and Threats** | 1. Read the chapter(s)  
2. Take the Chapter 1 & 2 Quizzes in MindTap (SLO 1, 2, 5, 6)  
3. Complete the Chapter 1 & 2 Assignments in MindTap (SLO 1, 2, 3, 8)  
4. Post discussions to “Mission & Vision” (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11) |

<table>
<thead>
<tr>
<th>Week 3</th>
<th>(9/2/19-9/8/19)</th>
<th>Assignments/ Assessments Due Date: Sunday, September 8th 11:59PM</th>
</tr>
</thead>
</table>
| **Chapter 3: Internal Analysis: Resources and Competitive Advantage**  
**Chapter 4: Competitive Advantages Through Functional-Level Strategies** | 1. Read the chapter(s)  
2. Take the Chapter 3 & 4 Quizzes in MindTap (SLO 1, 2, 5, 6)  
3. Complete the Chapter 3 & 4 Assignments in MindTap (SLO 1, 2, 3, 8)  
4. Post discussions to “External Analysis” (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11) |

<table>
<thead>
<tr>
<th>Week 4</th>
<th>(9/9/19-9/15/19)</th>
<th>Assignments/ Assessments Due Date: Sunday, September 25th 11:59PM</th>
</tr>
</thead>
</table>
| **Chapter 5: Business Level Strategy**  
**Chapter 6: Business Level Strategy and the Industry Environment** | 1. Read the chapter(s)  
2. Take the Chapter 5 & 6 Quizzes in MindTap (SLO 1, 2, 5, 6) |
### Assignments/Assessments

**Due Date: Sunday, September 22nd 11:59PM**

| Week 5  
(9/16/19-9/22/19) | **Chapter 7: Strategy and Technology**  
**Chapter 8: Strategy in the Global Environment** |
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<tbody>
<tr>
<td>1. Read the chapter(s)</td>
<td></td>
</tr>
<tr>
<td>2. Take the Chapter 7 &amp; 8 Quizzes in MindTap (SLO 1, 2, 5, 6)</td>
<td></td>
</tr>
<tr>
<td>3. Complete the Chapter 7 &amp; 8 Assignments in MindTap (SLO 1, 2, 3, 8)</td>
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<tr>
<td>4. Post discussions to “Internal Analysis” (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11)</td>
<td></td>
</tr>
<tr>
<td>5. Begin work on your Final Strategic Plan paper.</td>
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</tbody>
</table>

**Due Date: Sunday, September 29th 11:59PM**

| Week 6  
(9/23/19-9/29/19) | **Chapter 9: Corporate-Level Strategy:**  
**Horizontal Integration, Vertical Integration,**  
**and Strategic Outsourcing**  
**Chapter 10: Corporate-Level Strategy:**  
**Related and Unrelated Diversification** |
<table>
<thead>
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<tbody>
<tr>
<td>1. Read the chapter(s)</td>
<td></td>
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<tr>
<td>2. Take the Chapter 9 &amp; 10 Quizzes in MindTap (SLO 1, 2, 5, 6)</td>
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<tr>
<td>3. Complete the Chapter 9 &amp; 10 Assignments in MindTap (SLO 1, 2, 3, 8)</td>
<td></td>
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<tr>
<td>4. Continue to work on your Final Strategic Plan paper.</td>
<td></td>
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</tbody>
</table>

**Due Date: Sunday, October 6th 11:59PM**

| Week 7  
(9/30/19-10/6/19) | **Chapter 11: Corporate Governance, Social Responsibility,**  
**and Ethics**  
**Chapter 12: Implementing Strategy Through Organization** |
<table>
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<tbody>
<tr>
<td>1. Read the chapter (s)</td>
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<tr>
<td>2. Submit final Strategic Plan project (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11)</td>
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</table>

**Due Date: Sunday, October 13th 11:59PM**

| Week 8  
(10/7/19 to 10/13/19) | **Complete the Reflection Discussion**  
**(Last day to access the online course is Tuesday, October 15th.)** |
<table>
<thead>
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<tbody>
<tr>
<td>1. Take the Chapter 11 &amp; 12 Quizzes in MindTap (SLO 1, 2, 5, 6)</td>
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<tr>
<td>2. Complete the Chapter 11 &amp; 12 Assignments in MindTap (SLO 1, 2, 3, 8)</td>
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