



## Strategic Management (Mgmt 4132) F2F/ ACT

### Instructor Contact Information

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All correspondence should be well before any course deadlines. Blackboard email is the main channel of communication, but the fastest way to reach me is via [abdelzaher@uhcl.edu](mailto:abdelzaher@uhcl.edu). My response time is within 48 hours or less, excluding weekends.

**In ALL EMAILS YOU MUST:** provide me with (1) your course, (2) section number and (3) group number (when relevant).

**Blackboard:** I will be using Blackboard email to send general messages to the class. Therefore you must check it **every day.**

I strongly encourage you to **stop by or call me** during office hours. Voice mails are highly discouraged. Office Hours are **Mondays 12- 3:30.** Online office hours: Wednesday 9:30 to 11:30.

If needed, I encourage you to set up **a phone meeting or send me an email with your number and I will try to call you back within 48 hours, depending on feasibility.**

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This course has been authorized by UHCL as an Applied Critical Thinking (ACT) Course which means that in addition to learning about the specified course content, students will be engaged with some or all of the Elements of Thought and Universal Intellectual Standards of critical thinking. The objective of an ACT course is to develop the student's ability to become skilled **at analysis and evaluation by applying a set of intellectual tools that may be effectively used across all disciplines (as well as to the student's personal life).** Based on the Foundation for Critical Thinking (<http://www.criticalthinking.org/>), critical thinking involves thinking for a *purpose*, asking *questions*, using *information*, applying *concepts*, drawing *inferences and conclusions*, identifying *assumptions*, anticipating *implications and consequences*, and recognizing *points of view*. The Universal Intellectual Standards that are applied to these Elements of Thought of critical thinking in order to develop Intellectual Traits include *clarity, accuracy, precision, relevance, depth, breadth, logic, significance, and fairness.*

Course Description: This course focuses on the creation and implementation of business strategies designed to help business achieve sustainable competitive advantage. The central question of Strategic management course is “What makes some companies’ perform better than others? What resources do they have and what strategic choices deliver best results in different contexts? And how unique are these resources and strategies?”

Critical Thinking and Strategic Management: Strategy involves making decisions and plans of action where the outcomes are not always guaranteed. Therefore managers are often engaged in critical thinking to evaluate potential courses of action. In addition, because there is no absolutely wrong or right clear answer to these different strategic choices, managers must think critically about each option in order to arrive at an optimal solution which very often will involve a trade off. **Through the process of critical thinking , managers are able to think out of the box and come up with new solutions and recognizing untapped opportunities.** As a part of the learning process in this class, you will also be doing the same when analyzing strategies and potential courses of action.

## Welcome Statement

Have you ever set a goal for yourself but did not exactly know how you will achieve this goal. Well the answer is probably “Yes... many times”. But believe it or not for firms it is not much different. Organizations will set future goals of how much profits they will have and by when, but unless they figure out a process/plan that tells them what they need to do to get there and stay on top of the implementation of that strategy, this goal is not likely to become a reality.

The word strategy comes from the Greek word *strategos*, which means literally, generalship, the act of planning and winning battles, and eventually the war, by thinking through and anticipating the implications of each and every action. In the context of firms, strategy aims to accomplish firms’ goals of creating value and succeeding in often highly competitive marketplaces, inhabited by fierce competitors. For firms to do this, they must carefully examine themselves, their external environment, and the other actors who may have similar or competing goals to before deciding what road to take?

Because strategic management permeates all departments and functional areas, as such, this course integrates knowledge and skills gained from your studies in the functional areas of business (e.g., marketing, organizational behavior, finance, accounting...). In drawing on these tools, we explicitly apply a *general management* point of view – we will analyze decisions and strategies in light of the *total enterprise*. **Therefore I ask you to assume the role of the firm decisions makers or consultants for most of the course.**

Several students have found this class very useful in terms of helping them not only get a better grip on real strategic decisions, but in terms of starting a business or apply the tools to their current family business. So be prepared to learn lots of tips that you can apply in your own business life.

## Course Objectives

Course Description: The study of the formulation, implementation and assessment of strategic decisions.

Strategic management addresses the strategic positioning of the firm, its resources and capabilities, and its organizational structure and how a firm can use them to create and sustain competitive advantage. Why some strategies create big profits? Why others fail miserably? What make different strategies fail?

Prerequisites: LAST SEMESTER.

**Student Learning Objectives (SLO):** Upon successful completion of MGMT 4132 you should be able to:

1. Describe with clarity contents of a company's Strategic Management Process.
2. Analyze the structure of an industry and environment, demonstrating the ability to identify *relevant* and *significant* trends in **information** available."
3. Drawing *logical and relevant inferences* about the company strategy from their mission statement.
4. Demonstrate a *clear* and *accurate* understanding of the **concepts** in the VRIO model through the assessment of a company's competitive advantage generating resources.
5. Identify, analyze, and synthesize data to draw inferences about firm's performance and critique a company's strategy.
6. Accurately describe various concepts related to types of business and corporate strategy.
7. Recommend alternative strategic solutions that match the firm resources (and stretch them) to the opportunities and threats facing the firm ( as defined from the industry analysis).

### Fundamental and Powerful Concepts of the Course:

This course contains several concepts that form the foundation for much of what we do in the course. Through these *fundamental and powerful concepts*, you will be able to see connections and themes that run throughout much of the course. Some of these include:

- Firm Strategic Resources
- Porter Industry Forces
- Sustainable Competitive Advantage

Vocabulary of Critical Thinking In this course, we will learn and use the vocabulary of critical thinking. Our critical thinking vocabulary will include an understanding and use of both the elements of thought and the universal intellectual standards.

Elements of Thought\* In this course, we will consider and use 8 elements of thought:

1. **Purpose** – goals, objectives
2. **Question at Issue** – problem, issue
3. **Information** – data, facts, reasons, observations, experiences, evidence
4. **Interpretation and Inference** – conclusions, solutions

5. **Concepts** – theories, definitions, laws, principles, models
6. **Assumptions** – presuppositions, axioms, taking for granted
7. **Implications and Consequences**
8. **Point of View** – frames of reference, perspectives, orientations

Universal Intellectual Standards\* In this course, we will consider and use 9 universal intellectual standards:

1. **Clarity**
2. **Accuracy**
3. **Precision**
4. **Relevance**
5. **Depth**
6. **Breadth**
7. **Logic**
8. **Significance**
9. **Fairness**

\*Source: Richard Paul and Linda Elder, Center for Critical Thinking and Foundation for Critical Thinking.

## Course Design

Course Structure: This is a seminar type class which means class discussions are key as well as group work. Classes rely mostly on discussions/ critical thinking questions/cases analysis rather than pure lecture- so be prepared to contribute. **If you do not like to share your thoughts on the material you read, then this class is not for you.**

While, I encourage all students to contribute to the discussion, I greatly value insightful contributions that build on each other's ideas. In strategy there is often no 100% correct strategy and 100% bad strategy, but very often firms are trying to optimize. So to complement with this, I grade you on your ability to provide well reasoned responses and insights. But I cannot grade what you never say!

I look forward to having an engaged class with student led insightful discussions and well thought strategic recommendations. **Remember in class discussion is your way of securing your participation points.**

- Complete online chapter quizzes ( Don't take these lightly)
- Complete Assignments
- Midterm Group Case Analysis/Presentation
- Complete Group Strategic Audits & Presentation
- Complete case integration summary

Note: there is no midterm or final in this class. However prepare yourself to dedicate about 3-4 hours of work per week. Comply with American Psychological Association writing guidelines

## Getting Started

As a student in this course it is your responsibility to:

1. Review the entire course in detail and the course calendar. Any students with questions regarding the design of the course and/or course requirements should contact your professor immediately. Every student deserves a good start, so please ensure that you understand all the course requirements during the first week of the semester. **YOU MUST SIGN THE SYLLABUS. Submit to Professor's Mail box**
2. As the weeks progress students must review the various course content pages to determine what work will be required. Students must complete all the required work during the designated time period. All work (quizzes, assignments, discussions, etc.) must be complete and submitted at the designated time to receive credit.
3. Each student in this course is required to check their email within Blackboard on a regular basis (at least once every 24 hours) to ensure that you receive any course related communications or assignment details.

## Required Text

### Strategic Management and Competitive Advantage (4th Edition)

**Barney & Hesterly**  
**Prentice Hall (2010)**  
**ISBN-10: 0132555506**  
**ISBN-13: 9780132555500**

If you decide to purchase an E-version, make sure it has the cases.

You may also borrow the copy from the library reserve to read the assigned case.

Note. This latest book is written by one of **the key** scholars of Strategic Management. It includes the latest company cases reflecting the latest thoughts and insights for building competitive advantage. I encourage you to goggle the authors name to learn more about their credentials.

## Key Components of the Course

Since different individuals learn differently and have different strengths, the course provides you a variety of assessment measures to insure a fairer representation of your ability, and to develop your skills in different areas. This course emphasizes individual as well group active learning, as most managerial activities tend to be within such a context. **Pull your weight in all group work (Poor peer evaluations will directly hurt your grade).** **ALL STUDENTS MUST SUBMIT SIGNATURE SHEET WITH**

**ALL WRITTEN GROUP ASSIGNMENTS. GROUPS WILL BE FORMED POST THE 1 Week of class.**

**Critical Thinking Activities**

Many of the course activities will include critical thinking vocabulary and approaches. However, there will be three specific course activities that will be targeted as critical thinking activities. These are:

- I. Mission Statement Analysis *Team of 4 students maximum (SLO # 3)*
  - Pick an industry. Select 3/4 companies in it. Search their mission/vision statements. Compare and contrast them. What inferences can you draw about the strategies of these companies based on what they state in their mission statements (4 pages). **This written analysis will be graded using the inference Elements and logic Standards from Critical Thinking.**
- II. Porter 5 Forces assignment: (*individual*) (SLO # 2)
  - Think of the industry you are working in now, conduct an analysis of the industry using Porter 5 Forces ( 2/3 page). **This written analysis will be graded using the information Element and relevant and significant Standards frm Critical Thinking.**
- III. VRIO Assignment (*individual*)(SLO # 4)
  - Thinking of your current employer, would you say are the sources of competitive advantage of this firm
  - USE the VRIO tool to analyze these resources of the company ( 2/3 page)
  - **This written analysis will be graded using the concept Elements along with the clear and accurate Standards of Critical Thinking.**

**Rubric**

The above are worth 20 points each of the total grade with each of the four elements and standards of critical thinking worth 5 points. For critical thinking assessment purposes, the final score on this written analysis will be converted in the following manner:

Grade of from 17 to 20 will be considered excellent

Grade of from 10 to 16 will be considered acceptable

Grade of from 0 to 10 will be considered unacceptable



IV. Midterm Research Case Analysis: *Team of 4 students maximum*

- Must pick a company that has been on the news in the last 2 years and focus on a particular **question of issue, problem** or decision that this company faces. You may use sources like (Wall Street Journal, Business week, Fortune, Business Academic journals, ex Strategic management Journal, Academy of Management Journal). (7 pts)

- Very Brief company description (half a page) (5 pts)
- Description of business or corporate strategic issue or problem (half page) (7)
- Describe how the firm's strategy fits or does not fit with the industry structure/trends/Porter's forces? (7 pts)
- Why the strategy is failing or doing well? (Was it poor implementation or formulation? Was it ease of imitation? Other Reasons?) (7 pts)
- What can you **infer** are the opportunities and threats that face these firms.(10 pts)
- What can the company do to gain sustainable competitive advantage? (7 pts)

Paper /presentation should not exceed 5 pages (please use 12-point font and 1" margins)

- V. **Integrated Case Summary I (Researched cases):** Each student needs to examine at least 3 case submissions and conduct a summary of how these cases relate to the chapter concepts. Needs to be **2 pages**.

VI. Strategic Audit (Book Case) (*SLO # 5*): ***Team of 4 students maximum***

There are five parts to the analysis: **YOU MUST FOLLOW THIS STRUCTURE**

1. An examination of the company's external environment (Read all Chapter 2 to help you with this. 'The Five Forces Analysis' p.35-50 helps you analyze the firm's task environment.
2. An examination of the company's financial performance (Parts of Chapter one and your prior accounting and finance classes should be useful here). Only use data given in case. Use your creativity and logic to analysis the numbers and say what they mean.
3. An examination of the company's resources (Read all Chapter 3 to help you with this. The 'VRIO' framework is a great tool to help you with the task p.68-87. All your prior functional courses should be useful here too, marketing, finance, etc)
4. An examination of the firm's strategy (MUST ANSWER professors case specific questions).
5. Final Strategic Recommendations and justification. They must be based on analysis of the above components.

Paper should not exceed 10 pages (please use 12-point font and 1" margins)

**PLEASE NOTE THAT IN ORDER TO DO A GOOD STRATEGIC ANALYSIS YOU DO NOT NEED TO DO EXTERNAL RESEARCH.**

Case Grading Criteria

1. Applying (but not repeating) the concepts in the book and especially the chapters of the week to the analysis of the case.
2. Applying the course and book tools to the analysis of the case and address discussion questions.
3. Not rehashing the case facts or what other have said before.
4. Demonstrating a point by using case facts (for e.g., in Exhibit A on page 54) and data (for example doing a ratio analysis).
5. Demonstrating a point of view and an ability to be critical (i.e. seeing both the + and -).

6. Making recommendations that build on the analysis made.
7. Examining multiple strategic options that build very tightly on the results from the analysis.
8. Making truly strategic recommendations.
9. Your book also has an Appendix a section on analyzing and preparing cases.

#### Group Case Grading Criteria (100 points)

- Company's financial performance (10 points)
- 'VRIO' framework (30 points)
- 'The Five Forces Analysis (20 points)
- An examination of the firm's strategy (20 points ) (see professors guidance questions)
- Final Strategic Recommendations and justification (20 points)

**PLEASE NOTE THAT POOR RESULTS ON THE PEER EVALUATION WILL HURT YOUR GRADE.**

#### **VII. Case Integration Assignment II**

To ensure active participation with the presented strategic audits. All students must submit 2 pages summary to discuss how the cases relate to chapters key concepts/strategies. Must discuss at least 3 cases. See Calendar for due date. **Therefore it is important to attend all in class group case presentations with proper note taking on the issues discussed.**

#### VIII. Chapter Quizzes

We will have online exams for each 2/3 chapters of the book for a total of 4 mini-exams per term. Please keep in mind that the book is geared to the best and brightest and the exam questions will be drawn at random for each of you. As such, the best strategy for doing well in the exams is to UNDERSTAND very well the course material and be able to APPLY the content to a real life situation. You can use notes and book during exam, but you will not have time to search for the answers.

The material in the book gets progressively more complex than the material for the first exam. Please make-sure to budget more studying time to do well on it.

The exam is a speed test. This has pluses and minuses. The big plus is that the exam does not allow for cheating and it forces you to really know your material. So in that way it is fair and conducive to learning. Usually, all exams will open on **Monday and close on Friday** evening. You may complete them at your own time during their availability. It will consist of mix of True or False Questions and Multiple Choice Questions. You will have **40 minutes per exam. The first exam you will be given 60 minutes. NO MAKE-UPS.**

## **IX. EXTRA CREDIT RESEARCH Assignment**

In case you feel you needed, there will only one extra credit assignment in this class. Conduct Research on the impact of the latest global protests on economies and firms. You may select to focus on any of the below markets who all witnessed such events. Your research must come from Academic journals only. The document needs to also investigate causes and consequences as well as your recommendations for way forward for these economies and the firms in them or seeking to enter them. This is an individual assignment it will be worth 30 points. Needs to be 7-10 pages double spaced. Proper citations is key. Powerpoint Presentation may be required. See calendar for due dates.

- Egypt
- Tunis
- Turkey
- Brazil

### **Graded Components of the Course**

Please note the following graded areas in this course and the grade distribution

	Points possible
<b>Evaluation Exam (1)*****</b>	70
Evaluation Exam (2)	60
Evaluation Exam (3)	60
Evaluation Exam (4)	60
These are all single attempts online exams	250
Mission Statement Analysis (group)	20
VRIO analysis (individual)	20
Porter 5 Forces (individual)	20
Case analysis (group)	50
Case Integration summary I (individual)	20
Strategic Audit (group)	100
Case Integration summary II (individual)	20
Participation/Attendance	40
<b>Total</b>	<b>540</b>

Note:.. The quizzes will generate only a numeric grade upon your completion within Blackboard. You are welcome to see me to discuss your grade during office hours or by appointment. Your grade percent can be determined by taking the points you have earned and dividing those points by the total possible number of points for the course

LETTER GRADE	RANGE (%)	LETTER GRADE	RANGE (%)	LETTER GRADE	RANGE
A	95 – 100	B-	80 – 83	D+	67 – 69
A-	90 – 94	C+	77 – 79	D	64 – 66
B+	87 – 89	C	74 – 76	D-	60 – 63
B	84 – 86	C-	70 – 73	F	< 60

### Course Calendar: WEEKLY SCHEDULE

This course is divided into fifteen classes. Each class is designed to provide you a comprehensive examination of the subject matter. A summary of the course activities is available within the course calendar. It is important that you adhere to all due dates and remain focused on their completion. University of Houston - Clear Lake important academic dates are also available at academic calendar.

**All assignments to be submitted in hard copy at the beginning of class (unless designated otherwise by professor). If you cannot make it to class that day, make sure it is in my mailbox before class time.**

**ALL STUDENTS MUST SUBMIT SIGNATURE SHEET WITH ALL WRITTEN GROUP ASSIGNMENTS. (See page xx)**

**MUST DRESS PROFESSIONAL FOR ALL PRESENTATION> BE PREPARED TO ANSWER QUESTIONS AND BE CHALLENGED WITH YOUR RECOMMENDATION.**

DATE	READINGS/LECTURE	ASSIGNMENTS	INSTRUCTIONS
Week 1 Aug 26	Ch 1: What is Strategy?	Buy Course Text. Read: The syllabus & SIGN Form Groups	
Week 2 Sept 2	No class	Read chapter 1	
Week #3 Sept 9	Ch 2: External Environment Analysis		
Week #4 Sept 16	Ch 3: Internal Environment	Mission Statement Analysis Due	<b>How to do a case Analysis/ <u>Read pg 343-346</u></b>

<b>Week # 5 Sept 23</b>	<b>Library Research session.</b> Meet at Reference desk at 4:15 then walk to library classroom	<b>Porter 5 Forces Analysis Due (presentation at random)</b>	<b>Exam #1 Covers ch 1, 2, 3 ***** (worth 70 points) Due Friday</b>
<b>Week 6 Sept 30</b>	<b>In class case: Walmart</b>	<b>VRIO Assignment Due (presentations)</b>	<b>Discuss Requirements of SA</b>
<b>Week 7 Oct 7</b>	<b>Midterm- Group Case Presentations (20 minutes each)</b>	<b><u>Groups 1-3</u></b> <b><u>Attendance Required *****</u></b>	<b>External Reviewer</b> <b>Submit Word Document In class</b>
<b>Week 8 Oct 14</b>	Ch 4: Cost Leadership	(online lecture) No CLASS	
<b>Week 9 Oct 21</b>	<b>Midterm Group Case Presentations (20 minutes each)</b>	<b><u>Groups 4—6</u></b> <b><u>Attendance Required *****</u></b>	<b>External Reviewer</b> <b>Submit Word Document In class</b>
<b>Week 10 Oct 28</b>	Ch 5: Product Differentiation	<b>Class Exercise</b>	Case Integration summary I (individual)
<b>Week 11 Nov 4</b>	<b>Begin SA Presentations</b>	<b>Pfizer Case (Group #1 )</b> <b>Jet Blue (Group # 2)</b>	<b>Exam #2 Covers Chapters 4 and 5</b>
<b>Week 12 Nov 11</b>	Ch 6: Vertical Integration	<b>Papa Jones (Group #3)</b>	
<b>Week 13 Nov 18</b>	Ch 7: Corporate Diversification		<b>Exam #3 Covers Chapters 6 and 7</b>
<b>Week 14 Nov 25</b>	Ch 9: Strategic Alliances November 27 - 30, 2013 (TGH)	<b>Nucleon (Group # 4)</b>	
<b>Week 15 Dec 2 (last class)</b>	Ch 11: International Strategies	<b>LVMH: Managing the Multi-Brand Conglomerate (Group #5 )</b> <b>McDonald &amp; KFC (Group # 6)</b>	
<b>Dec 9 (final)</b>	Case Integration Summary II Due	<b>Exam #4 Covers Chapters 9, &amp; 11</b>	<b>Deadline to submit 2 pages to discuss how the cases relate to chapters key concepts/strategies. Must discuss at least 3 cases.</b>

## **GROUP WORK SUBMISSION**

**MUST ATTACH THIS TO ALL SUBMITTED GROUP WORK**

**I certify that I have contributed to the submitted work.  
And I take ownership to the output delivered**

**Name**

**Signature**

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# Midterm Group Case Scoring Sheet

**Group #-----**

**Students Names**

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<b>Component</b>	<b>Possible Points</b>	<b>Points Earned</b>
Must pick a company that has been on the news in the last 2 years and focus on a particular <b>question of issue, problem</b> or decision that this company faces.	<b>7</b>	
Very Brief company description (half a page)	<b>5</b>	
Description of business or corporate strategic issue or problem (half page)	<b>7</b>	
Describe how the firm's strategy <u>fits or does not fit</u> with <u>the industry structure/trends/Porter's forces?</u>	<b>7</b>	
Why the strategy is failing or doing well? (Was it poor implementation or formulation? Was it ease of imitation? Other Reasons?)	<b>7</b>	
What can you <b>infer</b> are the opportunities and threats that face these firms.	<b>10</b>	
What can the company due to gain sustainable competitive advantage?	<b>7</b>	
	<b>50</b>	

# Strategic Audit Group Scoring Sheet

**Group #-----**

**Students Names**

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<b>Component</b>	<b>Possible Points</b>	<b>Points Earned</b>
Company's financial performance	<b>10</b>	
VRIO' framework	<b>30</b>	
'The Five Forces Analysis	<b>20</b>	
An examination of the firm's strategy	<b>20</b>	
Final Strategic Recommendations and justification	<b>20</b>	
Total	<b>100</b>	

## Course Policies

**Academic Honesty:** All students at the University of Houston-Clear Lake are expected to maintain complete honesty and integrity in all academic work attempted while enrolled at the University of Houston-Clear Lake. Any conduct or activity by a student intended to earn or improve a grade or receive any form of credit by fraudulent or dishonest means is considered an Honesty Code violation. I hold each student enrolled in this course responsible for reviewing and adhering to the University of Houston-Clear Lake Academic Student Life Policies.

Because honesty and integrity are such important factors in the professional community, you should be aware that failure to perform within the bounds of these ethical standards is sufficient ground to receive a grade of “F” in this course and be recommended for suspension from UHCL. The honesty code of UHCL states “I will be honest in all my academic activities and will not tolerate dishonesty.”

**LATE WORK NOTICE:** Late work will not be accepted (without expressed prior permission from instructor). NO EXCEPTIONS!!!!

**INCOMPLETES:** Only in the event of a documented medical emergency will an extension be granted.

**DROP/WITHDRAWAL DATE:** SEE UHCL Academic Calendar

**DISABILITY POLICY:** If you will require special academic accommodations under the Americans with Disabilities Act, Section 504, or other state or federal law, please contact the Disability Services Office at 281-283-2626.

*The University of Houston System complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, pertaining to the provision of reasonable academic adjustments/auxiliary aids for students with a disability. In accordance with Section 504 and ADA guidelines, each University within the System strives to provide reasonable academic adjustments/auxiliary aids to students who request and require them. If you believe that you have a disability requiring an academic adjustments/auxiliary aid, please contact your University’s student disability services center.*

**SHARING OF STUDENT WORK PRODUCTS:** Students are prohibited from sharing work products (case answers, outlines, etc.) across teams. Thus, information that is shared across or between two or more students will be considered a breach of the student honesty code. Knowledge of such events, without reporting this to the instructor, shall also be considered a violation of the student honesty code. Sharing quiz answers before the end of the quiz period, within or between members of student teams, will also be considered a violation.

**Plagiarism:** Plagiarism violations will result in a zero (0) on the submitted assignment. Repeated incidents (more than once) will result in a grade of "F" for the course. Click here to better understand how to avoid plagiarism within this course.

***Technology Requirements:***

Ability to access the Blackboard (course website): <http://blackboard.uhcl.edu>.

You must be able to create and access basic Microsoft Office applications (e.g. Microsoft Word). Furthermore, all enrolled students must have continuous internet (internet and other applications can be accessed on campus) services to access Blackboard. It is your responsibility to either utilize services provided on campus or provide your own

### ***Course Communications***

***(phone conversations, email, online discussions, chats, instructor meetings, etc.)***

All communications with your professor and peers must be academically professional at all times in order to maintain a positive learning experience. Any communications deemed inappropriate will be identified and a communication sent to that individual by your professor. If an infraction should reoccur, then your instructor will take the appropriate action(s) to maintain a positive learning experience which could be in the form of a warning and/or disciplinary action(s) using established University of Houston-Clear Lake procedures.

***Accessibility:*** Any student who requires an accommodation under the American with Disabilities Act or other State or Federal Law should notify the professor as soon as possible. For additional information on disability accommodations and access, please contact:

Disability Services

SSB: 1.301

Phone: (281) 283 - 2626

<http://prtl.uhcl.edu/portal/page/portal/UAO>

***Attendance:*** Students enrolled in this course must complete their assignments within the designated timeframe. They must also actively participate in the course. Your assignment completion and active participation is deemed to be your attendance. If your participation begins to reach an unacceptable level your instructor will provide an initial warning. If a student receives a second warning his or her final grade may be lowered by one full letter grade (an average of "A" could be lowered to a "B").

***Group Work:*** You need to manage your group issues and try to resolve them independently. You should only contact the professor when you have failed to individually solve the issues. Keeping in mind that group members who expect to free ride will not get the same grade as those who are doing the work. Please make sure you establish this as the standard in your group. Making it clear to members that any slack will be reported to the professor.

***Written Assignments:*** All written assignments must comply with the standards addressed by the American Psychological Association Guide. Here are some of the basics that written submissions must meet:

- 12 Font
- Double spaced
- Times New Roman
- No abbreviation and/or contractions
- Standard Margins (1 inch top/bottom & 1.25 left and right margins)
- Selection of words and phrases limited to academically acceptable English
- **All assignments to be submitted in hard copy at the beginning of class. If you cannot make it to class that day, make sure it is in my mailbox before class time.**

If you should have any questions regarding the American Psychological Association standards contact the University of Houston - Clear Lake Writing Center. The University of Houston - Clear Lake Writing Center can provide you support through synchronous and asynchronous tutoring, telephone conversations, instant messaging, and face-to-face tutoring. Please take advantage of this service because as a student this is part of your tuition fees.

Note: Written assignments are important. It is strongly recommended that each student ensure that all assignment submissions are written well and enough time is provided to review your grammar, spelling, punctuation, and adherence to the American Psychological Association standards. When you utilize Word 2007 for your submissions it does contain functions to assist with these items, but keep in mind that it does not replace each student's detailed review of his or her own work. The Microsoft Office 2007 products do a rough job of cleaning things up, but further refinement on the part of each student is still required.

**Assessment:** The School of Business may use assessment tools in this course and other courses for curriculum evaluation. Educational Assessment is defined as the systematic collection, interpretation, and use of information about student characteristics, educational environments, learning outcomes and client satisfaction to improve program effectiveness, student performance and professional success. This assessment will be related to the learning objectives for each course and individual student performance will be disaggregated relative to these objectives. This disaggregated analysis will not impact student grades, but will provide faculty with detailed information that will be used to improve courses, curriculum, and students' performance.

**Course Changes:** This course is subject to change based on unforeseen scheduling difficulties, the progress of students enrolled this semester requires an adjustment, or if your instructor deems this action necessary based on other reasons. Students will be informed prior to any changes being implemented.

**I hereby acknowledge that I-----have  
read and understood the syllabus which describes the  
required assignments for success in this class**

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