COURSE SYLLABUS
GEB 4891
Strategic Management & Decision Making

DEPARTMENT/FACULTY INFORMATION

Instructor: Ericka Tillman, DBA, MBA
Location: Daytona Beach Campus - Bldg. 200, R. 331
Office Hours:  Monday  10:00 a.m. - 2:00 p.m.
              Tuesday  10:00 a.m. - 12:00 p.m.
              Wednesday 12:00 p.m. - 2:00 p.m.
              Thursday 6:00 p.m. - 8:00 p.m. (virtual: http://daytonastate.adobeconnect.com/tillmanvoh/)
Please email for best contact – check online class Homepage
Phone: 386-506-3283
Email: tillmae@daytonastate.edu [for best contact, please set an appointment via email]

Class Format: This course is either online (section 504B) or an online hybrid course (102B). Taking a course via
distance learning is somewhat different from your typical classroom experience. This course is designed to provide
you with various tools to meet the course objectives. Students will participate in different forms of interaction with
the instructor and fellow students while having the convenience of working in their own surroundings much of the
time. All readings, activities, and assignments are designed to meet the student learning outcomes of this course.

[You MUST logon AND POST to the discussion board within 48 hours of the first day of class or you will be marked
as “non-attending”]
Our online classroom is provided and serviced by Falcon Online: (http://daytonastate.edu/falcononline)

COURSE INFORMATION

Course Description:  This course emphasizes strategic planning & strategy implementation in an organization.
Students learn how to perform internal and external analyses, identify problems, formulate goals and objectives,
develop action plans, and evaluate strategic plans.

Prerequisite: Senior level status is required, or permission from the chair.

Student Learning Outcomes: Upon completion of this course, (GEB4891) B.A.S. students should have acquired
new skills, knowledge and/or attitudes to objectively evaluate and understand various human resource
fundamentals and how they relate in practice. The student should 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.

Learning Methodology: 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:

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.

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


- Daytona State College Bookstore: [http://www.DaytonaStateShop.com](http://www.DaytonaStateShop.com) or order books and materials online.
- Students must purchase the Pearson MyLab Access Code.

Supplemental Texts/Optional Materials: Students may use any additional materials they desire to enhance their learning opportunities. As necessary, the instructor will provide additional resources.

Equipment and Supplies: You will need Internet access at least five days a week. If you don’t have high speed Internet access the college has computers with this capability in the ASC, the BAS lab, and the library. Students should have a working knowledge of and access to Microsoft excel and word for assignments. These programs are also available at all campuses at the ASC.
A flash drive or access to an internet storing site (OneDrive, Google Docs, Assignments, etc…) is also recommended but not required.

**Important Links:** Falcon On-Line will be used to supplement course work and access material throughout the semester [http://www.daytonastate.edu/falcononline/](http://www.daytonastate.edu/falcononline/). E-databases are available in the Daytona State College Library for full-text periodical articles (i.e. Wall Street Journal). Student may contact Rachel Owens – B.A.S. librarian via email at owensr@daytonastate.edu or by phone at (386) 785-2018 for any reference material questions or their instructors.

**Minimum Technical Requirements**
Students enrolled in this course must be able to:
- Use all required features of Falcon Online such as discussion boards and the Assignments
- Send and receive attachments by e-mail
- Create and submit files using Microsoft Word processing or Excel spreadsheet programs
- Create, edit, and present using programs such as PowerPoint

**CLASSROOM POLICIES**

**Disclaimer:** Teaching policies and regulations for this course are not open for discussion or negotiation. This syllabus has been constructed to be as complete as possible but is by no means a binding document. I reserve the right to alter policies, procedures, and the syllabus as needed. Please utilize the website regularly as any changes to the syllabus will be posted there in a timely manner, when necessary. Your continued participation in this course after the drop-add deadline period constitutes an agreement with and an acceptance of the conditions presented in this syllabus.

**Course Evaluation:** As in all BAS courses, it is extremely important to read textbook assignments before beginning the associated activities. It is very important to keep up with the class to complete the course successfully. Remember, your participation and contributions help other students.

Skills required for this course include: following instructions, basic math, reading comprehension, time-management, and basic computer skills (attaching and uploading files, providing live links in discussion forums, installation of computer programs, basic knowledge of Microsoft office software, and research).

Each of the sections of this course is a building block. In similar fashion to a mathematics course, students must follow the progression of the course to be successful. Success in the course is dependent upon keeping up with current assignments and, when possible, working ahead.

The instructor reserves the right to alter the grade structure and modify assignments including additional assignments and unannounced quizzes. **Evaluation will take into account student's attentiveness, active participation in the on-line class, writing ability, willingness to ask questions, and class etiquette.**

**How to proceed through the course:** Students should plan to have three hours of study time per week for each credit hour of class time. Example: when taking a typical 3 credit hour course, students should plan to spend at least 9 hours per week doing coursework and studying for that course regardless of the mode of delivery (online, hybrid, face-to-face).

The learning management system course tools include the following: assignment rubrics, resources, course content modules, gradebook, student presentations, and student progress.
To accomplish the course objectives, the course material will be presented, and assessment done through (1) communications analysis (writing and discussion), (2) on-line discussions (3) case analysis, and (4) projects/presentations. Discussions will tend to supplement and advance the required readings, in-class discussions, and case analysis.

It is the responsibility of the student to do the required readings and assignments prior to the class meeting /discussion. The Instructor will check online course activity regularly. Again, the Instructor reserves the right to modify the syllabus as deemed appropriate without notice.

Active participation is part of your grade. It includes (1) asking questions, (2) answering questions with supportive evidence, claims and inference, (3) responding to other student's comments, etc., and (4) Assignments must be prepared in a professional manner (must be submitted in MSWord .doc and Power-Point: when applicable, only) and must include the student's name and student number, the course and which section, the instructor's name, and the date submitted. A template B.A.S. Coversheet will be used for homework, and all weekly Assignments will be pasted under such coversheet, throughout the program of study. This means that all assignments will be typewritten using APA writing style (unless otherwise specified by the instructor) and be the students own original work.

**Handling of assignments:** Students are required to complete the weekly assignments provided by the instructor, participate in online class discussions, and complete assignments on time. Each week assignments/quizzes open on MONDAY and close on SUNDAY at midnight. The dates on the course schedule are DUE DATES.

**All assignments must be submitted through the online classroom.** Assignments include: discussion posts to the appropriate Discussion Forum, Quizzes/Exams, and Written Assignments/Papers

Students must submit assignments electronically in the designated Assignments area. Discussions are due within the Discussion tab and all other assessments are submitted respectively (i.e. Quizzes within the online Quiz tab).

Students are expected to be prepared to participate in all class activities. Daily preparation for, and regular participation in, exercises, activities, and class discussions is essential for all B.A.S. courses.

The best option is to pursue the completion of assignments AHEAD OF SCHEDULE. If a situation occurs that would warrant an excused absence, contact me by email in advance of the situation. If it is an emergency, please leave a detailed message explaining the situation prior to the due date of the assignment. The Instructor will use a case by case basis to address issues.

**Communication:** If you have a question about the course, or course content, check the Syllabus first. If you want to know a grade, the Gradebook displays all graded work. Please do not ask the instructor how you are doing. See Gradebook.

Students must submit all personal class inquiries to the Professor via e-mail from their DSC account. All correspondence will follow the guidelines of FERPA. No DSC class information will be sent to personal e-mail accounts. For this course: please use CLASSLIST and email from within the course. THANKS!

Students should make a habit of logging in to Florida Online every 48 hours. When you sign into the classroom, check the class Announcements on the homepage. Important announcements will appear there. Also, check your e-mail for messages each time you sign on.
Please keep all communications professional. Correct grammar and spelling are an important part of the business environment. Review your comments/messages before you post/send them. Write as though you were sending the correspondence to an officer of your company.

**Interaction:** Students are expected to log-in to the course for content material, lecture slides, quizzes and discussion forum activities several times during the week. Student login times and activities are monitored for course utilization.

The due dates for the assignments are located on the class schedule. The Instructor reserves the right to modify the schedule without notice. If you have any questions about the assignment or due date, it is your responsibility to get them answered at the earliest possible time. I will respond to you in a timely manner of up to 48 hours. If an assignment is due at midnight on Sunday and you reach out to me at 2:00 pm the day of, you may not get a response back which can be simply defaulted back to your lack of timing/planning. **Be proactive not reactive.**

**TIME MANAGEMENT**

- Work Through the Course Content - make use of the resources on the content tab; such as, the narrated power point slides. They will reinforce the student learning outcomes.
- Get Involved in Your Class - form a study group, ask questions in our discussion forum, and visit our online classroom frequently.
- Seek Assistance When Needed - let your instructor know you need help and utilize the Academic Support Center.

**BUT WAIT! DID YOU EVEN CHECK THE SYLLABUS FIRST?**

**Attendance Policy:** You MUST logon AND POST to the discussion board within 48 hours of the first day of class or you will be marked as “non-attending. AGAIN, student login times and activities are monitored for course utilization and attendance verification.

a. Regular attendance in the online classroom is an integral part of success in the course.

b. Students are expected to logon to D2L regularly and participate in online class activities within designated time frames.

c. Active online participation is part of your grade (see assignment rubrics). It includes, but is not limited to (1) asking relevant and thought provoking questions, (2) answering questions with supportive evidence, claims and inference, and (3) responding constructively to other student’s comments, etc.

**Withdrawal Process:** It is the student’s responsibility to drop this course if circumstances develop that prevents their completion of the course. The instructor cannot drop a student except the first week for non-attendance. Please discuss your situation with the instructor before going through any formal drop procedures. Also check with the Office of Financial Aid to determine how this withdrawal might affect your current and future aid eligibility. Please review Refund/Repayment Policy if the decision has been made to withdraw.

**Late Work/Make-up Work and Exams:** **LATE WORK IS NOT ACCEPTED.** I will repeat: **LATE WORK IS NOT ACCEPTED.** Exams must be taken by their due date to receive a grade. It is the responsibility of the student to submit the correct assignment to the DROPBOX by the due date. The course schedule is included in this syllabus. If unforeseen circumstances ensue, student must provide proof of excuse.

I do not accept EXCUSES due to student's lack of time management. When did you know an Assignment was due? Well look at the Course Schedule (pg. 17)! “...my computer stopped working,” “...I turned in the wrong Assignment,” “...my Aunt’s cat is sick,” etc. Ask yourself, did you wait until the last minute to complete your
Assignment that you knew about since the first day of class? How do I ensure that my work is complete and on time; in case there are any last minute “accidents?” Well, glad you ask! Save your work up to four different ways: flashdrive, cloud account, desktop, and email it to yourself. Finally, pace yourself so that you are not trying to complete your Assignment the day that it is due. I always set the due date for myself at least two days before it is actually due. So again, I do not accept EXCUSES due to student's lack of time management. Let me restate…I do not accept EXCUSES.

**Classroom Etiquette:** For face-to-face: 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. For **online**: “Netiquette” has evolved to aid us in infusing our electronic communications with some missing behavioral pieces. “Emoticons” and other tools have become popular and I encourage their use only when it will add to the clarity of your communication. Viruses: A virus can spell disaster. Your use of a reputable anti-virus program is a requirement for participation in this course (good ones include McAfee and Norton). Also, back up your files. Excuses such as “My hard drive crashed” “My modem doesn't work” “My printer is out of ink” are today's equivalents of “My dog ate my homework.” While these events do occur and are inconvenient when they do, they are not valid reasons for failing to submit your work on time.

**You have access to the BAS computer lab (Bldg. 200, 4th Floor) to complete this course. Lack of computer access is not an acceptable reason for missing due dates for Online classes.**

**Classroom Expectations:** The following ground rules will help your work in this course to go much more smoothly. Please carefully review these expectations and follow them.

1. Academic integrity will be appraised according to the student academic behavior standards outlined in the DBC Student Handbook. Keep up with the reading. You have quite a few chapters, quizzes, discussion postings, and homework assignments for this class. Students who keep up with the reading tend to do much better in this kind of class than those who do not.
2. Work with others. You are encouraged to form study groups (online and/or in person), and participate in the Graded Discussion Forum.
3. Familiarize yourself with the College's policies governing usage of your online account. You may view this document at [http://www.daytonastate.edu](http://www.daytonastate.edu) and locate the link

**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 succeed in the course! Access to each feature is easy. Just click on the link: [http://www.daytonastate.edu/falcononline/](http://www.daytonastate.edu/falcononline/) for further instructions.

- **Syllabus** - Print a copy of your syllabus. It will serve as your outline and guide to all the requirements of the course. Review it weekly. Enter important dates on your course calendar.
- **Content** - This is where you will find the following interactive learning tools for each chapter.
- **Discussion** - This is where we meet to exchange ideas, report research findings, and add value to the course beyond the scope of the text. There are several discussion forums. This syllabus provides a thorough explanation of how the discussion forum works and grading. 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. Proper discussion protocol is to log into the week’s Forum within 48 hours of its opening, and post a well formatted opinion, using outside resources as appropriate/instructed. On two other days, you should read peer
submissions and make at least two meaningful comments (as discussed in the Assignment Protocols section below) also with supporting links if appropriate.

**Assignments** – This is where all written assessments are to be submitted (not outside links allowed). Review the due dates and instructions to ensure optimal success of assignments.

**Quizzes** - This link contains the graded quizzes and exams. Just click on the link and scroll down until you find the quiz/exam you want to take. Then click on that quiz/exam. Please review the Course Schedule for the final day to take each quiz/exam. You have *two attempts at each quiz/exam so make sure you are prepared, have your necessary resources ready and have the time and environment necessary to do your best.

* NOTE: for the final cumulative quiz there is only one attempt with adjusted time

**E-mail** – Classmail can be accessed by the email or classlist tab.

**Gradebook** - Check your progress in the course. Grades for assignments will be posted after the due dates of assignments. Turn-around time is dependent upon the class and assignment size. Email your instructor if you need specific assistance. I do read, review and provide feedback for submissions.

**Announcements** - Get updates regarding the course, Daytona State College, and content germane to your academic success. Check here regularly.

The online environment is set up for the student's optimal access of all available resources and guidance. In doing so, the course is designed by Weeks with a Checklist so that students may have a clear schedule of their navigation throughout and up to the successful completion of the class. Checklist may include:

I. **Assignments (if any required that week) to be completed in the MyLab online website**
II. **Discussions (if any required that week)**
III. **Quizzes (if any required that week) to be completed in the MyLab online website**

When you sign into the classroom, check the class Announcements on the front page. Important announcements will appear there. Also, check your e-mail regularly for messages from your Professor. NOTE: the Gradebook is updated weekly from the MyLab publisher online website.

**RULES:**

1. Check your e-mail at least two times per week (more often is better).
2. Be patient. Do not expect an immediate response when you send a message. Two days is considered a reasonable amount of time to receive a reply. If you have not received a response by then please re-send your email. The Instructor will check course activity regularly.
3. Case Study's & Chapter Assignments are done in the Pearson MyManagementLab online web site and are imported into the Gradebook weekly. Complete the BAS Assignment Coversheet (pg. 14) and submit to the Falcon Online Assignment tab (this must be done by the first week of the Term).

4. For Discussion forums: Providing pragmatic information to encourage the discussion is key along with giving constructive feedback to as many of your classmates as possible (at least five). Be courteous and considerate. Being honest and expressing your position thoroughly is very important, but being considerate of others online is just as important as in the classroom.

5. Make every effort to be clear. Online communication lacks the nonverbal cues that fill in much of the meaning in face-to-face communication.

6. Do not use ALL CAPS. This is considered “shouting” and the message is very hard to read. Check spelling, grammar, and punctuation (you may want to compose in word processing software then cut and paste the message into the discussion or e-mail).

7. Break up large blocks of text into paragraphs and use a blank line between paragraphs.

8. If you have a question regarding the course material, post the question in the Discussion Forum under the appropriate chapter/topic. Other students will appreciate seeing the question and responses. Students are encouraged to respond to other students’ questions. Learning by teaching is a powerful tool. Please do not send your instructor e-mail related to the course content.

9. Never assume that your e-mail can be read by no one except yourself; others may be able to read or access your e-mail. Never send or keep anything that you would not mind seeing on the evening Announcements.

10. Keep all postings professional. Correct grammar and spelling are an important part of the business environment. Review your comments before you post them. Write as though you were sending the correspondence to an officer of your company.

11. If you want to know a grade, the Gradebook displays all graded work. Please do not ask the instructor how you are doing. See Gradebook. A grade calculation example is provided in the Announcement section on the Homepage midway through the course.

EVALUATION/ASSESSMENT METHODS

The goal of written business communications is to be error-free, while conveying the required information. Your written work will be assessed in both dimensions. The expectation is that you will analyze and summarize article/writings assignments in your own words, and as briefly, yet comprehensively as possible. If you need writing assistance, the BAS Program offers various tools for assistance.

Quizzes: In the Falcon Online classroom, students will take quizzes under the “Quizzes” tab that review and relate to the reading materials from the specified timeframe. Students should prepare for these quizzes by reading the materials, taking notes, highlighting, tabbing and organizing the materials for easy access. The quizzes are open-notes, open-materials, but not open-friends; meaning, these are to be completed individually. Ensure proper amount of study time prior to beginning a quiz and ample time prior to the close of the quiz. (Ex: if the quiz ends at 11:59, you MUST have started the quiz early enough in the evening to get your full amount of time. The online classroom will automatically kick you out of the quiz and forbid you to take it, even if it is opened earlier than that close time. So, if you have 90 minutes for a quiz, be sure to start by 10:29 at the latest to get your full amount of time.) Quizzes will NOT be reopened for late credit [SO DO NOT ASK] – be sure to plan your schedule appropriately to complete the quizzes on time!! A LACK OF PLANNING ON YOUR PART DOES NOT CONSTITUTE AN EMERGENCY ON MY PART.

Online Discussion Forum: Students will actively participate in the online discussion providing both personal and scholarly insight. Responding to at least three other classmates is required. Citations of work cited is required. See rubric online for FULL requirements.
When initially posting to the Discussion; students must add their Name in Subject box. EX:

Assignments: Students will be assigned online assignments that will cover material to assess specified outcomes. See detailed assignment rubric on the Content page for further instructions. You MUST follow those instructions completely for success on these assignments. For EACH Assignment, the Assignment Cover Sheet must be submitted. As a Student, Professional, and a Leader, I expect each of you to read and understand the ACADEMIC INTEGRITY POLICY in accordance with the Daytona State student handbook and submission of every assignment in full compliance. Also, as a DSC Falcon, you give your word that any work submitted is your own and that you have neither given nor received unauthorized help. Citations of work cited is required. See Assignment rubric online.

General Writing Rubric: *These writing considerations are applicable to all graded writing for the course and should be considered in addition to any other instructions given for an assignment, even if these items are not repeated in the directions of the assignment*
Overall writing evaluation: The assignments should follow the DSC Writing Rubric in the category of exemplary (the detailed DSC writing rubric for “exemplary” writing is posted in the syllabus). Please refer to it for explanation of each category. Overall, the submitted homework is exemplary in the areas of:
- Critical thinking
- Rhetorical Sophistication
- Organization
- Use of Language
- Information Literacy

Best answers will write out the definition of any and all applicable concepts being discussed and apply facts and evidence from the question, situation, case study, etc. to the definition.
Best answers cite to the place the information was taken (PDF, website, or power point, etc).
Best answers reflect high comprehension of reading, answer reflects critical analysis, critical thinking, ability to apply information, anticipate a further or deeper level of synthesis than merely repeating material back to instructor. Thoroughness, depth of discussion, analysis, evaluation of concepts and situation will be used to determine level of comprehension and commitment to task.
Best answers do this AND bold, underline, or italicize where leadership terms and/or concepts are being used.
Best answers MUST use material from the assigned homework readings and materials to support the position, argument, or reason for the answer.
Students should utilize the available resources (instructors, classmates, co-workers, library resource center’s B.A.S. collection, case studies, vignettes, self-assessments, electronic media and BAS computer classroom) throughout the B.A.S. curriculum to successfully meet student learning outcomes and program outcomes. Varied resources are necessary for successful completion of this project.

**Grading Policy:** It is very important that the instructor be able to explain and understand their own grading policy. Include in this area requirements, policies, how grades are determined, extra credit, make up, term papers. Be specific. Use either a weighted grading system or a point system and give the grading scale. Policies for assigning incomplete grades must adhere to the College policy as stated in the catalog in effect at the time the section is offered. You can review that policy at [https://www.daytonastate.edu/catalog/adm/grading_system.html](https://www.daytonastate.edu/catalog/adm/grading_system.html).

Grades are based on overall points accumulated on class participation/attendance, assignments, quizzes, noted assessments, and the final exam. In addition, to successfully complete the course with a grade C or higher:

- 70% or more of all assignments must be completed by specified due dates,
- Completion of each assignment with 70% points or more.

**Grade Definitions:**

**A** = Exceedingly above Average throughout the course. Clearly stands out as an excellent performer both individually and as a team member. Has unusually sharp insight into material and initiates thoughtful questions. This student sees many sides of an issue. In class and online the student speaks and articulates well, and writes professionally, logically and clearly. Integrates ideas previously learned from this and other disciplines; anticipates next steps in progression of ideas. Example: “A” work should be of such a nature that it could be put on reserve for all students to review and emulate. The “A” student performance is, in fact, an example for other students’ to follow. This constitutes an excellent performance grade.

**B** = Students who Grasp the subject matter at a level considered to be good to very good. Participates actively in class discussion (in class and online), and writes professionally. In class and online the student, speaks well. The student accomplishes more than the minimum requirements for the course and produces high quality work. Example: “B” work indicates a high quality of performance and is given in recognition for solid work; a “B” should be considered a high grade. This constitutes an above average grade.

**C** = Student demonstrates a satisfactory comprehension of the subject matter. Accomplishes only the minimum requirements, and displays initiative. Communicates effectively (in class and online) and writes at an acceptable level for a college student. The student shows an understanding of the basic concepts. Example: “C” work represents average work; a student receiving a “C” has met the requirements, including ALL deadlines of the course. This is the minimum grade to pass the course.

**D** = Student quality and quantity of work is below the college average and unacceptable at this level. Students need more time preparing, assistance from outside sources, or maybe both. This grade constitutes a failure for the course.

**F** = Student Motivation, Quality and Quantity of work are unacceptable at the college level. Students need more time preparing and assistance from outside sources. This grade constitutes a failure for the course.
Points per Task:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting Started with MyManagementLab</td>
<td>25</td>
</tr>
<tr>
<td>Quizzes (MyManagementLab): 11 @ 50 points</td>
<td>550</td>
</tr>
<tr>
<td>Discussion Forums (FalconOnline): 5 @ 50 points</td>
<td>250</td>
</tr>
<tr>
<td>Chapter Assignments (MyManagementLab): 10 @ 10 points</td>
<td>100</td>
</tr>
<tr>
<td>Case Study (MyManagementLab):</td>
<td>75</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>

Grading Scale:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Definition</th>
<th>Grade Point Value</th>
<th>Numeric Avg.</th>
<th>Points Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
<td>4.0</td>
<td>90-100</td>
<td>900 +</td>
</tr>
<tr>
<td>B+</td>
<td>Very Good</td>
<td>3.3</td>
<td>87-89</td>
<td>870-899</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>3.0</td>
<td>80-86</td>
<td>800-869</td>
</tr>
<tr>
<td>C+</td>
<td>Above Average</td>
<td>2.3</td>
<td>77-79</td>
<td>770-799</td>
</tr>
<tr>
<td>C</td>
<td>Average</td>
<td>2.0</td>
<td>70-76</td>
<td>700-769</td>
</tr>
<tr>
<td>D+</td>
<td>Below Average</td>
<td>1.3</td>
<td>67-69</td>
<td>670-699</td>
</tr>
<tr>
<td>D</td>
<td>Poor</td>
<td>1.0</td>
<td>60-66</td>
<td>600-669</td>
</tr>
<tr>
<td>F</td>
<td>Failure</td>
<td>0.0</td>
<td>0-59</td>
<td>- 600</td>
</tr>
</tbody>
</table>

An incomplete grade will NOT be given **UNLESS ALL** of the following criteria are met *:
A grade of “I” may be issued only when a student who is passing the course but who, for **valid** and **unforeseen** reasons, is not able to complete the course requirements within the semester.

1) A request in writing is submitted to the instructor prior to last two weeks of class,
2) All assignments, term paper, and quizzes were completed at that point in time,
3) The student has a grade of C+ (77%) or higher at that point in time.

The incomplete work must be made up before the middle of the next major semester. “I” grades automatically convert to “F” grades if the make-up requirements are not met and the appropriate grade change is not submitted by the deadline as published in the College Catalog.

*Incompletes are not granted to students who think they may fail or not pass a course who have not completed the requirements listed above.

**Class Withdrawal Process:** Students can withdraw from this class prior to the date listed in the Academic Calendar. It is not necessary to have approval from the instructor to withdraw from the course, but you should discuss the situation with the instructor prior to any action. Many times issues and concerns can be resolved with communication. Please review Refund/Repayment Policy in the current college catalog and also check with the Office of Financial Aid to determine how this withdrawal might affect your current and future aid eligibility.
STUDENT RIGHTS & RESPONSIBILITIES

My Philosophy regarding this course: As a senior level course it is essential you realize your learning comes from reading the text, supplemental materials, the completion of assignments, and the exchange of ideas among ALL class members. The primary teacher in this course is the textbook. Your voice in the class provides a valuable contribution by your participation. Every voice in the class is important. Students with prior work and/or experience in course topics are encouraged to share in order to create a rich learning environment. Some of you will go on to graduate work, others to management positions, therefore this is a good time to start the development of sophisticated thinking, analysis, and communication. It is an opportunity to move beyond black and white concrete thought to the many shades of gray that are reflected in graduate work and management positions. For example the use of terms like: “as demonstrated by research/data/analysis,” “typically,” “significant/insignificant,” and “in general” are preferable. The Professor’s role is as a facilitator (guide) to your learning. Your success primarily resides with you. Please create course goals and objectives for yourself to ensure your success. As your Professor I will be happy to assist you in any appropriate way to help you achieve your academic and professional goals, thereby, serve as a resource to your success.

Student Rights & Responsibilities: Students are responsible for reading and following all college policies outlined in the Student Handbook. Some of the most important are summarized below. The Handbook can be accessed at http://www.daytonastate.edu/academics.html under “Student Resources.”

Academic Integrity: Daytona State 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.

Cases of suspected academic dishonesty may be reported to the Judicial Affairs Office for resolution.

More information can be found here: https://www.daytonastate.edu/academicintegrity/. Cases of academic dishonesty will result in an assignment score of zero, with the opportunity for resubmission at the sole discretion of the instructor based on the circumstances. Cases of academic dishonesty will be reported to the Judicial Affairs Office for resolution.

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 APA. Instructors in the Bachelor of
Applied Science in Supervision and Management program will be using Turnitin.com to assist in determining the originality of the student's work. Check with the instructor to properly document information from other sources. For more information, see website at http://www.turnitin.com/static/index.html

**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. 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 by the theft/purchase OR selling/giving part or all of a test.
- 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.

**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. For more information on academic integrity, view Honor Code.

**Academic Integrity Policy**: I have read and understand the ACADEMIC INTEGRITY POLICY in accordance with the Daytona State student handbook and submit this assignment in full compliance. As a DSC Falcon, I give my word that this work is my own and that I have neither given nor received unauthorized help.

**My Class Policy**: Class and online sessions simulate the work environment. A business professional behaves their way to success. Think of sessions as a business meeting. When you attend a business meeting, you are expected to be on time, up to speed on the agenda, and ready to participate. You will be expected to participate in the free exchange of ideas and to maintain a climate of civility and mutual respect for the values, beliefs, ideas, and opinions of others. You will be expected to demonstrate conduct appropriate to a business professional during online class, team/study meetings, and any outside class activities, etc.

**BAS Policy**: Personal behavior that promotes a classroom atmosphere favorable to instruction and learning is always appropriate. Concern and respect for others contribute to such an environment. Students should cooperate by willingly demonstrating interest and responsibility in the classroom. Respect for the individual will be expected and a lack of respect will not be tolerated. Instead of attempting to itemize a comprehensive list of unacceptable behaviors, two general criteria will be stated:

1. A Bachelor degree graduate is expected to be a professional, well-rounded, and a motivated job candidate. Towards that end, a professional student attitude is encouraged. The ideal individual would arrive at each class meeting on time and in appropriate attire. They would address other individuals with respect avoiding the use of profanity or inflammatory remarks. They would project an attentive and concerned classroom demeanor.

2. The campus environment will be maintained in a manner conducive to learning. Distractions such as cell phones, pagers, digital assistants, video games, music players, or extraneous talking will not be allowed to interfere with student learning.
HOW TO SUCCEED IN THIS COURSE

If you need help please ask for it. Asking for help when needed is a sign of maturity and strength, not weakness.

All students must logon into the course at least 2-3 times a week. It is expected any Announcements items posted on the course homepage will be read by the student.

Time Management - Set a schedule for reading, studying, participating in discussion forums (NOTE: not all students post when YOU think they should), and preparing for quizzes and exams. Allow sufficient time for homework. Stick to your schedule. Stay on task. A lack of planning on your part does not constitute an emergency on someone else’s part.

Work Through the Course Content - Make use of the resources that the publisher provides. They will reinforce the major learning outcomes of the course.

Get Involved in Your Class – Form/use a study group, ask questions in our discussion forum, and help other students.

Seek Assistance when Needed - We have live tutors and other resources to help you succeed. If you need academic accommodations, such as private testing, interpreters, note takers, etc. you must give me a current letter from Student Disability Services (SDS) that verifies that you need specific accommodations. Please make an appointment to meet with me as soon as possible to discuss the accommodations. I cannot give accommodations until you provide a letter from SDS. Please do not give me a copy of any medical information.

Academic Support Services

Students with Disabilities: The Student Disability Services (SDS) Office provides tools and resources to students with documented disabilities. Students who self-disclose a documented disability and provide the required documentation to the SDS Office can receive confidential and reasonable accommodations to assist in their academic success. If you need accommodations, please contact the SDS 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 http://www.daytonastate.edu/sds/.

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 or phone 386.506.3065. Please visit https://www.daytonastate.edu/admsvet/

The Division of Library and Academic Support provides the following unlimited services to students via tuition and fees at the time of registration.

Academic Support Center: The Academic Support Centers (ASC) assist students on every campus to achieve their potential by providing the resources they need to become successful, independent learners. For more information please go to http://www.daytonastate.edu/asc/.

Writing Center: For assistance with all stages of the writing process please visit the Writing Center (appointments recommended) www.daytonastate.edu/cwc.
Library and Research Services: The Daytona State Library offers many types of resources to support your research materials and assistance. [http://library.daytonastate.edu/index](http://library.daytonastate.edu/index)

Student Self-Service Help: Go to [http://daytonastate.edu/help](http://daytonastate.edu/help) to find help with registering, student accounts, financial aid, pulling your degree plan, etc.

Technical Support: is available for Falconmail, printing, web usage, Desire2Learn, and more. Students may call 386-506-4AID (4243) or e-mail [falconaid@falconmail.daytonastate.edu](mailto:falconaid@falconmail.daytonastate.edu). Local access numbers for your area are:

- DeLand/Deltona: (386) 785-2000 ext. 4243
- Flagler/Palm Coast: (386) 246-4800 ext.4243
- New Smyrna: (386) 427-3472 ext. 4243
- Ormond/Daytona: (386) 506-4243
  or e-mail [FalconAid@Daytonastate.edu](mailto:FalconAid@Daytonastate.edu).

The FalconAid after hours of operation are:

- Monday – Thursday: 8:00 AM – 10:00 PM
- Saturday: 9:00 AM – 4:00 PM

Times may vary during holidays and special circumstances.

Help! My Computer Died: Computers are available at each campus.

- Daytona Campus, Bldg 210, Library Computer Commons and the ASC Building 500 & the BAS computer lab bldg 150, 4th floor
- New Smyrna Campus, Bldg 2, Room 104
- DeLand Campus, Building 1, Room 114
- Deltona Campus, Building 1, Room 230

Important Information/Phone numbers:

- Florida Online website: [http://online.daytonastate.edu/index2.php](http://online.daytonastate.edu/index2.php)
- Florida Online Helpdesk: 386-506-3849
- IT Helpdesk: 386-506-3950
- BAS Department: 386-506-3086

Safety on Campus: Check your FalconMail after you register for information on accessing and updating your free Daytona State College Rave Alert account. You can also visit [https://www.getrave.com/login/daytonastate](https://www.getrave.com/login/daytonastate).
Assignment Cover Sheet

<table>
<thead>
<tr>
<th>Program:</th>
<th>Bachelor of Applied Science in Supervision and Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title:</td>
<td>Strategic Management &amp; Decision Making</td>
</tr>
<tr>
<td>Instructor:</td>
<td>Dr. Ericka Tillman</td>
</tr>
<tr>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>Type of Assignment:</td>
<td></td>
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<tr>
<td>Student Name:</td>
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<td>Student Address:</td>
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<td>Student Phone:</td>
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<td>Student E-mail:</td>
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ACADEMIC INTEGRITY POLICY:

I have read and understand the ACADEMIC INTEGRITY POLICY in accordance with the Daytona State student handbook and submit this assignment in full compliance. As a DSC Falcon, I give my word that this work is my own and that I have neither given nor received unauthorized help.

Student Signature       Date
## COURSE SCHEDULE

### Strategic Management & Decision Making - Weekly Schedule

**WEB (Log-on to Falcon Online):** [http://daytonastate.edu/falcononline](http://daytonastate.edu/falcononline)

Navigation:
- **RED** - like a stoplight, stop and pay attention
- **GREEN** - green means go, this is what you must take action on

<table>
<thead>
<tr>
<th>Week</th>
<th>Due Date * WHEN</th>
<th>Class Topic(s) HOW</th>
<th>Point Value WHY</th>
<th>Classwork &amp; Homework Assignment WHAT</th>
</tr>
</thead>
</table>
| 1    | January 21, 2018 | Chapter 1: The Nature of Strategic Management | 1. Download Syllabus, Discussion Rubric, Assignment Rubric, Case Study Rubric, and familiarize yourself with the course website content.  
2. Complete the BAS Assignment Coversheet (pg. 16) and submit to the Falcon Online Assignment tab (this must be done by the first week of the Term).  
3. Organize and plan your time for the next eight weeks and mark your Student Calendar with due dates.  
3. Post Personal Introduction in the Discussion tab: Graded Discussions THIS MUST BE COMPLETED WITHIN 48 HRS. OF CLASS BEGINNING FAILURE TO POST WILL MARK YOU AS ABSENT AND YOU MAY BE WITHDRAWN FROM THE COURSE  
4. Complete the “Getting Started with MyManagementLab” on the Pearson MyLab Web site | 25 |

NOTE: You can submit before but you CANNOT submit after because late work is NOT ACCEPTED.
<table>
<thead>
<tr>
<th>Date</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 28, 2018</td>
<td>Chapter 2: The Business Mission &amp; Vision</td>
</tr>
<tr>
<td></td>
<td>1. <strong>Read</strong> the chapter(s)</td>
</tr>
<tr>
<td></td>
<td>2. <strong>Complete</strong> the Chapter 2 Video in MyLab</td>
</tr>
<tr>
<td></td>
<td>3. <strong>Complete</strong> the Case Study: Dunkin Brands and submit to the MyLab</td>
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<tr>
<td></td>
<td>4. <strong>Post</strong> the Discussion #1 – Mission/Vision: Graded Discussions in the FalconOnline Classroom</td>
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<tr>
<td></td>
<td>5. <strong>Take</strong> and submit the Chapter 2 Quiz in MyLab</td>
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<tr>
<td></td>
<td>6. <strong>Complete</strong> the Chapter One Simulation: Organizational Structure and complete in MyLab</td>
</tr>
<tr>
<td></td>
<td>7. <strong>Take</strong> and submit the Chapter 1 Quiz in MyLab</td>
</tr>
</tbody>
</table>
| 3 | February 4, 2018 | Chapter 3: External Assessment  
Chapter 4: Internal Assessment | 1. **Read** the chapter(s)  
2. **Complete** the Chapter 3 Simulation: Adapting to the Economic Environment in **MyLab**  
3. **Complete** the Chapter 4 Video: Domino’s Pizza: Managing Marketing Information in **MyLab**  
4. **Post** the Discussion #2 – External Analysis: **Graded Discussions** in the FalconOnline Classroom  
5. **Take** and submit the Chapter 3 Quiz in **MyLab**  
6. **Take** and submit the Chapter 4 Quiz in **MyLab** |
| 4 | February 11, 2018 | Chapter 5: Strategies in Action  
Chapter 6: Strategic Analysis and Choice | 1. **Read** the chapter(s)  
2. **Complete** the Chapter 5 Simulation: Operations Management in **MyLab** |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Assignments</th>
</tr>
</thead>
</table>
| 5    | February 18, 2018 | 1. **Read** the chapter(s)  
2. **Complete** the Chapter 7 Video: Operations management and Quality in MyLab  
3. **Post** the Discussion #4 – Porter’s Five Force Model: Graded Discussions in the FalconOnline Classroom  
4. **Take** and submit the Chapter 7 Quiz in MyLab  
Chapter 7: Implementing Strategies: Management, Operations, and Human Resources Issues  
Chapter 8: Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues  
This is used as an assessment tool in order to meet learning outcomes  
**Assignment - 10**  
This is used as an assessment tool in order to meet learning outcomes  
**Assignment - 50**  
This is used as an assessment tool in order to meet learning outcomes  
**Quiz #6 - 50**  
**Total: 170** |
<table>
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<tr>
<th></th>
<th></th>
<th>meet learning outcomes Quiz #7 - 50 This is used as an assessment tool in order to meet learning outcomes Quiz #8 - 50 Total: 160</th>
<th></th>
</tr>
</thead>
</table>
|6 | February 25, 2018 | Chapter 9: Strategy Review, Evaluation, and Control Chapter 10: Business Ethics, Social Responsibility, and Environmental Sustainability | 5. Take and submit the Chapter 8 Quiz in MyLab  
1. Read the chapter(s)  
2. Complete the Chapter 9 Video: Konica/Minolta: Advancing the Digital Age in MyLab  
3. Complete the Chapter 10 Simulation: Management and Ethics in MyLab  
4. Post the Discussion #5 – Porter’s Five Generic Strategies: Graded Discussions in the FalconOnline Classroom  
5. Take and submit the Chapter 9 Quiz in MyLab  
6. Take and submit the Chapter 10 Quiz in MyLab |
<table>
<thead>
<tr>
<th>Chapter 11: Global and International Issues</th>
<th>Quiz #10 - 50 Total: 170</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>March 4, 2018</strong></td>
<td>1. <strong>Read</strong> the chapter(s)</td>
</tr>
<tr>
<td><strong>Total Points Possible for the Course: 1000</strong></td>
<td>2. <strong>Complete</strong> the Chapter 11 Simulation: Managing in a Global Environment in <strong>MyLab</strong></td>
</tr>
<tr>
<td><strong>Quiz #11 - 50</strong></td>
<td>3. <strong>Take</strong> and submit the Chapter 11 Quiz in <strong>MyLab</strong></td>
</tr>
</tbody>
</table>

* Adhere to the specified due dates for ALL Assignments, Discussions, & Quizzes...NO EXCEPTIONS

(By the way ‘adhere’ means adjust YOUR schedule and manage YOUR time effectively)*