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**COURSE SYLLABUS**

**Course:** GEB 4891 Strategic Planning and Decision Making (14786)

**Campus:** Division of Business – West Campus

**Semester/Term:** *Fall 2023 (8 week Syllabus)*

**Prerequisites:** *3353, 3240, and 3023 -* Admission to the B.A.S. degree in Business and Organizational Leadership and a minimum grade of C in MAN 4120, or departmental approval

**Credit Hours:** *3*

**Class Meeting Day/Time:** Online

**Classroom:**

**Professor:** *Dr. Don Forrer*

**Email:** [dforrer@valenciacollege.edu](mailto:dforrer@valenciacollege.edu)

**Office Phone: *(239) 848-7182***

**Office: By Appointment**

**Office Hours:***Please contact, by appointment*

**Course Overview**

This course examines relationship building for all customers of an organization. The impact of culture and diversity on business relationships, successful negotiation strategies, and promotion of the organization through media relations are discussed. The ideas and practices this course focus on understanding and identifying customer needs and wants, customer orientation, product or service differentiation and value-creating processes to attract, satisfy and retain customers through relationship management.

**Course Description**

This course is a study of strategic planning and strategy implementation in an organization. Students will perform internal and external audits, identify problems, and formulate goals and objectives, develop action plans and evaluate the effectiveness of the outcome, and explore strategies for competing in international markets.

**Course Major Learning Outcomes**

* Address a specific community need and define this need in terms of the public trust and responsibility of an organization.
* Research historical data on a management problem.
* Evaluate progress towards management goals.
* Identify stakeholders/champions and funding sources.
* Analyze an organization’s external and internal environments.
* Develop a strategic plan and strategy implementation process for a business organization.
* Evaluate development and implementation of a comprehensive strategic plan for an organization

**This is a 8-week class, do you will have multiple questions each week to answer in your exercises. Please read the instructions carefully**

*If you are unable to participate in the course due to illness, family emergency, etc., please communicate with me as soon as possible in order to create a plan to complete any missed assignments so that your learning can progress in your course. In the case of a prolonged online absence, please communicate with me as soon as possible in order to create a plan for the best course of action*.

**Required Text:**

The Open Educational Resources (OER) used for the duration of this course (No Textbook Fee) Courtesy of Open Texts books. **Principles of Management: https://open.umn.edu/opentextbooks/textbooks/principles-of-management**

**Course Organization:**

This course will be divided into four categories that will comprise the final grade.

❑ Discussion 20%

❑ Exercises 25%

❑ Exam/ Quizzes 30%

❑ Final Project 25%

100%

**General Grading Scale:**

A: 90-100

B: 80-89

C: 70-79

D: 60-69

F: 60-below

**CLASSROOM POLICIES**

**Course Schedule**

|  |  |  |
| --- | --- | --- |
| **Week** | **Reading / Topic** | **Assignments** |
| 1 - 8/21 to 8/27 | Chapter 1 – Mastering Strategy – Art & Science  Chapter 2 – Assessing Organizational Performance | Module 1 Introduction Discussion  Module 1 Discussion  Module 1 Course Project Assignment |
| 2 – 8/28 to 9/3 | Chapter 3 – Evaluating the External Environment  Chapter 4 – Evaluating the Internal Environment | Module 2 Discussion  Module 2 Course Project Assignment |
| 3 – 9/4 to 9/10 | Chapter 5 – Synthesis of Strategic Issues & Analysis  Chapter 6 – Selecting Business Level Strategies | Module 3 Discussion  Module 3 Course Project Assignment |
| 4 – 9/11 to 9/17 | Chapter 7 – Innovation Strategies  Chapter 8 -Selecting Corporate-Level Strategy | Module 4 Discussion  Module 4 Course Project Assignment  **MIDTERM EXAM** |
| 5 – 9/18 to 9/24 | Chapter 9 – Competing in International Markets  Chapter 10 – Executing Strategy through Organizational Design | Module 5 Discussion  Module 5 Course Project Assignment |
| 6 – 9/25 to 10/1 | OER’s - Decision Making  OER’s – Communicating in Organizations | Module 6 Discussion  Module 6 Course Project Assignment |
| 7 – 10/2 to 10/8 | Chapter 11 - Leading an Ethical Organization: Corporate Governance, Corporate Ethics, and Social Responsibility  OER’s – Motivating Employees  OER’s – The Essentials of Control | Module 7 Discussion  **FINAL PROJECT CONSOLIDATION**  **FINAL EXAM** |
| 8 – 10/9 to 10/12 | Course Wrap-up | Module 8 Discussion |

**Assignments - Discussions**

**Discussion Instructions** **(Initial Post is Require before “Viewing” Peer Posts)**: You are required to submit a substantial response. A substantial response is one that stays on topic and fully addresses the assignment in a clear, concise, and meaningful manner. Substantial Content refers to providing relevant content toward the actual topic of the discussions. This includes quality input, questions and information in your discussion posts and responses to peers.

The deliverable length of initial posting must be at least 100 words. After the initial posting, students are required to respond to at least two (2) peers’ responses. Peer responses must be at least 50 words for each response, in order to receive full credit. Discussions must be the student’s original thoughts based on the topics from the "**Open Educational Resource**" (OER) Course Textbook and/or other referenced sources. Direct quotes from references must be less than 10 words. Plagiarized discussions will result in a "0" for the submission of this assignment. Please review postings for sentence structure, grammar and punctuation errors. **Late submissions are not accepted for discussions.**

**Discussion Posting Rules**

* Personal attacks of other students because of their posts will not be tolerated.
* Provide clear analysis and insight into the topic or questions.
* Post original thoughts to avoid plagiarism and the penalties for plagiarism
* Zero or minimal credit will be given to students with very FEW or NO SUBSTANTIVE postings or who post all posts with in a matter of minutes or all on the last day.
* Proof postings to eliminate offensive references, poor sentence syntax, misspelled words, etc.

**Exercises**

**Exercise Instructions:** **You are required to submit a minimum 3-Page (Title Page and Content Page),** APA formatted paper with substantial content. Substantial content requires staying on topic and fully addresses the assignment in a clear, concise, and meaningful manner (examples or analysis). The deliverable length of your posting responses must be at least 3-pages, (Title Page and Content Page) APA format. Please review your paper for grammar and punctuation errors.

Exercises must be the student’s original thoughts based on the topics from the "**Open Educational Resource**" (OER) Course Textbook and/or other referenced sources. Direct quotes from references must be less than 20 words. Plagiarized exercises may result in a "0" for the submission of this assignment. Please review postings for sentence structure, grammar and punctuation errors. **Late submissions will be deducted 5 points.**

**Exams & Final Project**

**Instructions:** **Mid-Term/Final Exam contains “critical thinking” randomly selected essay questions.** Students will be instructed in and will apply critical thinking skills to include creative thinking, innovation, inquiry, analysis, evaluation, and synthesis of information. Students will be instructed in and will apply knowledge, skills and ability to include development, interpretation, and expression of ideas through written communication.

Students will have 1 attempt to complete the exam with the duration of 150 minutes to complete the exam. Students must complete the entire exam in the attempt (If the exam or the web browsers is closed - the exam is considered completed). The exam consists of 10 randomly selected essay questions based on the related chapter(s) learning objectives of each module covered thus far.

Students are required to read and fully answer the essay questions in order to receive full points. Students are required to submit a substantial response to each essay question. A substantial response is one that stays on topic and fully addresses the essay question in a clear, concise, and meaningful manner. Some essay questions required the student to provide examples to support the essay question being answered. The deliverable length of answer must be at least 150 words. Please review your answers for grammar and punctuation errors.

**Final Project  - Course GEB 4891:**

You are required to submit a 10 to 12-Page **(Title Page and 10 to 12 Pages of Content)**, APA formatted paper with substantial content. Note: This content includes information from your weekly project assignments. Substantial content requires staying on topic and fully addresses the assignment in a clear, concise, and meaningful manner. The deliverable length of your posting responses must be at least 10-page **(Title Page and 10 Pages of Content)**, APA format.  Please review your paper for grammar and punctuation errors.

Throughout the course, you will complete a strategic analysis of a company of your choice.  Early in the term, you will select a company and have it approved by the Professor.  Then, through project exercises, you will build your strategic planning and decision-making analysis.  During the last week, you will consolidate your project exercises and complete the analysis for the final project.

**Project Sequence**

**Week 1** - Identify a company that you are familiar with (Ford, Starbucks, etc.) and respond to the following:  1) Provide a brief overview of the company (1 page).  2) What is the mission of this company? 3) What is the vision of the company? 4) What are the “Major Organizational Goals” for this company?  5) Define the values and philosophy for the company.

**Week 2 -** Using the Strategic Management Model, analyze the following:  1) Porter’s Six (Five) Forces Analysis. 2) Environmental Analysis using the External Factor Analysis Summary (EFAS).

**Week 3** - Using the Strategic Management Model, analyze the following:  1) Key Success Factor Analysis. 2) Internal Analysis using the External Factor Analysis Summary (IFAS).

**Week 4** - **Using the Strategic Management Model, analyze the following:  1) Financial Analysis  2) Marketing Analysis.**

**Week 5 - Using the Strategic Management Model, analyze the following:  1) Strategic Factors Analysis Summary (SFAS),  2) Strengths, Weaknesses, Opportunities, and Threats (SWOT).**

**Week 6 - Using the Strategic Management Model, analyze the following:  1) Summarize the results of the Analysis conducted over the last four project assignments,  2) Identify the strategy utilized by the company you are researching.**

**Week 7 - This is where you complete the Project that you started at the beginning of the term.  Continue with the company you began analyzing in Module 2.  Using the Strategic Management Model, complete your research on your company.  This week, complete the project with 1) Strategic Implementation by using the SWOT analysis you completed and utilizing the Strengths and Opportunities, make suggestions on how to use them to create a competitive advantage.  The use the Weaknesses and Threats and make suggestions on how to correct them.   This will be the last part of your end of term strategic analysis of the company you have selected.  - Use the other six projects along with the results of your "Implementation" this week to create a report.  The Project Report should be between 12 and 15 pages, but it is OK if it is longer due to charts & graphs.  The title page and references will be additional.**

Submission must be the students original thoughts based on the topics from the "Open Educational Resource" (OER) Course Textbook and/or other referenced sources.  Direct quotes from references must be less than 20 words.  Plagiarized submissions may result in a "0" for the submission of this assignment.   Please review for sentence structure, grammar and punctuation errors.

**Late submissions will be deducted a minimum of 15 points.**

**For academic purposes, at least 1 APA formatted reference is required pertaining to the topic(s).**

**Make-up Exams:**

Make-up exams will only be given in emergency situations provided the instructor is notified in advance (prior to the absence). Upon approval of your absence, the exam will be placed in the testing center. Exams must be made up before the next class meeting. Any test missed will have an adverse effect on your grade, and make-up test will not be given unless approved by the professor prior to the date of the scheduled test. Proof of absence is required for make-up exams.

**Homework and Quizzes:**

If a student is absent, it is his/her responsibility to contact a class member, obtain the assignment and come to the next class meeting prepared. If a student is absent the day of a quiz, they will receive a zero. See “Assignments” for late submission information.

**Distance Tutoring & Technology Support at Valencia:**

You can easily access Valencia’s free distance tutoring and tech support from a computer, laptop or mobile device.

Distance tutoring services are provided fully online via Zoom. Through this service, you will receive real-time assistance via a Valencia tutor. Online tutoring is offered in: mathematics, sciences, accounting & economics, computer programming, EAP and foreign languages, and writing.

Online Learning Technology Support services are also available. Students can receive assistance with navigating: Canvas, OneDrive, Zoom, YouTube, and Microsoft Office (Word, Excel, & PowerPoint). Support is also provided for video editing (via iMovie and MovieMaker) and converting documents from a Mac to PC. Tech support is available live (on-demand) via Zoom, by appointment, or via email. Students are encouraged to use the 24/7 Canvas Help located inside Canvas by clicking on the “Help” icon.

To get started using the Distance Tutoring and Learning Technology Support services, please visit www.valenciacollege.edu/tutoring. Through this site, you can view the schedule of tutors/tech support assistants, find available times, learn more about the services, and access a collection of supplemental resources that are available 24/7.

**Hours of Operation:**

Monday-Friday: 8 am – 10 pm

Saturday & Sunday: 9 am – 7 pm

**Online Tools:**

As a Valencia student, you have access to Microsoft Word (as well as Microsoft Excel, Powerpoint, etc) free for personal use.  You can learn more about accessing these applications in [Atlas](https://nam01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fatlas.valenciacollege.edu%2F&data=02%7C01%7Cmmcintire1%40valenciacollege.edu%7Cee83d91ba9274edfb92108d842d3e03c%7C0e8866953d1741a88544135b0a92a47c%7C1%7C0%7C637332825100402295&sdata=AlIW6V%2FepOD9Ewvzd1ayQIRwzrOdBJtbe0pK7IV5SUM%3D&reserved=0), on the "My Atlas" tab, right hand column, under "Microsoft Office for Personal Use."

**Expected Student Conduct:**

Valencia College is dedicated, not only to the advancement of knowledge and learning, but is concerned with the development of responsible personal and social conduct. By enrolling at Valencia College, a student assumes the responsibility of becoming familiar with and abiding by the general rules of conduct. The primary responsibility for managing the classroom environment rests with the faculty. Students who engage in any prohibited or unlawful acts that result in disruption of a classroom or Valencia’s rules may lead to disciplinary action up to and including expulsion from Valencia. Disciplinary action could include; being withdrawn from class, disciplinary warning, probation, suspension, expulsion or other appropriate and authorized actions. You will find the student code of conduct in the current Policy & Procedures Manual at <http://www.valenciacollege.edu/generalcounsel/>.

**No show withdrawal:** Valencia policy is that any student that does not come to class during our first two meetings will be withdrawn. The policy can be located at the following link: <http://catalog.valenciacollege.edu/academicpoliciesprocedures/classattendance>

**For Online Attendance**

For online attendance, students are required to log on weekly, review the week's course material and submit appropriate assignments/exams. Individual Assignments or Internet Assignments are due for each module of the online course. Attendance will be taken based on your submitting assignments weekly. If a student fails to submit an assignment when due, the student will be marked absent for that week.

**Email Policy:**

Students must have an active Atlas account. Students must check their Atlas e-mails regularly as to not miss any important messages from the professor. Missed messages via Atlas or any other medium (in-class, etc.) may affect your grade and are the responsibility of the student.

**Academic Honesty:**

Each student is expected to do his or her own work, unless otherwise specified. Cheating will not be tolerated and will result in an automatic “zero” on that exam or assignment. For obvious reasons, **cell phones will not be permitted** to be used as calculators or for any other reasons **during exams**. Anyone accessing their phone during an exam will receive an automatic zero for that exam. Students may not leave the classroom for any reason during exams.

**Learning Support:**

**Distance Tutoring & Technology Support at Valencia:** You can easily access Valencia’s *free* distance tutoring and tech support from a computer, laptop or mobile device.

Distance tutoring services are provided fully online via Zoom.   Through this service, you will receive real-time assistance via a Valencia tutor.  Online tutoring is offered in: mathematics, sciences, accounting & economics, computer programming, EAP and foreign languages, and writing.

Online Learning Technology Support services are also available. Students can receive assistance with navigating: Canvas, OneDrive, Zoom, YouTube, and Microsoft Office (Word, Excel, & PowerPoint).  Support is also provided for video editing (via iMovie and MovieMaker) and converting documents from a Mac to PC.  Tech support is available live (on-demand) via Zoom, by appointment, or via email.   Students are encouraged to use the 24/7 Canvas Help located inside Canvas by clicking on the “Help” icon.

To get started using the Distance Tutoring and Learning Technology Support services, please visit [www.valenciacollege.edu/tutoring](https://nam01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.valenciacollege.edu%2Ftutoring&data=02%7C01%7Clshephard%40valenciacollege.edu%7Cd3a01797f62243f9719f08d83b031968%7C0e8866953d1741a88544135b0a92a47c%7C1%7C0%7C637324231776604261&sdata=0UCUb8FcpuLtQKZstaBT0RebVJTcx5sNfbkLxmm1paM%3D&reserved=0).  Through this site, you can view the schedule of tutors/tech support assistants, find available times, learn more about the services, and access a collection of supplemental resources that are available 24/7.

**Hours of Operation:**

**Monday-Friday: 8 am – 10 pm**

**Saturday & Sunday: 9 am – 7 pm**

**Academic Accommodations:**

**“**Students with disabilities who qualify for academic accommodations must provide a Notification to Instructor (NTI) form from the Office for Students with Disabilities (OSD) and discuss specific needs with the professor, preferably during the first two weeks of class. The Office for Students with Disabilities determines accommodations based on appropriate documentation of disabilities. See the appropriate office for more information:

* East Campus Bldg. 5, Rm. 216 Ph: 407-582-2229 Fax: 407-582-8908 TTY: 407-582-1222
* West Campus SSB, Rm. 102 Ph: 407-582-1523 Fax: 407-582-1326 TTY: 407-582-1222
* Osceola Campus Bldg. 1, Rm. 140A Ph: 407-582-4167 Fax: 407-582-4804 TTY: 407-582-1222
* Winter Park Campus Bldg. 1, Rm. 212 Ph: 407-582-6887 Fax: 407-582-6841 TTY: 407-582-1222

**Student Assistance Program:**

Valencia College is interested in making sure all our students have a rewarding and successful college experience. To that purpose, Valencia students can get immediate help with issues dealing with stress, anxiety, depression, adjustment difficulties, substance abuse, time management as well as relationship problems dealing with school, home or work. BayCare Behavioral Health Student Assistance program (SAP) services are free to all Valencia students and available 24 hours a day by calling (800) 878-5470. This number is also located on the back of your Valencia Student ID. Free face to face counseling is also available.

**Note to International Students (F-1 or J-1 Visa)**

Please be advised that withdrawal from this course due to attendance may result in the termination of your visa status if you fall below the full-time enrollment requirement of 12 credit hours. Contact Valencia’s [International Student Services](http://valenciacollege.edu/international/) office for more information.

**Statement of Support for Students with Food/Housing/Financial Needs**

Any student who has difficulty accessing sufficient food to eat, or who lacks a safe and stable place to live, and believes this may affect his or her performance in the course, is urged to meet with a Counselor in the [Advising Center](https://valenciacollege.edu/students/advising-counseling/) for information about resources that may be available from the college or community.

**Withdrawal Policy:**

The withdrawal policy deadline for the semester – See Academic Calendar “Important Dates & Deadlines” <http://valenciacollege.edu/calendar/>

A student who withdraws from class before the established deadline for a particular term will receive a grade of “W”. A student is not permitted to withdraw after the withdrawal deadline. After this date, the grade assigned will be based on the student’s academic achievement in class and the actual work completed.

**Institutional Core Competencies:**

The following Valencia Student Competencies will be reinforced throughout the entire course:

* **THINK –** Analyze data, ideas, patterns, principles, and perspectives employing facts, formulas and procedures of the discipline.
* **VALUE** – Distinguish among personal, ethical, aesthetic, cultural, and scientific values evaluating your own and others values from a global perspective in the process of learning the discipline.
* **COMMUNICATE –** Identify your own strengths and need for improvement as a communicator employing methods of communication appropriate to your audience and purposefully evaluate the effectiveness of your own and others communication.
* **ACT** – Apply disciplinary knowledge, skills, and values to educational and career goals acting effectively and appropriately in various personal and professional settings responding also to changing circumstances.

**Engagement (Office) Hours and Service to the College Opportunities for the upcoming term (Full-time)**

Student engagement (office) hours

* Engagement hours for all classes are virtual
* Faculty who have a course meeting on-site MAY choose to have some or all of their student engagement hours on-site in the same building where the class is taught (to avoid opening additional buildings and facilities)
* Faculty who are interested in holding on-site engagement hours should contact their dean

Service to the College opportunities, consider:

* Continued development of online teaching practice
* Equity-minded practices development and work
* Impact plan
* Other work team/committee opportunities

**Disclaimer:**

Changes in this syllabus, schedule, and or college policy may be made at any time during the course per instructor discretion. Students are responsible for staying abreast of these changes.