

## **Online Course Syllabus**

**Course: Supply Chain Management - MKT 2373-OL60**

**Semester: Fall 2020**

### **1. Instructor Information:**

**Professor:** Sheila Jones, Adjunct Professor

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(If the City Tech email goes down, you contact me via my personal email - shebjo2016@gmail.com)

Telephone (personal): (917)539-3950

Business Department Telephone:(718)260-5773

Location: Namm Building - Room N1012

**(Note that the Business Dept. is located in the Namm Building but the office staff and professors in the Business Dept. are working remotely in the Fall 2020 semester)**

### **2. Course Description:**

In today's competitive environment, a company's performance does not depend just upon its own capabilities .... companies must also rely on and develop effective relationships with the suppliers in its supply chain. Supply Chain Management (SCM) is an approach to managing the entire supply chain - the flow of goods, services and information from your suppliers' suppliers to your customers' customers - based on common goals, shared resources and mutually beneficial relationships. Specific topics include outsourcing, information technology, and measuring supply chain performance. This course will be taught using textbook readings, case study analysis, Internet research, and online discussions.

### **3. Textbook - Essentials of Supply Chain Management, 4th Edition, Published in 2018**

Author: Michael Hugos

Publisher: John Wiley & Sons

ISBN: 9781119461104

(The book I selected for this course is not your typical SCM textbook. I selected this book because it should be much more affordable to you and it has many of the concepts, I think are important for students to learn in SCM).

Students often ask if they could use an older edition of the book. I prefer you use the edition indicated above (4<sup>th</sup> edition). It is important to note that the earlier editions do not have all the same info as can be found in the 4<sup>th</sup> edition and/or information may be in different chapters depending on the edition you are using. For example - info on a topic I am covering may be in Chapter 3 of the 4<sup>th</sup> edition ... but in earlier editions of the book, that topic could have been in covered in Chapter 2 or 5. If you decide to use an earlier edition

- it is up to you to determine what chapters the topic I'm covering - can be found in the earlier editions.

The book can be purchased online (paperback or e- book version) from the following three websites:

- a. Wiley, the publisher's website - <https://www.wiley.com/en-us/Essentials+of+Supply+Chain+Management%2C+4th+Edition-p-9781119464464>
- b. Amazon - [https://www.amazon.com/Essentials-Supply-Chain-Management/dp/1119461103/ref=sr\\_1\\_3?keywords=michael+hugos&qid=1566765139&s=gateway&sr=8-3](https://www.amazon.com/Essentials-Supply-Chain-Management/dp/1119461103/ref=sr_1_3?keywords=michael+hugos&qid=1566765139&s=gateway&sr=8-3)
- c. VitalSource - <https://www.vitalsource.com/products/essentials-of- supply-chain-management-michael-h-hugos- v9781119464464?term=9781119461104>

#### **4. Course Organization and Instructional Methodology:**

This is a fully online course with no required in-class or virtual sessions. (Note that this course would be a fully online course even if Covid -19 had not occurred). In this course we will use Blackboard. Blackboard is CUNY's web-based, course management system that professors use to present their course materials online. In Blackboard, students will be able to review and submit assignments, view documents and videos, interact with the professor and other students through the Discussion Board, see class announcements, take tests and access grades. (I may offer some virtual sessions that students can choose to attend to review certain topics, assignments, etc. - these are voluntary sessions. If I offer them, I will make announcements in Blackboard). Also, we may occasionally use Zoom.

#### **5. Technology Requirements:**

**Since this is a fully online course, you are required to log into Blackboard regularly and thus will need:**

- a. **Access to Blackboard** - We use Blackboard extensively in this course. Blackboard is accessed via CUNYfirst. **Here is a link on information regarding accessing CUNYfirst - [www.citytech.cuny.edu/cunyfirst/](http://www.citytech.cuny.edu/cunyfirst/)**

Also, City Tech's Student Helpdesk is currently working remotely as there is no in-person contact. For assistance, email [StudentHelpdesk@citytech.cuny.edu](mailto:StudentHelpdesk@citytech.cuny.edu)

- b. **City Tech E-mail address** - We must be able to communicate via e-mail. It's your responsibility to ensure that your City Tech e-mail is working. When I send e-mails to students, I generally will send them to your City Tech e-mail (or whatever e-mail address City Tech has listed for you). You should check your City Tech e-mail regularly. This is the link to information on City Tech student email: <http://it.citytech.cuny.edu/student-email.aspx>.  
Also, City Tech's Student Helpdesk is currently working remotely as there is no in-person contact. For assistance, email [StudentHelpdesk@citytech.cuny.edu](mailto:StudentHelpdesk@citytech.cuny.edu)

- c. **Regular access to a computer with reliable Internet connection** - You need the Internet to use Blackboard, for text chat sessions and to do Internet research on course topics.
- d. **Familiarity with using documents in MS Word and PowerPoint, PDF, and Adobe and able to navigate the Internet to use e-mail, including opening and sending attachments, and downloading files.** Also, some assignments will be of video clips from YouTube or other online video sites.

#### **6. Learning Objectives:**

- To introduce and study key concepts in Supply Chain Management (SCM)
- To understand the role and function of SCM in business operations
- To analyze, through case study analysis and Internet research - the supply chain operations of different businesses and how companies create competitive advantages from their SCM strategies

#### **7. Student Learning Outcomes:** Upon completion of this course, students should:

- Have a better understanding of supply chain management, its terminology and the importance of managing the supply chain to improve business operations
- Understand how companies use their supply chain to build competitive advantages
- Demonstrate improved case study analysis skills (overall and as it pertains to identifying specific supply chain management issues)
- Learn about the jobs and careers in the supply chain management field

**8. Class Schedule:** The class week for this fully online class is **7 days and will run from Monday - Sunday ... except for the first week (Week # 1 runs for 5 days)**. Let me explain what I mean by a 7 day week running from Monday - Sunday: If this class was held in the traditional classroom setting (as opposed to being held online), we would probably meet twice a week at the college on Tuesdays and Thursdays at 6 pm. But since this is an online course, we will not be meeting at the college ... AND instead, we will meet in Blackboard online (utilizing such Blackboard features as Announcements, Course Information, Course Documents, the Discussion Board and Chat sessions).

And so, our weekly class schedule will run 7 days, from Monday - Sunday.... (except for Week # 1) .... so for the Fall 2020 semester, the 1<sup>st</sup> week of class will run 5 days from the first day of the Fall semester, Wednesday, August 26<sup>th</sup> - Sunday, August 30<sup>th</sup>. Then the 2<sup>nd</sup> week of class will run the regular 7 days from Monday, August 31<sup>st</sup> - Sunday, Sept. 6<sup>th</sup>; the 3<sup>rd</sup> Week will run from Monday, Sept. 7<sup>th</sup> - Sunday, Sept. 14<sup>th</sup> and so forth until the 17<sup>th</sup> and final week of this class, which will run from Monday, December 14<sup>th</sup> - Sunday, December 20<sup>th</sup>.

Therefore, since you are not physically coming to NYC Tech to attend sessions, you must access Blackboard regularly during each week in the semester to view and submit class assignments, read and post to the discussion board, view announcements, etc. The midterm, final exam and any other tests I may give will also be done online through Blackboard.

**This is the course schedule for the Fall 2020 semester**

<b>Week</b>	<b>Topics</b>	<b>Assignments</b>
<b>Week 1:</b> <b>Wednesday, August 26<sup>th</sup> -</b> <b>Sunday, August 30<sup>th</sup></b>	*Introduction to Course, including using Blackboard	<b>*See the Assignments            section in Blackboard</b>
<b>Week 2:</b> <b>Monday, August 31<sup>st</sup> -</b> <b>Sunday, September 6<sup>th</sup></b>  (No class Saturday, Sept. 5 <sup>th</sup> - Monday, Sept. 7 <sup>th</sup> and Labor Day Holiday is on Sept. 7 <sup>th</sup> )	*Chapter 1 - Key Concepts in Supply Chain Management (SCM)  (Topics include SCM, participants in the supply chain, supply chain structures - simple supply chain vs extended supply chain)	<b>*See the Assignments            section in Blackboard</b>
<b>Week 3:</b> <b>Monday, September 7<sup>th</sup> -</b> <b>Sunday, Sept. 13<sup>th</sup></b>  (No class Saturday, Sept. 5 <sup>th</sup> - Monday, Sept. 7 <sup>th</sup> and Labor Day Holiday is on Sept. 7 <sup>th</sup> )	*Chapter 1 - Key Concepts in SCM  (Topics include 5 main supply chain drivers: production, inven- tory, location, transportation, and information)	<b>*See the Assignments            section in Blackboard</b>

<p><b>Week 4:</b>  <b>Monday, September 14<sup>th</sup> -</b>  <b>Sunday, Sept. 20<sup>th</sup></b></p> <p>(No class Friday, Sept. 18<sup>th</sup> -  Sunday Sept. 20<sup>th</sup>)</p>	<p>*Chapter 1 - Key Concepts in SCM</p> <p>(Topics include core competency  and responsiveness vs. efficiency)</p>	<p><b>*See the  Assignments  section in  Blackboard</b></p>
<p><b>Week 5:</b>  <b>Monday, September 21<sup>st</sup> -</b>  <b>Sunday, Sept. 27<sup>th</sup></b></p>	<p>*Chapter 2 - Supply Chain Operations  (Planning and Sourcing)</p>	<p><b>*See the  Assignments  section in  Blackboard</b></p>
<p><b>Week 6:</b>  <b>Monday, September 28<sup>th</sup> -</b>  <b>Sunday, October 4<sup>th</sup></b></p> <p>(No class on Monday, Sept.  28<sup>th</sup>)</p>	<p>*Chapter 2 - Supply Chain  Operations (Planning and  Sourcing)</p>	<p><b>*See the  Assignments section  in Blackboard</b></p>
<p><b>Week 7:</b>  <b>Monday, October 5<sup>th</sup> -</b>  <b>Sunday, Oct. 11<sup>th</sup></b></p>	<p>*Chapter 3 - Supply Chain  Operations (Making and Delivery)</p>	<p><b>*See the  Assignments section  in Blackboard</b></p>
<p><b>Week 8:</b>  <b>Monday, October 12<sup>th</sup> -</b>  <b>Sunday, Oct. 18<sup>th</sup></b></p> <p>(No class Monday, Oct. 12<sup>th</sup>  - Columbus Holiday)</p>	<p><b>*Midterm Exam (Note: The date of  midterm exam is subject to change)</b></p> <p>*Chapter 4 - Using Information  Technology (i.e. Bar Code, RFID)</p>	<p><b>*See the  Assignments section  in Blackboard</b></p>

<b>Week 9:</b> <b>Monday, October 19<sup>th</sup> -</b> <b>Sunday, Oct. 25<sup>th</sup></b>	*Chapter 4 - Using Information Technology	<b>*See the Assignments  section in Blackboard</b>
<b>Week 10:</b> <b>M o n d a y, October 26<sup>m</sup> -</b> <b>Sunday, November 1<sup>st</sup></b>	*Chapter 4 - Using Information Technology	<b>*See the Assignments  section in Blackboard</b>
<b>Week 11:</b> <b>Monday, November 2<sup>nd</sup> -</b> <b>Sunday, Nov. 8<sup>th</sup></b>	*Chapter 5 - Metrics for Measuring Supply Chain Performance	<b>*See the Assignments  section in Blackboard</b>
<b>Week 12:</b> <b>Monday, November 9<sup>th</sup> -</b> <b>Sunday, Nov. 15<sup>th</sup></b>	*Chapter 5 - Metrics for Measuring Supply Chain Performance	<b>*See the Assignments  section in Blackboard</b>
<b>Week 13:</b> <b>Monday, November 16<sup>th</sup> -</b> <b>Sunday, Nov. 22<sup>nd</sup></b>	*Chapter 6 - Supply Chain Coordination	<b>*See the Assignments  section in Blackboard</b>

<p><b>Week 14:</b>  <b>Monday, November 23<sup>rd</sup> -</b>  <b>Sunday, Nov. 29<sup>th</sup></b></p> <p>(Thursday, Nov. 26<sup>th</sup> - Sunday,  Nov. 29<sup>th</sup>: College Closed -  Thanksgiving Holiday)</p>	<p>*Chapter 6 - Supply Chain  Coordination</p>	<p><b>*See the Assignments  section in Blackboard</b></p>
<p><b>Week 15:</b>  <b>Monday, November 30<sup>th</sup> -</b>  <b>Sunday, December 6<sup>th</sup></b></p>	<p>*Selected topics in Chapters  7, 8, 9 and 10</p>	<p><b>*See the Assignments  section in Blackboard</b></p>
<p><b>Week 16:</b>  <b>M o n d a y, December 7<sup>th</sup> -</b>  <b>Sunday, Dec. 13<sup>th</sup></b></p> <p>(Thursday, Dec. 10<sup>th</sup> is Reading  Day - No Classes)</p> <p>(Friday, Dec. 11<sup>th</sup> is Additional  Reading Day)</p>	<p>*Selected topics in Chapters  7, 8, 9 and 10</p>	<p><b>*See the Assignments  section in Blackboard</b></p> <p><b>*Information for Final  Exam will be provided</b></p>
<p><b>Week 17:</b>  <b>M o n d a y, December 14<sup>th</sup> -</b>  <b>Sunday, Dec. 20<sup>th</sup></b></p>	<p><b>*Final Exam</b></p>	

### **9. How to Contact the Professor:**

**E-mails: School - [sjones@citytech.cuny.edu](mailto:sjones@citytech.cuny.edu)**

**Personal - [shebjo2016@gmail.com](mailto:shebjo2016@gmail.com)**

The best way to reach me is via email. I will generally respond to your e-mail questions within 24 - 72 hours. I will also have Office Hours:

**Office Hours** will be held primarily via telephone. **My office hour will be held on Mondays from 6:30 pm - 7:30 pm.** To contact me, my cell number is (917)539-3950. Note that if you do not reach me, I may be talking with another student so please leave me a message (i.e. your name, the specific class you are in and your question/comment) and I will return your phone call. You may also text me at this number.

I also plan to offer some virtual office hours as well as optional virtual class sessions in

Blackboard through Collaborate Ultra or in Zoom. Details regarding dates/times, topics, etc. will be provided as course progresses.

**10. Keys to Online Class Success include:**

- Having easy and reliable access to a computer with an Internet connection.
- Carefully read the entire syllabus.  
One immediate difference you will find with online courses compared to in-class courses is the syllabus. While a syllabus for an online course has similar components as that of an in-person class, the online syllabus is usually much longer (can run several pages and has much more details in it .... as you can tell with this syllabus).
- Familiarize yourself with the Blackboard environment - how to navigate it, what the various course areas contain, how to submit assignments and posting to the Discussion Board.
- Have respect for the work and time demands of your “online” class - as you would for any of your “traditional, at school” classes.
- Have respect for the challenges of managing your time and then making time to do your online class work
- To stay on track throughout the course, regularly review the Announcements and Assignments sections of Blackboard and check your e-mail for messages.
- Accept that excuses for not getting work turned in on time are no more acceptable than in “in-person” classes.
- Know that if you are having technical difficulties, seek help as soon as possible to resolve the problem. Also, let me know if you are having computer issues that is causing a delay in your submitting assignments timely ... so we can discuss alternate ways for you to submit assignments until your computer issues are resolved.
- Know that it is not acceptable to tell me that the reason for not completing an assignment is because you did not know how to do something in Blackboard:

In Blackboard, there are several guides that will help you in using Blackboard (see item #12 in this syllabus). In addition, during the first two weeks of the semester, the assignments I give are designed to help you become comfortable using Blackboard to view and submit your assignments.

**..... Keep Up with Your Work! It's Very Easy to Fall Behind ....**

**11. Navigating Blackboard:** The best way to get used to using Blackboard ... is to just start using it. Students are required to login to Blackboard periodically during the week (e.g. three to four times a week). On the left side (at top) of Blackboard, you will see a menu listing several features. (Note that the features and their names can vary - Professors can adjust these for their individual classes.) The features I tend to use the most (and the ones you should become familiar with) include:

- **Announcements** - Under this section, you will find Announcements I post about the class (i.e., updates about assignments, test information, changes in the course, class news, etc.) Each time you log onto Blackboard for this course, the Announcements page will appear first. You should check for new and/or updated Announcements each time you log onto Blackboard.
- **Course Information** - Under this section, you will find general information such as the syllabus and instructions for using Blackboard.
- **Assignments** - Under this section, you will find assignments you are required to do for each class session. Most assignments will be graded.

**Note: that I will try to post Assignments one or two weeks in advance (i.e., assignments for Week 5 could be posted during the 3<sup>rd</sup> or 4<sup>th</sup> week of the semester).** I do this to give you a head start in completing assignments but note that the assignments are subject to change - And that is why it's important that you Read the Announcements and Assignments sections for this course on a regular basis and check your e-mail.

- **Course Documents** - Under this section, you will find various course documents that are necessary to help you complete your assignments. Examples of items found under this section include case studies and articles on SCM topics.
- **Discussion Board** - The Discussion Board is a tool for sharing thoughts and ideas about class topics. Under the Discussion Board are forums. The forum is the way the professor organizes a discussion into different topics. In a Discussion Board there are threads and posts. A thread is the initial post and the entire series of replies to that post within a Discussion Board forum – threads are created by the professor to represent the different conversations that occur in a forum. A post is a Discussion Board entry student make to respond to a thread. Threads grow as users respond to the initial and subsequent posts. For specifics about how your postings to the Discussion Board will be graded is listed in this syllabus under 'Homework Assignments'. I use Discussion Board firms heavily in this course.
- **Videos** - Under this section, you will find video clips on the various topics in supply chain management.
- **Collaborate Ultra** - Collaborate is a video conferencing tool that lets the Professor interact in real-time with students to share files and applications, use a virtual whiteboard and talk and chat via text. Collaborate with the Ultra experience opens right in your browser, so you don't have to install any software to join a session. We may have some Collaborate Ultra sessions - which will Not Be Mandatory for you to attend.
- **Tools** - Here you can access 'My Grades' tool - where you can view the grades you've received on assignments and tests.

## **12. Help in Using Blackboard:**

In Blackboard under the Course Information section, you will find various guides and

tutorials which will help you navigate Blackboard such as on using Blackboard, and Collaborate Ultra, uploading assignments and checking your grades. (Also see [websupport1.citytech.cuny.edu/studentbb.html](http://websupport1.citytech.cuny.edu/studentbb.html))

### **13. Assignments:**

Most of the Assignments will consist of completing exercises (i.e., writing answers to questions from textbook readings, Internet research and other reading materials), preparing analysis for case studies and posting responses to the Discussion Board.

In doing the written assignments, you should formulate responses in your own words .... Do Not merely copy answers from the reading materials.

**We will use the Discussion Board frequently in this online course.** Since we do not meet in a traditional classroom for this online class, the Discussion Board is an important tool in Blackboard for students to exchange ideas with each other and the professor. You will have assignments where you must 1) post responses to my questions on the Discussion Board and 2) post comments and give feedback to responses and postings made by the Professor and your classmates ... therefore You must read other posts (posts that were posted before and after your posts).

Your responses (i.e., postings) build on one another to construct a conversation. **Therefore, it is important and necessary to continuously read postings .... So you can see what is being said subsequent to the post(s) you submitted.** You should check the Discussion Board each time you log onto Blackboard – to check for new questions you must post responses to; to read the postings of others and to view comments made to your postings from me and your classmates.

Most of your Postings to the Discussion Board (Your comments and responses) will be graded. I will assess your comments and responses. As follows:

- a. Full Points - given for those postings that integrate multiple viewpoints and weaves together class lectures, readings, and other students' postings into their discussion of the subject.
- b. Most Points - for postings that build upon the ideas of another student and digs deeper into the question(s) posed by the professor.
- c. Some Points - for a single posting that does not interact with or incorporate the ideas of other students' comments.
- d. Minimum Points - for a simple "me too" type comment that neither expands the conversation nor demonstrates any degree of reflection by the student.
- e. 0 Point - when no posting or comment is made to question asked.

For example of how this works - let's say that I pose a question (worth up to 25 points) on the Discussion Board that asks you to post your opinions on something and for which you are to also give the reason(s) for your opinion. In addition, the question asks you to comment on the posts of other students:

25 points (out of 25 points) will be assessed to the student whose post is clear, answers the question completely, etc., (as described above under 'Full Points').

18 - 24 points (out of 25 points) will be assessed to the student whose post mostly answers the question (as described above under 'Most Points').

12 - 17 points (out of 25 points) will be assessed to the student whose post is described above under 'Some Points'.

1 - 11 points (out of 25 points) will be assessed to the student whose post is described above under 'Minimum Points'.

0 Point - will be assessed when no posting has been made by student (as described above under '0 Point'). This equates to not turning in an assignment and getting a grade of zero (0).

### **SAVE COPIES OF ALL ASSIGNMENTS BEFORE YOU SUBMIT**

#### **Due Dates for Assignments:**

**Generally, assignments will be due at the end of the class week - on Sundays.** This means that you can submit the assignment(s) at any time during that class week as long as it is no later than on Sunday of that class week.

For example, let's say for Week 2 (which runs from Monday, August 31<sup>st</sup> - Sunday, September 6<sup>th</sup>), I give the class two assignments: The 1<sup>st</sup> assignment is to post a response or comment on the Discussion Board to a question I've asked about supply chain management and the 2<sup>nd</sup> assignment is to submit answers to questions from the textbook - by uploading your completed work directly to Blackboard. Since Week 2 ends on Sunday, September 6<sup>th</sup>, You would need to submit those 2 assignments anytime between Monday, Aug. 31<sup>st</sup> and Sunday Sept. 6<sup>th</sup>: You could submit the assignments on say, Tuesday, Sept. 1<sup>st</sup> at 1pm, on Saturday, Sept. 5<sup>th</sup> at 3am or on Sunday, Sept. 6<sup>th</sup> at 11:30pm .... as long as it's submitted by midnight on Sunday, Sept. 6<sup>th</sup>. And you can submit both assignments at the same time or on different dates and times.

**In the instructions for each assignment, it will tell you when the assignment is due - but in general, assignments will be due on Sundays.**

**14. Assignments Not Submitted or Submitted Late:** You will receive a score of '0' for any assignment not submitted. In general, I will accept assignments submitted late ... **but you may lose points for late submissions. Also, I will let you know if I will not accept late submission of an assignment.**

**15. How You are to Submit Assignments:** Assignments are to be submitted via:

a) Posting your responses or comments to the Discussion Board. Look at the Help feature of Blackboard for guidance on how to post to the Discussion Board.

b) Uploading your completed assignment directly into Blackboard. Under the Course Information section, you will find instructions on how to upload assignments directly into Blackboard.

c) E-mailing the written assignment to me - using our City Tech e-mail address. E-mails can also be sent to my personal e-mail (the Gmail account), if necessary.

**In the instructions for each assignment, I will let you know which of the above method to submit the assignment.** Also, any assignments that you are attaching to e-mails or are uploading to Blackboard, they preferably should be in Word or PDF.

**SAVE COPIES OF ALL ASSIGNMENTS BEFORE YOU SUBMIT**

#### **16. Grading of Assignments:**

Generally, assignments will be graded within one week after its Due Date. Blackboard allows you to check the grade you received on an assignment you've submitted (via uploading to Blackboard or posting to a Discussion Board forum). Instructions for checking your grades in Blackboard can be found under the Course Information section.

If there is a green exclamation mark next to the item in the Grade Center - that mean that the assignment has not yet been graded. When I have graded your assignment, your grade will appear in place of the exclamation mark. Contact the professor if you have any questions about your grades or the status of an assignment you've submitted.

**SAVE COPIES OF ALL ASSIGNMENTS BEFORE YOU SUBMIT**

#### **17. What You should do if the Blackboard website goes Down (or there are e-mail problems):**

If Blackboard goes down temporarily; we will still be able to continue this course. **Please do some advance preparation Now .... Just in case Blackboard goes down during the semester.** For example:

- a. If you are able to, print out the various documents from Blackboard (i. e. syllabus or assignments) or save it to the hard drive on your computer or on your thumb drive  
..... This way, if Blackboard is not working, you will still be able to continue work on lessons and assignments.
- b. You should also get into the habit of Saving and Keeping a Copy of Every assignment before You Submit them - either print the assignment or save it on hard drive or thumb drive ... in case there are any computer issues, You will have a backup copy of that assignment to re-submit.

- c. If Blackboard stops working temporarily, you can send me assignments, questions, etc., using e-mail. You should first try to send me any questions, information, etc. using our City Tech e-mail accounts. But if there are problems with the City Tech e-mail...then you should send assignments, etc., from other e-mail address you have (and you can send them to my personal e-mail).

### **18. Examinations:**

There will be both a Midterm Exam and a Final Exam.

### **19. Grading and Evaluation:** Your grade in this course will be determined as follows:

- Exercises (approx. 6 assignments = 600 points) 20%
- Online Participation - Discussion Boards (approx. 19 assignments = 1,525 points) 20%
- Case Study Analysis (approx. 2 case studies = 200 points) 20%
- Special Assignments (article review and company research = 200 points) 20%
- Exams: Midterm and Final = 200 points 20%  
100%

All the above work (i.e., exercises, Discussion Board assignments, case studies, special assignments and tests) total up to a maximum of approximately 2,725 points (for 31 assignments). The points will convert to letter grades, as follows:

A	93 -100
A-	90 - 92.9
B+	87 - 89.9
B	83 - 86.9
B-	80 - 82.9
C+	77 - 79.9
C	70 - 76.9
D	60 - 69.9
F	59.9 and below

### **20. How Attendance will be Tracked and Measured:**

Your attendance will be tracked and measured based on submitting homework assignments and postings to the Discussion Board forums and the timeliness of these submissions and postings. Just because we will not meet physically in the traditional classroom - Your attendance will still be monitored in Blackboard. For example, not posting to the Discussion Board or not submitting an assignment (or submitting them past

the deadline date) is equivalent to being absent from class (or being marked late). Excessive absences and/or latenesses will negatively affect the grade you receive on that assignment and the final grade you will receive for the course. **I will monitor your attendance through your work and participation in Blackboard.**

### **21. Online Class Participation:**

Online participation is expected from All Students. Online participation includes logging into Blackboard and reading the assignments, posting responses to the Discussion Boards, etc. You will be evaluated both on the quality of your responses (i.e., your understanding of readings and concepts) and quantity of your participation (i.e., the number of times you participate meaningfully in the assigned Discussion Board forum).

*Meaningful participation in online discussions is one that is relevant to the content, adds value and advances the discussion. Comments such as “I agree,” “Ditto” or “the same” - are not considered value-adding participation. Therefore, when you agree or disagree with a classmate or information in the reading material, etc. - You must provide specifics for why you agree or disagree. Details regarding how I will grade your Discussion Board responses are shown above under Homework Assignments.*

### **22. CUNY Policy on Academic Integrity:**

Academic dishonesty is prohibited in the City University of New York, including at NYC College of Technology. Examples of academic dishonesty include cheating and plagiarism, including Internet plagiarism. Cheating is the unauthorized use or attempted use of material, information, devices or communications, etc., during an academic exercise. Plagiarism is the act of presenting another person’s ideas, research or writings as your own. Penalties for academic dishonesty include academic sanctions, such as failing or reduced grades, and/or disciplinary sanctions, including suspension or expulsion. **Here’s a link to the City Tech College Catalog, where you find information on Academic Integrity (starting on page 57):**

<http://www.citytech.cuny.edu/catalog/docs/catalog.pdf>

**23. Note: This syllabus provides a general plan for the course. However, the topics, assignments, tests, dates, etc., are subject to change as deemed necessary. Make it a practice to regularly check Blackboard for updated class assignments and other class information.**