

Strategic Management Online Syllabus Shorter University

Instructor Information

See link in Canvas.

Course Information

- Course: Strategic Management
- Course Number: MGT 6830
- Credit Hours: 3
- Prerequisites: MGT 5200, MGT 5250, MGT 5340, MGT 5430, BUS 6750, BUS 5250, MGT 6720, MGT 6910, and MGT 6920

Course Description

Strategic management is an essential component of businesses. It refers to the formulation and implementation of the goals and initiatives involved in the strategies, laid out by the stakeholders of a corporation. Japanese saying: "When you're dying of thirst, it is too late to think about digging a well."

This course is the capstone for the Master of Management degree and will provide students with the opportunity to examine the components required to strategically analyze and manage an organization in a competitive environment. Topics covered in the course will include business and corporate level strategy, managing special problems that exist in embryonic and growth industries, and corporate governance. After each Module, students will be able to provide comprehensive understanding of strategic management. Students will be able to conduct an industry analysis, evaluate a corporation's strategies, resources, and capabilities that gives the corporation's long-term competitive advantage.

Student Outcomes

Upon completion of the International Business course, each student will be able to:

- Understand what is meant by "competitive advantage"; the strategic role of managers at different levels within an organization, the primary steps in a strategic planning process; the common pitfalls of planning, and how to avoid pitfalls; the cognitive biases that lead

to poor strategic decisions, and how to overcome these; and the role strategic leadership play in the strategy-making process (Educational Principles I, II, III, IV, V, and VIII).

- Understand and use Models, Frameworks, and Analytical Tools – SWOT Analysis – EFE and IFE (For Scoring SWOT), Porter's Five Forces, BCG matrix, Value Chain Analysis, VRIO model, PEST or PESTEL analysis, and Financial Analyses (Educational Principles I, II, III, IV, V, and VIII).
- Explain the difference between low-cost and differentiation strategies. Articulate how the attainment of a differentiated or low-cost position can give a company a competitive advantage (Educational Principles I, II, IV, V, and VIII).
- Explain how a company executes its business-level strategy through function-level strategies and organizational arrangements. Describe what is meant by the term "value innovation" (Educational Principles I, III, IV, and VIII).
- Describe the concept of blue ocean strategy, and explain how innovation in business-level strategy can change the competitive game in an industry, giving the innovator a sustained competitive advantage (Educational Principles I, II, IV, V, and VIII).
- Understand the tendency toward standardization in many high-technology markets, the strategies that firms can use to establish their technology as the standard in a market (Educational Principles I, II, IV, V, and VIII).
- Describe the process of globalization and its impact on a company's strategy. The motives for expanding internationally, the global marketplace, and the pros and cons of different modes for entering foreign markets (Educational Principles I, II, IV, V, and VIII).
- Understand the relationship between stakeholder management and corporate performance. Explain why maximizing returns to stockholders is viewed as the preeminent goal in many corporations (Educational Principles I, II, III, V, and VIII).
- Explain the concept of organizational architecture. Articulate how strategy is implemented through the right combination of organizational structure, controls, incentives, process, culture, and people (Educational Principles I, II, IV, and VIII).

Required Text and Supplemental Materials

Hill, C. W. L., Schilling, M. A., and Jones, G. R. (2020). Strategic Management: Theory & Cases: An Integrated Approach (13th Ed). Boston, MA: Cengage Learning.

ISBN-13: 9780357033845

ISBN-10: 0357033841

Supplemental Materials

Guidelines for APA format academic papers: <https://owl.english.purdue.edu/owl/section/2/10/>

How to avoid plagiarism: <http://owl.english.purdue.edu/owl/resource/589/01>

Library

Shorter University library on-campus and Online for peer reviewed articles: <http://www.shorter.edu/libraries/>

Once you're on the library's webpage, click on any relevant search engine, use relevant search terms, and downloading peer reviewed articles: Library Catalog, Galileo, Shorter Libguides, EBSCO, etc.

Journals and Useful Websites

You **can cite** articles pulled from journals and websites below:

- Academy of Management Journal
- Academy of Management Journal.
- Academy of Management Review
- Academy of Management Review.
- All other credible Business Administration and Management Journals.
- All other credible Human Resources Journals.
- All other credible Strategic Management Journals.
- Business and Professional Ethics Journal
- Business and the Contemporary World
- Business Communication Quarterly.
- Business Ethics Quarterly.
- Business Ethics: A European Review.
- Ethics & International Affairs.
- Harvard Business Review.
- Journal of Business Communication.
- Journal of Management
- Journal of the Society of Christian Ethics.
- Publishers research websites “.com”
- The Human Resource Management Review (HRMR).
- The International Journal of Human Resources Management.
- Workforce.org Publishing.
- Credible scholarly websites like: “.gov”, “.org”, “.edu”, etc.
- European Union: https://europa.eu/european-union/index_en
- Export.gov: <https://www.export.gov/welcome>
- International Monetary Fund: <http://imf.org>
- International Trade Administration: <https://www.trade.gov/>
- The Economist: <http://www.economist.com>
- The U.S. Census Bureau: <http://www.census.gov/foreign-trade/top/>
- Transparency International: <https://www.transparency.org/>
- World Bank: <http://www.worldbank.org>
- World Economic Forum: <https://www.weforum.org/>
- World Export-Import Bank of the United States: <http://www.exim.gov>
- World Fact book: <http://www.cia.gov/cia/publications/factbook>
- World Intellectual Property Organization: <http://www.wipo.int/portal/en/>
- World Trade Organization: <https://www.wto.org/>

NOTE: The below websites are not recommended for citing/referencing, they are only to be used for cross-checking current strategic management affairs, and relating their contents to peer reviewed articles you may pull from Library Catalog, Galileo, Shorter Libguides, EBSCO, etc.

- Bloomberg: <https://www.bloomberg.com/>
- British Broadcasting Corporation (BBC): <http://www.bbc.com/>
- Business Insider: <http://www.businessinsider.com/>
- Forbes: <https://www.forbes.com/#4d1bc2e82254>
- Reuters: <https://www.reuters.com/>
- US Today: <https://www.usatoday.com/>
- Wall Street Journal: <https://www.wsj.com/>
- Washington Post: <https://www.washingtonpost.com/>

All the above news sites are also available at “Online Newspapers”: <http://www.onlinenewspapers.com/>

You cannot cite articles pulled from websites below:

- All random “.com” sites.
- YouTube and Random Videos.

- Wikipedia and all Wikis and/or Pedias.
- Encyclopedias.
- Dictionaries.

Your assignments' references must be articles pulled from the relevant sources listed above. When grading your professor will check any articles pulled from other websites not listed.

Do not just pick anything from the internet and perceive as credible, verify with your professor.

Technology

- You must have regular access to a computer and an Internet connection to participate in this course. All coursework is conducted online, and no in-person meetings will be held.
- Shorter University uses Canvas as its online Learning Management System (LMS). An LMS provides students and faculty with an Internet-based learning environment that is both secure and easy to use. All course materials will be provided through Canvas, and all assignments will be submitted through the software, as well. When a student is enrolled in a course, they will automatically be enrolled in the course module in Canvas.
- Students can [log in to Canvas](#) using their normal SCHOLAR ID and password.
- Students should always email their instructors from their Shorter University Hawkmail account. Emails can be initiated from an email program or from Canvas itself.
- Assignments may be distributed in proprietary file formats, such as PDF or Microsoft Word. Students will be expected to have the necessary software to open and interact with these files.

Grading Information

Assessments	Points
Discussion Forums: 25 points – 8 weeks (Initial post 15 points, two responses 5 points each)	200
Course Review Discussion: Week 6	50
Case Analyses: 100 points each – 4 weeks (Weeks: 1, 3, 5, & 7)	400
Assignments: 100 points each – 4 weeks (Weeks: 2, 4, 6, & 8)	400
Midterm Exam: Week 4	200
Final Exam: Week 8	250
Final Project Phase I: Week 3	150
Final Project Phase II: Week 5	150
Final Project Phase III: Week 7	200
Total Points	2,000

Grade Scale	Points
A	90-100
B	80-89
C	70-79
D	60-69

F	59 and below
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Course Assessments and Policies

Discussion Forum Participation

In a traditional classroom, each student would be expected to attend class regularly and interact with the professor and with the other students. The online classroom is no different. The discussion forum allows us to reflect on each week's material individually, but more importantly, it also allows us to discuss the material with one another and learn as a community. Each week's discussion forum will have a topic which will either require you to respond to a reading or critically engage with an issue. Discussions must follow the following guidelines:

1. Post your original discussion (initial post) no later than two days of the beginning of the **Week "Monday"**. Follow up with two responses and/or additional posts to your classmates before discussion forum closing time and date.
2. Discussions posted after closing time will not be graded. All posts and responses must comply with APA writing conventions.
3. Initial posts must have a **minimum of two references** (the textbook, peer reviewed articles from Galileo online library, and/or credible internet sources).
4. Responses must also have a **minimum of one reference** (the textbook, peer reviewed article from Galileo online library, and/or credible internet sources):
 - Expand on the colleague's posting with additional insight and resources.
 - Offer polite disagreement or critique, supported with evidence.
 - Offer and support an opinion.
 - Validate an idea with your own experience.
 - Make a suggestion or comment that guides or facilitates the discussion.
5. Points will be deducted for grammar and spelling issues.

Class participation is an important component of any online course. This requires posting a well thought-out answer, and then, a well thought-out and thorough response to your classmates. You are free to encourage, agree, and even disagree with your classmates; however, be sure your response is intelligent, supported by the material, and adds value to the answer to which you are responding. Always be professional and courteous with your comments, and refrain from making any personal statements that may be interpreted as being negative.

Chapter Review Assignments

The purpose of the Chapter Review Assignments is to evaluate what you have learned in the Modules, textbook chapters, and research. You are required to show in-depth understanding of Strategic Management. The assignments, require in-depth knowledge through research, hence the need for more references and citations. The Chapter Review Assignment must follow the following guidelines:

1. You must give quality answers that show mastery of the concepts being discussed, using clear logic, and supporting facts. Also, the answers must directly address the questions or discussion topics using chapter readings and research.
2. Review assignments test the understanding of key concepts, theories, models, and elements of Strategic Management. Therefore, they must be thoroughly addressed.
3. You must use citations with references to document information obtained from sources. The key concepts, theories, models, and elements of Strategic Management are found in the sources listed in the syllabus (it is your duty to search for them, read, analyze, evaluate, summarize, paraphrase in your answers, and cite the authors who wrote the

articles, books, term papers, memoirs, studies, etc. What it means is that you will have **not less than 5 references** from the listed sources.

4. Grammatically correct paper, no typos, and must have obviously been proofread for logic.
5. Questions must be typed out as headings, with follow up answers in paragraph format, and a summary or conclusion at the end of the paper.

The Chapter Review Assignments must be in APA format and are due no later than the specified time and date.

Cases Analyses

You are required to apply in-depth knowledge of Strategic Management acquired from the Modules, textbook chapters, research, and instructor feedback to analyze the cases. The Cases Analyses must follow the following guidelines:

1. You must give quality analysis of the case based on the key terms showing mastery, using clear logic, and supporting facts. Also, the analysis must directly address the case using chapter readings and research.
2. Case Analyses test the understanding of key concepts, theories, models, and elements of Strategic Management. Therefore, they must be thoroughly addressed.
3. You must use citations with references to document information obtained from sources. The key concepts, theories, models, and elements of Strategic Management are found in the sources listed in the syllabus (it is your duty to search for them, read, analyze, evaluate, summarize, paraphrase in your answers, and cite the authors who wrote the articles, books, term papers, memoirs, studies, etc. What it means is that you will have **not less than 5 references** from the listed sources.
4. Grammatically correct paper, no typos, and must have obviously been proofread for logic.
5. Avoid direct quotes, you must paraphrase and cite. If you direct quote (two words or three words, mission statements, phrases, etc.) you must include in your citation parenthesis page number or paragraph number. When you direct quote Brand taglines or Mission Statements, you must include the Brand name or Company name in the citation parenthesis.
6. Key terms or Questions must be typed out as headings, with follow up analysis or answers in paragraph format, and a summary or conclusion to contextualize your analyses at the end of the paper.

The Case Analyses must be in APA format and are due no later than the specified time and date

Course Project

This is a concluding project for this graduate Strategic Management course. It offers students the opportunity to show mastery of the key concepts, theories, models, elements covered in the course, and the mastery of analyzing an industry in order to find a leader relative to other participants in the industry.

After identify a leader of the industry, students will conduct a review of the strategies used by the leader of the industry in order to understand the leader's Competitive Advantage in the industry. The leader will be referred to as: "Global Corporation".

This project is incremental, submitted in partial fulfillments of three phases: Weeks 3, 5, and 7 (Phase III is combination of all phases to make a full document).

Corporate strategy is the overall direction a corporation takes to achieve business success. It is the way a corporation marshals its internal and external operational resources effectively and

efficiently to achieve its goals. A corporate strategy has several additional components: Scope; mission and intent; sources of competitive advantages; and sources of synergy.

The Project's Key Components:

1. **Industry Analysis: Porter's Five Forces Analysis**, to identify and analyze the five competitive forces that shape every industry – Competition in the industry, Potential of new entrants into the industry, Power of suppliers, Power of customers, and Threat of substitute products.
2. **Industry Analysis: Financial Analyses**. Ratios are the traditional tools used to analyze financial statements. Ratio analysis examines four aspects of a company's financial condition and performance: profits, liquidity, financial leverage, and efficiency. The tools are - Acid-Test, Debt to Capitalization Ratio, Debt-to-Total-Equity Ratio, Total-Debt-to-Total-Assets Ratio, and Return on Assets.
3. **Identifying and examining the Global Corporation's Strategies** that create and sustain competitive advantage.
 - a. The strategies identified through a **SWOT analysis** should be congruent with each other. Thus, functional-level strategies should be consistent with, or support, the company's business-level strategies and global strategies.
 - b. **Value Chain Analysis (VCA)** is a strategy tool used to analyze internal firm activities. Its goal is to recognize, which activities are the most valuable (i.e. are the source of cost or differentiation advantage) to the firm and which ones could be improved to provide competitive advantage.
 - c. **PEST or PESTEL analysis** is a simple and effective tool used in situation analysis to identify the key external (macro environment level) forces that might affect a corporation. These forces can create both opportunities and threats for an organization.
 - d. **BCG matrix** is a framework created by Boston Consulting Group to evaluate the strategic position of the business brand portfolio and its potential. It classifies business portfolio into four categories based on industry attractiveness (growth rate of that industry) and competitive position (relative market share).
 - e. **The VRIO framework** is a strategic analysis tool designed to help organizations uncover and protect the resources and capabilities that give them a long-term competitive advantage. Valuable resources are more likely to lead to a sustainable competitive advantage if they are rare, in the sense that competitors do not possess them, and difficult for rivals to imitate; that is, if there are barriers to imitation. Finally, the company's organizational architecture enables it to exploit its rare, valuable, and inimitable resources and capture the value of what they produce.
4. **The Strategies Categories to be Reviewed:**
 - a. **Functional-Level Strategies** – directed at improving the effectiveness of operations within a company: Marketing, Innovation & Production, Finance, Human Resources, Technology, and Information Management.
 - b. **Business-Level Strategies** – which encompass the business's overall competitive theme, the way it positions itself in the marketplace to gain a competitive advantage, and the different positioning strategies that can be used in different industry settings: Cost Leadership, Differentiation, Focused Low Cost, Focused Differentiation, and Integrated Low-Cost/Differentiation Strategy.
 - c. **Global Strategies** – which address how to expand operations outside the home country to grow and prosper in a world where competitive advantage is determined at a global level.
 - d. **Corporate-Level Strategies** – which answer the primary questions: What business or businesses should the corporation be in to maximize the long-run profitability and profit growth? How should the corporation enter and increase its presence in these "businesses" to gain competitive advantage? How conducive is corporation's Organizational Culture?

5. **Use VRIO model to assess the quality of resources that gives the Global Corporation Competitive Advantage within its industry:**

- a. **The Question of Value:** "Is the firm able to exploit an opportunity or neutralize an external threat with the resource/capability?"
- b. **The Question of Rarity:** "Is control of the resource/capability in the hands of a relative few?"
- c. **The Question of Imitability:** "Is it difficult to imitate, and will there be significant cost disadvantage to a firm trying to obtain, develop, or duplicate the resource/capability?"
- d. **The Question of Organization:** "Is the firm organized, ready, and able to exploit the resource/capability?" "Is the firm organized to capture value?"

The Course Project Phases must be in APA format and are due no later than the specified time and date.

Exams

There are two exams: Midterm and Final Exam: Weeks 4 and 8.

Participation Policy

Participation is required to complete this course successfully. Please note that participation is measured by completing the discussion forums each week by the specified due dates, in conjunction with all assignments and tests.

Late Work

As a general rule, late work is not accepted. Because the course is only eight weeks long, it is important that you turn your assignments in on time. Should you have an emergency situation, please contact your professor directly.

Course Schedule

(Check Canvas for details of assignments.)

Week 8 ends on a Friday, so ensure that all assignments are completed by Friday during the last week.

Week	Reading	Weekly Assessments and Due Dates
1	Hill, Schilling, & Jones – Chapter 1	Discussion forum due Sunday 11:59 pm Cases Analyses #1 due Sunday 11:59 pm
2	Hill, Schilling, & Jones – Chapters 2 & 3	Discussion forum due Sunday 11:59 pm Chapters Review Assignment #1 due Sunday 11:59 pm
3	Hill, Schilling, & Jones – Chapters 4 & 5	Discussion forum due Sunday 11:59 pm Cases Analyses #2 due Sunday 11:59 pm Course Project Phase I due Sunday 11:59 pm
4	Hill, Schilling, & Jones – Chapters 6 & 7	Discussion forum due Sunday 11:59 pm Chapters Review Assignment #2 due Sunday 11:59 pm Midterm Exam due Sunday 11:59 pm
5	Hill, Schilling, & Jones – Chapters 8 & 9	Discussion forum due Sunday 11:59 pm Cases Analyses #3 due Sunday 11:59 pm Course Project Phase II due Sunday 11:59 pm
6	Hill, Schilling, & Jones – Chapters 10 & 11	Discussion forum due Sunday 11:59 pm Course Review Discussion due Sunday 11:59 pm Chapters Review Assignment #3 due Sunday 11:59 pm
7	Hill, Schilling, & Jones – Chapter 12	Discussion forum due Sunday 11:59 pm Cases Analyses #4 due Sunday 11:59 pm Course Project Phase III due Sunday 11:59 pm
8	Hill, Schilling, & Jones – Chapters Review	Discussion forum due Friday 11:59 pm Chapters Review Assignment #4 due Friday 11:59 pm Final Exam due Friday 11:59 pm

Policies and Procedures

Netiquette

Netiquette is a set of rules for how to communicate effectively and politely online.

Effective written communications are an important part of online learning. In a face to face class, body language along with verbal responses and questions help students and the instructor communicate with each other. In an online environment, however, misunderstandings can easily occur when basic rules of Netiquette (online etiquette) are not followed, such as using texting abbreviations or USING ALL CAPITAL LETTERS IN WRITTEN COMMUNICATIONS.

Therefore, please use the following guidelines when communicating in this course:

- Using ALL capital letters in online communication indicates you are yelling. Limited use of capitalized words is acceptable when emphasis is needed. Underscoring and italics can also be used for emphasis.
- Use a descriptive subject line in emails and forum postings.
- Include your name in all emails; we can't always tell who you are based on your email address.
- No derogatory comments, ranting or vulgar language is acceptable in any form of communication in the course. Respect for others and their views is expected.
- Please keep in mind that something considered offensive may be unintentional. If you are concerned about something that appears to be unacceptable, please inform the instructor via email.

Class Attendance

Online courses are typically delivered asynchronously, meaning that there are no fixed times when students need to be online. While there is no standard attendance policy for online classes, students are expected to log-in to class several times each week to check for updates and to communicate with the professor and/or with other students. There will also typically be deadlines for the completion of assignments, and there may be requirements that the student participate each week in online chats or forum discussions. In some cases there may be a requirement for the student to log-in at a particular time during the week to participate in a group chat or discussion. As with any traditional course, a student cannot skip several weeks of online classes and expect to succeed!

No Show Policy

Students who fail to complete the mandatory introduction forum within the first 9 class days from the start of the session will be automatically dropped from the class. PLEASE NOTE: Students must login as well as complete mandatory introduction forum within this 9 day period. Simply logging into a course will still constitute as a NO SHOW for the course if the mandatory introduction forum within the actual online course platform is not completed within the first 9 class days from the start of the session.

Students who do login and complete the mandatory introduction forum within the first 9 days from the start of the session, but who then stop participating in their online class will NOT be automatically withdrawn from the class. To withdraw from the class the student must send an e-mail to their advisor and his or her instructor from his or her Shorter e-mail account requesting

to withdraw. The withdrawal will be effective from the date of the e-mail request. An automatic F will be given if a student is not properly withdrawn.

Academic Integrity Policy

A Community of Honor

As a liberal arts university committed to the Christian faith, Shorter University seeks to develop ethical men and women of disciplined, creative minds and lives that focus on leadership, service and learning. The Honor System of Shorter University is designed to provide an academic community of trust in which students can enjoy the opportunity to grow both intellectually and personally. For these purposes, the following rules and guidelines will be applied.

Academic Dishonesty

"Academic Dishonesty" is the transfer, receipt, or use of academic information, or the attempted transfer, receipt, or use of academic information in a manner not authorized by the instructor or by university rules. It includes, but is not limited to, cheating and plagiarism as well as aiding or encouraging another to commit academic dishonesty.

"Cheating" is defined as wrongfully giving, taking, or presenting any information or material borrowed from another source - including the Internet by a student with the intent of aiding himself or another on academic work. This includes, but is not limited to a test, examination, presentation, experiment or any written assignment, which is considered in any way in the determination of the final grade.

"Plagiarism" is the taking or attempted taking of an idea, a writing, a graphic, musical composition, art or datum of another without giving proper credit and presenting or attempting to present it as one's own. It is also taking written materials of one's own that have been used for a previous course assignment and using it without reference to it in its original form.

Students are encouraged to ask their instructor(s) for clarification regarding their academic dishonesty standards. Instructors are encouraged to include academic dishonesty/integrity standards on their course syllabi.

Procedure

- A. It is the responsibility of an instructor to certify that academic assignments are independently mastered sufficiently to merit course credit. The responsibility of the student is to master academic assignments independently, refrain from acts of academic dishonesty, and refuse to aid or tolerate the academic dishonesty of others.
- B. If an instructor determines that the student is guilty of academic dishonesty, the instructor must discuss the matter with the student. In the event the instructor cannot reach the student in a timely manner, such as when the student has gone home at the end of a semester, the instructor may assign a grade of "I" (Incomplete) until the student can be contacted and the matter of academic dishonesty discussed. The instructor then completes the "Academic Violation Form" (see Appendix A) which should include evidence and other necessary documentation. The instructor will determine the appropriate remedy: either to assign a grade of zero on that assignment in question or a grade of "F" in the course. The student will designate whether he/she accepts the remedy for the violation of the dishonesty policy or wishes to appeal the instructor's decision. If a student elects to appeal, the "appeal due date" line must be completed on

the Academic Violation Form. (See the Appeals section below for more information regarding the appeals process)

- C. Upon completion, the instructor forwards the Academic Violation Form to the Registrar's for the placement in the student's permanent record. The Registrar will forward copies of the Academic Violation Form to the student, the faculty member, department chair, academic dean, dean of students, provost, and president. Not appealing when the form is first completed or by the appeal due date will be taken as an admission of guilt, except under compelling circumstances to be determined at the sole discretion of the provost.
- D. If upon receipt of the Academic Violation Form the Registrar determines that the student is guilty of a second offense, then a grade of FD (Failure Due to Academic Dishonesty) will be assigned by the Registrar for the course regardless of the remedy specified on the Academic Violation Form. Assigning the FD is to be done by the Registrar when the second Academic Violation Form is placed in the student's record, and the Registrar will notify all parties in writing. The student is then permanently disbarred from membership in any honorary society and is permanently ineligible for any SU honor list. The student may petition the Academic Integrity Appeals Committee to have the dishonesty notation removed from the transcript after one year or upon graduating from the University if no additional dishonesty offenses occur and the student satisfactorily completes the Academic Integrity Program. The grade of F remains on the transcript. Upon receipt by the Registrar of a third offense, the Registrar will assign the grade of FD and then notify all parties. After all appeals are exhausted, if the third offense still stands, then the student will be permanently expelled from the University. The notice of expulsion will be forwarded to the student, department chair, appropriate academic dean, dean of students, provost, and president. A copy of the final report with the three offenses will become a part of the student's permanent record. The university reserves the right to expel the student after a first or second offense, depending on the circumstances and at the sole discretion of the provost.

Appeals

- A. The student who wishes to appeal an academic violation charge should submit his/her appeal in writing to the chair of the appropriate department by the appeal due date indicated on the Academic Violation Form, which is normally within ten regularly scheduled class days after the completion date of the Academic Violation Form. This statement should contain the reasons for which the student is appealing the instructor's decision. The burden of proof lies with the student in such a case to show that an error or malfeasance has occurred. Within ten regularly scheduled class days of receiving the written appeal, the department chair will notify in writing both the instructor and the student of the chair's decision. If the department chair is also the instructor who files the Academic Violation Form, then the student must appeal to the appropriate academic dean.
- B. When, in the opinion of the department chair, the student fails to show reasonable cause for further investigation, the chair may deny the appeal without taking further action. When, in the opinion of the department chair, a student's appeal raises reasonable doubt as to whether a mistake or malfeasance has occurred, the chair will meet with the faculty member and with the student and render a decision within ten regularly scheduled class days of the receipt of the appeal. If the decision favors granting the student's appeal, the department chair may request that the Registrar remove the Academic Violation Form from the student's record. The chair will notify both the student and the instructor of this action.
- C. If the student files the initial appeal or elects to appeal the chair's decision during Maymester, Summer I, Summer II or during final exam week of the Fall or Spring semesters and if the instructor or department chair is not available during that time, all of

the foregoing time requirements begin to run with the first day of class in the next major term. In extreme or unusual circumstances regarding the timeliness of the appeals process, the provost will make the final determination.

- D. Any student who has exhausted the remedies open under the procedures outlined above may appeal the entire matter to the Academic Integrity Appeals Committee in writing within ten regularly scheduled class days of receiving the response from the department chair. Upon receipt of the appeal, the Academic Integrity Appeals Committee will review the matter and issue a decision within fifteen (15) regularly scheduled class days. The Academic Integrity Appeals Committee has the authority to deny the appeal, reduce the penalties in the event of extenuating circumstances, or direct the registrar to remove the record of the Academic Violation Form from the student's permanent record. The results of the Academic Integrity Appeals Committee are final.
- E. All results from the proceedings of the Academic Dishonesty Appeals Committee should be reported to the appropriate academic dean, dean of students, provost, and president as information.

NOTE: During the appeals process, the student may continue to attend the class in which the violation occurred.

Students Needing Accommodations

Shorter University provides accommodations for students who have a disability. The student must contact the Director of Educational Support in FSU 219 (706-233-7323) as soon as possible to discuss your needs. Shorter University is committed to providing access to programs and services to all qualified students with disabilities. Student Support Services is located in the Fitton Student Union, Room 219 (706-233-7323). Academic support is available to all students through the Center for Learning and Academic Success at Shorter (CLASS). The Center offers peer tutoring and coordinates study groups for students seeking assistance. Also, students can receive help with writing through individual tutoring in the Writing center. CLASS is located on the second floor of the Sheffield-Thompson building in the Bailor Suite.