

VALENCIA COLLEGE
Division of Business
West Campus
GEB 4891 Strategic Planning and Decision Making
Session Full (CRN 26751)
Class Policies & Course Syllabus
Spring 2023

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.

CREDIT HOURS: 3

CLASS MEETING ROOM: Online

DAY/TIME: Online

PROFESSOR: “Dr. A.” (Dr. Marcus Alexander, MBA, PhD)

OFFICE: Online

EMAIL: Message via Course Canvas

SCHEDULED OFFICE HOURS

Virtual by Appointment

TOPICS/AREAS COVERED

- Strategy and Quest for Competitive Advantage
- Leadership and the Strategic Management Process
- Evaluating a Company’s External Environment
- Internal Situation Analysis
- The Five Generic Competitive Strategies
- Strategies for Competing in International Markets
- Strategies for Multi-Business Corporations
- Ethical Business Strategies, Corporate Social Responsibility, and Environmental Sustainability
- Company Analysis and Strategic Plan

These may be covered as discrete topics and/or integrated with other topic areas in an order at the discretion of the professor. These and other topics may be expanded or elaborated at the discretion of the individual professor and are in no way intended to be comprehensive or all-inclusive.

This course reinforces the Valencia Student Competencies of Think, Value, Act, and Communicate described in the Valencia College Catalog, which can be located at the following link: <http://valenciacollege.edu/competencies>

Major Learning Outcomes (MLO) for this Course and how each will be assessed:

1. Recognize values as expressed in attitudes, choices, and commitments. This MLO will be assessed using discussions, written assignments, and exams.
2. Implement effective problem-solving, decision-making, and goal-setting strategies. This MLO will be assessed using discussions, written assignments, and exams.
3. Analyze data, ideas, patterns, principles, perspectives. This MLO will be assessed using discussions, written assignments, and exams.
4. Revise conclusions consistent with new observations, interpretations, or reasons. This MLO will be assessed using discussions, written assignments, and exams.
5. Understand decision-making processes. This MLO will be assessed using discussions, written assignments, and exams.
6. Evaluate progress towards management goals. This MLO will be assessed using discussions, written assignments, and exams.
7. Analyze an organization's external and internal environments. This MLO will be assessed using discussions, written assignments, and exams.
8. Develop a strategic plan and strategy implementation process for a business organization. This MLO will be assessed using discussions, written assignments, and exams.

EDUCATIONAL MATERIALS:

You are not required to purchase a textbook for this course. Instead, we will use the following free Open Education Resource

Required: A free open education textbook will be used in this course – <https://courses.lumenlearning.com/wm-principlesofmanagement>

The textbook link is also provided in our Canvas course within the Orientation Module - Textbook and Required Materials.

EVALUATION:

Discussions, Exercises, Midterm, Final, and Portfolio Project

1. There will be discussion questions to give us the opportunity to explore the course concepts. Each discussion will be based on main topics in the chapter readings. Discussions require you to post a substantive response to the initial discussion question(s) and initial responses are required before viewing classmates' responses.

Substantive means responses that add depth and detail to the discussions, stimulate thought, and further the discussions. Responses must be in your own words and citations should be included for any materials used to support your responses. Plagiarized discussion responses will result in a "0" for the submission. Please review postings for to ensure correct sentence structure, grammar, and punctuation. Late submissions will not be accepted.

2. There will be exercises that require you to read the provided material and answer the associated questions. The assignment readings and directions are posted within each weekly module. All written submissions should be in APA format, include a title page and reference page, and be double-spaced. Please review papers to ensure correct sentence structure, grammar, and punctuation.

Written exercise submissions will be run through UniCheck to check for plagiarism. Please make sure your papers are your 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 and include APA formatted in-text citations to show the source(s) of the information. Plagiarized exercises will result in a "0" for the submission. Exercise responses are worth 20 points each and late submissions will not be accepted.

3. There will be a midterm and a final, which contain "critical thinking" randomly selected questions based on the related chapter(s) learning objectives and referenced sources of each module covered thus far. Responses to the essay questions should be fully answered and require substantial responses that demonstrate critical thinking skills to include creative thinking, innovation, inquiry, analysis, evaluation, and synthesis of information. You should apply knowledge, skills, and abilities to include development, interpretation, and expression of ideas through written communication.

A substantial response is one that stays on topic and fully addresses the essay question in a clear, concise, and meaningful manner. Some essay and all discussion questions require the student to provide examples to support the essay question response and each essay question must include at least 1 APA formatted reference(s) from the OER Textbook. The deliverable length of answers

must be at least 150 words. Please review your responses to ensure correct grammar, spelling, and punctuation.

Students will have one (1) attempt to complete each exam/exercise/review (no time limit) and must complete the entire exam in the attempt (If the exam or the web browsers is closed - the exam is considered completed). Late submissions will not be accepted.

4. There will be one Program Portfolio Project. Each BASBOL core course is an active part of students developing, creating, and completing a segment of the Program Portfolio (Capstone) Project. Students will apply the knowledge, skills and abilities learned from each BASBOL core program course(s) toward the development, creation, and completion of a Program Portfolio Project.

In this course, MAN 3240, you will complete and submit one section of the program portfolio project: this section focuses on the basic concepts and theories of organizational behavior for your business. You should include functional roles and processes for organizational culture, managing stress and emotions, communication, leadership, making decisions, and organizational structure based on organizational behavior principles covered in this course.

Students may use a current business; a business the student wants to create or a fictitious business organization. The important key is for the student to critically think and research the business which will be used throughout the BASBOL program to develop a business plan in its entirety. The student will need to think about all the facets of a business for the duration of the Program Portfolio (Capstone) Project.

There are many examples of business plans available for you to research and support the development of your Program Portfolio Project.

Your paper should be at least four (4) APA formatted pages to include a title page, at least two (2) full pages of substantial content, and a reference page. For academic purposes, at least one (1) APA formatted reference is required pertaining to the topic(s). Substantial content requires staying on topic and fully addressing the assignment in a clear, concise, and meaningful manner. Please review your paper to ensure correct sentence structure, grammar, spelling, and punctuation. Submissions 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 submissions will result in a "0" for the submission of this assignment and late submissions will not be accepted.

GRADING SCALE:

Assessment	Total Points	Percentage of Grade
Formative Feedback (8 discussions, 5 points each)	40	6%

Exercises (1 st Exercise, 60 points; 4 Exercises, 70 points each)	340	49%
Midterm	100	14%
Final	100	14%
Portfolio Project (1 project, 100 points)	100	14%
Flipgrid Discussion	20	3%
Total	700	100%

Points	Percentage	Grade
630 - 700	90% – 100%	A
560 - 629	80% - 89%	B
490 -559	70% - 79%	C
420 - 489	60% - 69%	D
< 420	Below 60%	F

Academic Resources:

We want you to stay connected to the latest academic resources we have available for you during this transitional time.

West Campus Bookstore:

Campus Store will be open Monday – Friday, 8 a.m. – 6 p.m.

Campus store window pick-up will be available Monday – Saturday, 8 a.m. – 6 p.m.

Downtown Campus

The Campus Store at the Downtown Campus is owned and operated by Barnes & Noble and will continue to operate online for the Fall 2021 term. Visit the [Campus Store website for the Downtown Campus](#) for more information and to [order online](#).

Other Campuses

Valencia Campus Stores will be closed during the Fall 2021 term. Visit the [Valencia Campus Store website](#) for more information and online ordering.

Customer Service

Monday – Friday 8 a.m. – 6 p.m.

407-299-5000, extension 5310

onlineorder@valenciacollege.edu

Learning Support Services provides students with academic support through distance tutoring, face to face tutoring at the campuses, writing consultations, library services, and resources. Tutoring is offered in most academic disciplines including math, science, foreign languages, English for academic purposes (EAP), computer programming and writing assistance for any course. Assistance with library research can be accessed online through Atlas or the tutoring LibGuide. For more information on how to access tutoring and library research assistance, please visit the college-wide Learning Support Services LibGuide at: www.valenciacollege.edu/tutoring

Please note: **Brainfuse** is our new 24/7 online tutoring and learning hub, which is available to all of Valencia's students. This service is best used as a back-up to Valencia's Distance Tutoring service, not as a replacement. Brainfuse is accessible through Canvas or by visiting www.valenciacollege.edu/tutoring

Academic Advising:

- Call: 407-582-1507
- Email: advising@valenciacollege.edu
- Visit <https://valenciacollege.edu/students/student-services/support.php> for links and information on how to get connected to each of the following:
 - Virtual Answer Center or Virtual Advising Center (online Zoom access): Monday-Thursday 10a-7p, Fridays 9a-5p; Virtual Answer Center only – Saturdays 9a-1p
 - Make an appointment (in person): Monday-Thursday 8a-5p, Fridays 9a-5p (East, West, and OSC only), Fridays - virtual only (DTC, LNC, WP, PNC).

Enrollment Services:

- (phone access): Monday-Thursday 8a-6p and Fridays 9a-5p (407-582-1507)

Financial Aid:

Contact FinAidOffice@valenciacollege.edu for their financial aid questions, as well as for potential assistance with financial support

As a reminder, you can [review the full list of student services hours of operation](#), which was provided in a past [Grove Article](#) for the Roadmap to Reopening.

Loaner Laptops for Students:

Due to the COVID-19 situation and shift to virtual/online learning, Valencia is currently loaning laptops to students in need. You can request a laptop by completing the request form at <https://valenciacollege.edu/laptop> . This link will take you to the Atlas log-in screen, and then to the form. Laptops are distributed on a first come-first served basis, so if you are in need, request a laptop early!

Academic Dishonesty:

All forms of academic dishonesty are prohibited at Valencia College. Academic dishonesty includes, but is not limited to, acts or attempted acts of plagiarism, cheating, furnishing false information, forgery, alteration or misuse of documents, misconduct during a testing situation, facilitating academic dishonesty, and misuse of identification with intent to defraud or deceive.

All work submitted by students is expected to be the result of the students' individual thoughts, research, and self-expression. Whenever a student uses ideas, wording, or organization from another source, the source shall be appropriately acknowledged.

Students will be expected to adhere to the Valencia College Student LifeMap Handbook as it references Valencia College's Policy #6HX28:08-03 The link to the LifeMap Student Handbook follows: <http://valenciacollege.edu/pdf/student-handbook.pdf>

Student Code of Conduct:

Valencia College is dedicated to the advancement of knowledge and learning and also to the development of responsible personal and social conduct. The primary purpose for the maintenance of discipline in the College setting is to support a civil environment conducive to learning and inquiry.

Students will be expected to adhere to the Valencia College Student LifeMap Handbook as it references Valencia College's Policy #6HX28:08-03

The policy can be located at the following link:

http://valenciacollege.edu/generalcounsel/policy/default.cfm?policyID=180&volumeID_1=8&navst=0

Student Assistance Program:

Valencia College has contracted with a private and confidential counseling service to provide short-term assistance to credit students who need to resolve problems that are affecting their college performance. Examples might include: stress, relationship/family issues, alcohol/drug problems, eating disorders, depression, and gender issues. Students who are experiencing any of these issues and who are enrolled in credit classes at Valencia should call the toll-free number 1-800-878-5470 to speak to a professional counselor. Following is the link to the website: <http://catalog.valenciacollege.edu/student-services/baycare-student-assistance-services/>

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 for information about resources that may be available from the college or community.

Withdrawal Policy:

The student is permitted to withdraw from a class on or before the withdrawal deadline as published in the College calendar. A student is not permitted to withdraw from a class after the withdrawal deadline, which is 3.24.23 for this class. If you are thinking about withdrawing from this course, I ask that you please contact me first. I also highly recommend you contact your

academic adviser and financial aid counselor as students on financial aid may be adversely affected by withdrawing from classes. The professor is permitted to withdraw a student from the class for violation of the professor's attendance policy with written notification to the student prior to the beginning of the final exam period.

A student who withdraws from a class before the withdrawal deadline will receive a grade of "W." A student who is withdrawn by a professor will receive a grade of "W." A student who is withdrawn for administrative reasons at any time will receive a grade of "W" or other grade as determined in consultation with the professor. Any student who withdraws or is withdrawn from a class during a third or subsequent attempt in the same course will be assigned a grade of "F".

Final course grades of "A", "B", "C", "D", or "F" shall be assigned based upon the student's academic achievement on all course work.

If you drop the course(s) by the Drop/Refund Deadline, which is 1.17.23 for this class, all tuition and refundable fees will be refunded. (Application and certain other fees are not refundable.) See *(College Policy: 6HX28:06-08.1 Student Fees and Refunds)* for more information.

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 office for more information.

"No Show" Status:

Class attendance is required beginning with the first week of class. Students who are not actively participating in an online class and/or do not submit any of the first week's assignments by the scheduled due date must be withdrawn by the instructor at the end of the first week as a "no show". If you are withdrawn as a "no show," you will be financially responsible for the class and a final grade of "WN" will appear on your transcript for the course. The policy can be located at the following link:

<http://catalog.valenciacollege.edu/academicpoliciesprocedures/classattendance/>

Mask policy and CDC Physical Distancing Guidelines

The health and safety of everyone at the college is our top priority. Therefore, anyone attending the class is expected to wear masks indoors and maintain physical distancing. If you do not have a mask, the college will provide one for you. You may find it helpful to refer to current research on the importance of masking for public safety. Feel free to check out the CDC guidelines on masking, [located at this link](#). Additionally, in physical classes, a distance of at least 6 feet in all directions must be maintained between all individuals.

COVID-19 Wellness, Reporting, and Support

If you find yourself feeling unwell and suspect you might be experiencing symptoms of COVID-19, test positive for COVID-19, or have been in close contact with someone who has the COVID-19 virus, please stay home. Please also report this to Valencia's COVID-19 case

manager Tanya Mahan, at COVIDillness@valenciacollege.edu, so the College can determine how to best support you.

Intellectual Freedom and Viewpoint Diversity

As your professor, I'm committed to giving you as many opportunities and resources to support your learning as possible. Therefore, you may find it beneficial to record class lectures to review later. Please keep in mind that you do not have your peers' permission to record them, and they have a right to privacy; your peers should not be in your recordings. You may not record class discussions, student presentations, labs, group work, and private conversations. These recordings are permitted for your own personal use; you should contact me to discuss sharing options. Note that while these recordings are useful for review, we want you to attend class for your insights and questions; these recordings are not substitutes for class participation and attendance. Should you have any concerns or questions, please feel free to contact me through Canvas message.

CLASS POLICIES:

1. **Attendance:** If you are absent more than two weeks in the semester, you are subject to withdrawal. Attendance is recorded each week you submit a discussion question response, assignment, or exam. You are marked absent each week you do not submit any of the weekly assignments. Logging into Canvas without submitting something does not count for attendance. The academic week runs from Monday at 12:00am EST to Sunday at 11:59pm EST.

If the syllabus notes additional activities that must be completed during a given week or time period for the student to be viewed as having "attended" the course, those instructions apply in addition to the minimal requirements listed above.

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.

2. The student is responsible for submitting assignments, discussions, and exams before the due dates outlined below. Late submissions will not be accepted except for documented emergency situations such as illness, injury, death in a student's immediate family, illness or injury in a student's immediate family, student's required military duty, or required jury duty.

Professors are not obligated to excuse an absence if a student fails to provide requested documentation after the due dates have expired. Professors also reserve the right to determine when the number of excused absences exceeds a reasonable limit to the extent that it significantly interferes with a student's satisfactory mastery of course content/skills. Excused absences do not exempt a student from course requirements, and therefore in circumstances that entail excessive excused absences the professor may

reasonably recommend that a student consider withdrawal from a course.

3. Students must do their own work; there are no exceptions.
4. 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.
5. Students with disabilities who qualify for academic accommodations must provide a letter 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

SCHEDULE OF CLASSES

GEB 4891 - Strategic Planning and Decision Making
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Spring 2023

Week Beginning (Monday)	Assignment	Due Date	Points Possible
Week 1 1.9	Module: 1 Read: Syllabus Read: Orientation Module Read: Chapter 1 Read/View: All items under resources in Module Submit: Flipgrid Discussion Responses	Sunday, 1.15	FlipGrid Discussion: 20
Week 2 1.16	Module: 1 Read: Chapter 2 Read/View: All items under resources in Module Submit: Exercise Submit: Formative Feedback	Sunday, 1.22	Exercise: 60 Formative Feedback: 5

Week 3 1.23	Module: 2 Read: Chapter 3 Read/View: All items under resources in Module	Sunday, 1.29	
Week 4 1.30	Module: 2 Read: Chapter 4 Read/View: All items under resources in Module Submit: Exercise Submit: Formative Feedback	Sunday, 2.5	Exercise: 70 Formative Feedback: 5
Week 5 2.6	Module: 3 Read: Chapter 5 Read/View: All items under resources in Module	Sunday, 2.12	
Week 6 2.13	Module: 3 Read: Chapter 6 Read/View: All items under resources in Module Progress: Portfolio Project Submit: Exercise Submit: Formative Feedback	Sunday, 2.19	Exercise: 70 Formative Feedback: 5
Week 7 2.20	Module: 4 Read: Chapter 7 Read/View: All items under resources in Module	Sunday, 2.26	
Week 8 2.27	Module: 4 Read: Chapter 8 Read/View: All items under resources in Module Submit: Exercise Submit: Formative Feedback	Sunday, 3.5	Exercise: 70 Formative Feedback: 5
Week 9 3.6	Read: Chapter 9 Read/View: All items under resources in Module Start: Portfolio Project Submit: Midterm Submit: Formative Feedback	Sunday, 3.12	Midterm: 100 Formative Feedback: 5
Spring Break 3.13		Sunday, 3.19 (None due)	Spring Break
Week 10 3.20	Module: 5 Read: Chapters 9 & 10	Sunday, 3.26	

	Read/View: All items under resources in Module Progress: Portfolio Project		
Week 11 3.27	Module: 6 Read: Chapter 11 & 12 Read/View: All items under resources in Module Progress: Portfolio Project Submit: Exercise Submit: Formative Feedback	Sunday, 4.2	Exercise: 70 Formative Feedback: 5
Week 12 4.3	Module: 7 Read: Chapter 13 & 14 Read/View: All items under resources in Module Progress: Portfolio Project	Sunday, 4.9	
Week 13 4.10	Module: 7 Read: Chapters 15 & 16 Read/View: All items under resources in Module Submit: Portfolio Project Submit: Formative Feedback	Sunday, 4.16	Portfolio Project: 100 Formative Feedback: 5
Week 14 4.17	Read/View: All items under resources in Module Prep: Final	Sunday, 4.23	
Week 15 2.24	Read/View: All items under resources in Module Submit: Final Submit: Formative Feedback	Friday, 4.28	Final: 100 Formative Feedback: 5

DISCLAIMER:

The schedule, procedures, and assignments are subject to change in the event of extenuating circumstances. However, any such change will be clearly announced. Such changes are designed to deal with unforeseen circumstances that arise during the course. The changes will be intended to benefit the student and will not significantly add to the rigor of the course.