



**MGT 6063 Strategic Management– CRN 3849 - Spring 2009**

COURSE TITLE BLACKBOARD SITE	MGT 6063 Strategic Management Fall 2008 – <a href="http://my.ltu.edu">http://my.ltu.edu</a> and select CRN 3849
INSTRUCTOR	Dr. Lisa Eshbach Adjunct Faculty College of Management Email address: <a href="mailto:leshbach@ltu.edu">leshbach@ltu.edu</a> ; responses usually within 24-48 hours Business phone: (248) 910-2825 Office hours by appointment
SCHEDULE	On-line modules College of Management schedule: Start Date: January 12, 2009 End Date: April 19, 2009 See <a href="http://www.ltu.edu/registrar/office/calendar_final_exam.index.asp">http://www.ltu.edu/registrar/office/calendar_final_exam.index.asp</a> for LTU academic calendar information.
LEVEL / HOURS PREREQUISITE	This is a graduate level course that is worth 3 semester credit hours. There are six prerequisites for the course – HRM 6023, FIN6013, MGT6013, MKT 6013, OPM 6033, and ACT 6013
REQUIRED TEXT	Required Text(s): Thompson, Strickland and Gamble, Crafting and Executing Strategy: The Quest for Competitive Advantage, 16th Edition ISBN 978-0-07-338124-4  Optional Text(s): N/A Supplementary Readings: As assigned  Available for online purchase through LTU Bookstore at: <a href="http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489">http://lawrence-tech1.bkstore.com/bkstore/TextbookSelection.do?st=489</a>
ADDENDA	LTU Online student resources <a href="http://www.ltu.edu/ltuonline/currentonline.asp">http://www.ltu.edu/ltuonline/currentonline.asp</a> Course-specific information is provided in the “Course Information” area
TECHNICAL SUPPORT	Technical support for using Blackboard is provided by the LTU Help Desk, 248-204-2330 or <a href="mailto:vitr@ltu.edu">vitr@ltu.edu</a>

### **Educational Goals**

This course will focus the whole spectrum of business and management. —accounting, finance, marketing, production, human resources, and information systems. The center of attention is the *total enterprise*—the industry and competitive environment in which it operates, its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. We will focus on exercises that ask the questions: “What must managers do, and do well, to make the company a winner in the game of business?” The answer that emerges, and which becomes the theme of the course, is that good strategy-making and good strategy-execution are the key ingredients of company success and the most reliable signs of good management. The mission of the course is to explore why good strategic management leads to good business performance, to present the basic concepts and tools of strategic analysis, and to instruct/train you in the methods of crafting a well-conceived strategy and executing it competently.

### **Objectives**

Acquire the capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage.

Obtain knowledge of Strategic Management principles.

Gain first-hand experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions.

Demonstrate the capability to identify and respond to strategic challenges confronting global business organizations.

Develop good managerial judgment, assess business risk, and demonstrate ability to make sound business decisions that achieve effective and successful outcomes.

Exhibit analytical and problem solving proficiency in application of strategic management solutions to business problems.

### **Prerequisite Skills**

None.

### **Instructional Methods and Course Organization**

A variety of instructional methodologies are used in this course. The methods are listed below.

**Blackboard learning environment:** Blackboard at [my.ltu.edu](http://my.ltu.edu) contains the syllabus, all assignments, reading materials, written lecture notes, links to Web resources, and discussion forums. You will submit all assignments via Blackboard, and are expected to participate regularly in discussion topics. Please take time to familiarize yourself with the organization of the Blackboard site. You will want to check the site frequently for announcements reminding you of new resources and upcoming assignments.

**Student/Instructor Conversations:** Students keep in touch with the instructor via e-mail messages and telephone conference calls.

**Teams:** Each student will participate in teams of 2-3 people for the case study analysis and research project. Please send me your top three textbook cases, found in the syllabus, that you would like to complete. The teams will be determined on a first come, first serve basis. Please let me know your selections, via email at [leshbach@ltu.edu](mailto:leshbach@ltu.edu), and if you prefer to work with someone in the class by Friday of module 1. The teams will be set up by me by Sunday of module 1.

**Required readings:** Textbook chapters should be read according to the schedule outlined in the syllabus. Chapters will be discussed online.

**Assignments:** We will be applying theoretical concepts, discussed through the chapter notes, to practice each week. Each student will be responsible to INDEPENDENTLY complete all discussion questions, the mid-term exam and the final exam. Additionally, each student will work in a TEAM to develop one case analysis report and a Research Project.

### **Class Policies and Expectations**

**Classroom Conduct:** When participating in this course, it is essential that we maintain a professional demeanor that is consistent with what is expected in the corporate workplace. Disagreeing with another's opinion is fine – it's okay to "agree to disagree" - however, the professionalism of the tone and manner in which the posts are written need to be upheld. When responding to a post, each student needs to be courteous and respectful of one another's opinions and insights. For instance, "You are wrong, I am right" is not an acceptable response. A more appropriate answer may be "I respect your opinion, however, my experience has been.....". Responses that do not adhere to these guidelines will not be given full credit. Keep in mind that appropriate class and workplace conduct can result in a "win-win" situation for everyone involved. It is my objective that you not only learn the principles presented in the class, but you learn from each other.

**Netiquette:** It is very easy for comments to be misinterpreted in the electronic environment since we can't see each other's faces for visual cues. It has been estimated that 80% of interpersonal communication is non-verbal and conveyed through facial expressions and body language. Since we don't have the luxury of the non-verbal cues, we must be especially careful in the words we choose.

**Plagiarism:** Each student is expected to present his or her own work. All papers, examinations, and other assignments must be original or explicit acknowledgment must be given for the use of other person's ideas or language. Students must cite their sources using the publication manual of the American Psychological Association (APA) for information that is not their original thought. **A zero will be given if plagiarism is detected for an assignment. There will be no exceptions for this policy. Additionally, an assignment that exceeds the 15-20% amount of directly quoted information (word-for-for information), even though properly cited using the APA format, will receive substantial deductions. Papers that are submitted in both the undergraduate and graduate level courses should be written professionally. This can be accomplished by using the student's original thoughts and appropriately paraphrasing, using the APA format, for all assignments (research project, case analysis paper, discussion questions, exams, etc.).**

Failure to use quotation marks: All work which is quoted directly from a source should be enclosed in quotation marks and followed by a proper reference giving the exact page or pages from which the quote is taken.

Failure to use the quotation marks, even if a footnote is provided, is plagiarism.

Failure to document ideas: When a student uses one or more ideas from and/or paraphrases a source, he or she must give the exact page or pages from which the ideas or paraphrasing were taken.

Failure to provide an exact reference is plagiarism. False documentation: Falsifying or inventing sources or page references is plagiarism.

**Late Assignments:** All assignments must be submitted on schedule, via Blackboard, and using Microsoft Office-compatible software. If you need to submit an assignment via e-mail, contact the instructor in advance. Assignments that are not received on the due date and without an approved extension, will receive a reduction of 10% each day for three days. After three days they will no longer be accepted for credit. Students should use proper time management to ensure assignments are submitted on the specified due date.

**Online Expectations:** I plan to offer you a valuable learning experience, and expect us to work together to achieve this goal. Here are some general expectations regarding this course:

1) Each student has a LTU e-mail account. If you wish to use a different e-mail address for this course, please **change your e-mail address in Blackboard under "Student Tools"**. Passwords for Blackboard

Lawrence Technological University

MGT 6063 Strategic Management (Online) – CRN 3849 - Spring 2009

Course Info should be reset as soon as possible. Currently your password is your student number (example 99323 - student number portion only) passwords should be changed as soon as possible. Passwords can also be changed under Student Tools.

2) Readings, discussion forum participation, and written assignments must be completed according to the class schedule. If business travel will take you away from regular participation, please let me know about these dates in advance.

3) It is essential that all students actively contribute to the course objectives through their experiences and working knowledge of business.

4) Assignments must be completed to an adequate standard to obtain a passing grade. Requirements for each assignment are detailed in this syllabus and on the LTU Online web site.

5) Be prepared to log into Blackboard at least once each day. Please focus your on-line correspondence within the appropriate Blackboard discussion forums so that your colleagues can learn from you. At the end of the course, you will be invited to participate in a University evaluation of this course. Your feedback is important to the University, to LTU Online, and to me as an instructor, and I encourage you to participate in the evaluation process.

**Instructor Information:** It is important for you as students to know what to expect from me as your instructor:

1) I will be available to you via e-mail and phone, and will promptly reply to your messages – usually within 48 hours or sooner.

2) I will be available to you for face-to-face appointments as requested.

3) I will maintain the Blackboard web site with current materials, and will resolve any content-related problems promptly as they are reported to me.

4) I will send out a weekly e-mail update to all class members to guide upcoming work and remind you of assignment due dates.

5) I will return all assignments to you promptly (usually within a week of the due date), and will include individualized comments and suggestions with each assignment.

6) I will hold our personal written or verbal communications in confidence. I will not post any of your assignments for viewing by the class without requesting your approval in advance.

7) I will treat all members of the class fairly, and will do my best to accommodate individual learning styles and special needs.

If any of these points need clarification, or when special circumstances arise that require my assistance, please contact me so that we can discuss the matter personally.

## **PRACTICAL GUIDELINES FOR CLASS LOAD EXPECTATIONS**

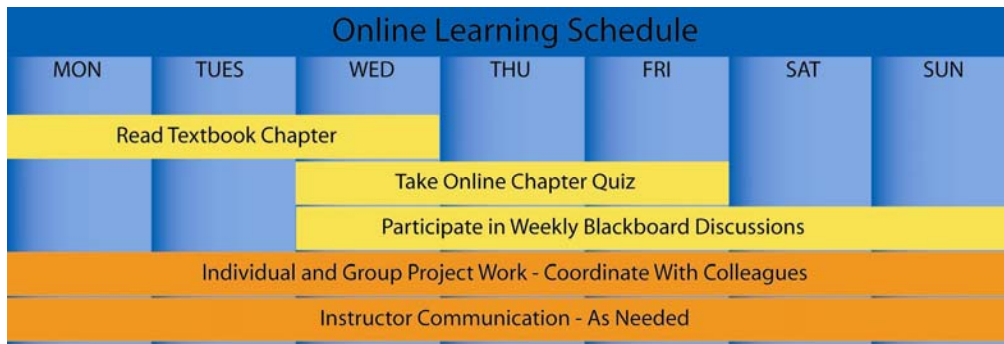
A three-credit course generally requires at least nine hours per week of time commitment. Here are some practical guidelines to help schedule your time commitments for this online course:

- A 14-week semester (the Summer semester is compressed into 10 weeks) would require at least 126 hours of time commitment to successfully complete all readings, activities, assignments, and texts as described in this syllabus.

- You should reserve at least 6 hours per week to read the required textbook chapters and resources, participate in online discussions, review presentation materials, and work through online quizzes. This effort will total at least 84 hours over the course of the semester.
- You should organize your remaining time to roughly correspond with the point value of each major assignment. This means that you should plan to spend at least:
  - 8-9 hours preparing your case study review;
  - 24-40 hours working with your group on the three parts of your semester-long project;
  - 8-9 hours working on the various components of your reflective consolidation (final exam).

These guidelines may not reflect the actual amount of outside time that you – as a unique individual with your own learning style – will need to complete the course requirements. The number of hours each week will vary based on assignment due dates, so please plan ahead to insure that you schedule your academic, work, and personal time effectively. The following graphic can be used to guide you in planning your weekly course work to remain on schedule:

**Course Schedule**



**Course Schedule**

This fully online course begins with a one-week online course orientation period to familiarize yourself with the online learning environment and to meet online or via phone with your instructor. Each week starts on a Monday and ends on a Sunday.

Dates	Modules	Topics / Readings	Individual (I) Team (T) Assignments
Prior to Semester Start and Week of Jan. 12	Module 0	Syllabus Overview of textbook Online Learning Orientation Course Orientation and group formation	Student orientation Student Introduction Propose Project Teams – teams will be formed by case selection.
Week of Jan. 12 – Jan. 18	Module 1 (note: more than one module may be scheduled in a week)	Chapter 1 – What is Strategy and Why Is It Important?	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb
Week of Jan. 19 – Jan 25	Module 2	Chapter 2 – The Managerial Process of Crafting and Executing Strategy	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb  Case Analysis (T) Case 1: Costco
Week of Jan.	Module 3	Chapter 3 –Evaluating a Company’s	Bb Forum Discussion

Dates	Modules	Topics / Readings	Individual (I) Team (T) Assignments
26 – Feb. 1		External Environment	Questions (I) – See Assignments Tab in Bb  Case Analysis (T) Case 4: Competition in the Bottled Water Industry
Week of Feb. 2 – Feb. 8	Module 4	Chapter 4 – Evaluating a Company's Resources and Competitive Position	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb  Case Analysis (T) Case 7: Panera Bread Company
Week of Feb.9 – Feb. 15	Module 5	Chapter 5 – The Five Generic Competitive Strategies: Which One to Employ?	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb  Case Analysis (T) Case 9: Nucor Corporation Competing Against Low-Cost Steel Imports  Research Project Topic Due
Week of Feb. 16 – Feb. 22	Module 6	Chapter 6– Supplementing the Chosen Competitive Strategy : Other Important Strategy Choices	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb  Mid-term Exam (I)
Week of Feb. 23 – March 1	Module 7	Chapter 7 – Competing in Foreign Markets	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb  Case Analysis (T) Case 18: Econet Wireless International's Expansion Across Africa
Week of March 2 – March 8	Module 8	Chapter 8 – Tailoring Strategy to Fit Specific Industry and Company Situations  Chapter 9 – Diversification: Strategies for Managing a Group of Businesses	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb  Case Analysis (T) Case 12: Krispy Kreme Doughnuts in 2006: Is a Turnaround Possible?  Case 21: Sara Lee Corporation Retrenching to a Narrow Range of Business
Week of March 9- March 15	SPRING BREAK – NO CLASSES		

Lawrence Technological University  
MGT 6063 Strategic Management (Online) – CRN 3849 - Spring 2009

Dates	Modules	Topics / Readings	Individual (I) Team (T) Assignments
Week of March 16 – March 22	Module 9	Chapter 10 – Strategy, Ethics and Social Responsibility	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb  Case Analysis (T) Case 27: Queensland Rainforest Resort
Week of March 23 – March 29	Module 10	Chapter 11 – Building an Organization Capable of Good Strategy Execution	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb  Case Analysis (T) Case 25: Manpower Australia – Using Strategy Maps and the Balance Scorecard Effectively
Week of March 30 – April 5	Module 11	Chapter 12 – Managing Internal Operations: Actions that Promote Good Strategy Execution	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb  Case Analysis (T) Case 27: New Balance Athletic Shoe, Inc.  Research Project Due (T)
Week of April 6 – April 12	Module 12	Chapter 13 – Corporate Culture and Leadership: Keys to Good Strategy Execution	Bb Forum Discussion Questions (I) – See Assignments Tab in Bb
Week of April 13 – April 19	Module 13	Final Exam	Final Exam Due April 19, 2009

**Student Evaluation**

Your final grade will be determined using the following weights with no rounding of the final average. Points are deducted for late assignments. See Late Assignment Policy.

Assignments	Percent
Discussion Questions	20%
Team Case Analysis Report	10%
Mid-term Exam	15%
Research Project	20%
Final Exam	20%
Participation	15%
Total	100%

Class Points	Letter Grade
96 and above	A
90 – 95	A-
87 – 89	B+
83 – 86	B
80 – 82	B-
77 – 79	C+
73 – 76	C
70 – 72	C-
Below 70	E

**Note: Grades lower than “B” fall below the LTU graduate standard**

**DISCUSSION QUESTIONS**

The student is required to respond to the topic-related discussion questions that are given each week. The responses to the questions are due on **Sunday, Day 7** of each module. Each student is required to submit the weekly discussion question response(s) via the discussion board forum as well as in the safe assignment link provided under the Assignments tab in the LTU blackboard system. Grading of responses will be based on supporting and substantiating your claims through personal experiences/professional sources, content, grammar, and punctuation. A specific length is not required however, the responses need to be well thought out and should add value to the class discussion.

**TEAM CASE ANALYSIS REPORT**

One case/analysis reports will be required from each team. The case/analysis reports will be based on a selected case from the syllabus. Each student/team will read, analyze, write about their findings and demonstrate the importance of the selection to the course objectives. The case analysis reports should be at least 4 pages, but not more than 5 pages double-spaced and must follow the APA format. The Wikipedia reference is not an acceptable source to use. Points will be deducted if it is used in the research project. The case analysis is due on **Thursday, (Day 4) of each module**. The first case analysis will be submitted on Thursday of module 3. The team will submit the case analysis report to the Case Analysis Forum in Blackboard so fellow classmates can comment on the report. Each team will also submit their case analysis report to me using the safe assignment link. The analysis must be written to include the following:

- 1) Synopsis – Diagnose the company’s situation
- 2) Problem Identification - The issues that need to be addressed.
- 3) The strategic management technique(s) used to solve the problem. At a minimum, the tools and techniques that are mentioned in the accompanying text material for that module should be included. The team can also include the other text principles that we have discussed in class as techniques used to solve the problem(s).
- 4) The benefits and/or drawbacks that resulted or will result from using the technique(s).



## MID-TERM EXAM

A 3 hour mid-term exam will be given during Module 6. The exam will be completed INDEPENDENTLY by each student. Students will have until Sunday of Module 6 at 11:59:59 p.m. to complete the exam. It will be a timed exam so, once you start the exam you cannot close it until it is complete. More information will be available during the beginning of module 6.

## TEAM RESEARCH PROJECT

Each student will be a member of a team. The team research project will be divided into four parts and will be due as indicated in the syllabus. Students can select an organization of your choice and are expected to inform the instructor of their topic selection by Day 7 of Module 5. The teams will be expected to address the areas listed below for the research project. The team research reports should be at least 10 pages, but not more than 15 typewritten double-spaced pages excluding the bibliography, table of contents, title page, etc. The Wikipedia reference is not an acceptable source to use. Points will be deducted if it is used in the research project. The research project must be written to include the following. The research project is due on Day 7 of Module 11.

### Part I: Synopsis of the situation

- a) What is the company background information?
- b) Include in this section the company values (value statement), vision statement, and mission statement.

### Part II: Problem(s) Identification Section

- a) What is the company's current strategy/initiatives?
- b) What does the company need to change or further develop to become successful/sustain their success?
- c) What strategic goals/objectives need to be developed and how will you measure the outcomes? When developing the objectives keep in mind the following SMART criteria. The criteria is listed below:
  - 1) **Specific** - the objective should state exactly what is to be achieved.
  - 2) **Measurable** - an objective should be capable of measurement – so that it is possible to determine whether (or how far) it has been achieved
  - 3) **Achievable** - the objective should be realistic given the circumstances in which it is set and the resources available to the business.
  - 4) **Relevant** - objectives should be relevant to the people responsible for achieving them.
  - 5) **Time Bound** - objectives should be set with a time-frame in mind. These deadlines also need to be realistic.

Some example goals/objectives are listed below:

- i) To obtain a return on investment of at least 15% within the next 12 months.
- ii) To increase earnings per share by at least 10% every year for the next five years.
- iii) To increase their customer base by 10%, thereby increasing the market share by 10% in the next 18 months.
- iv) To achieve 75% customer awareness of our brand in our target markets.
- v) To increase annual sales from \$1 billion to \$2 billion in 5 years.
- vii) To enter a new market every 18 to 24 months.
- viii) To have 30% of sales each year come from products not in the company's product line five years earlier.
- ix) To be the lowest cost, highest quality producer in the household products industry.
- x) To achieve a 15% average annual growth in sales, profit, and earnings per share.

Part III: Include the strategic management technique(s) that will be used to solve the problem(s). At a minimum, the strategic management techniques used, should include the four main areas of Strategic

Management Model. The team should thoroughly address and develop solid answers for each of the following areas:

- a) Crafting the Strategy: What type of strategy needs to be developed for this company?
- b) Applying Strategic Analytical Tools used for the proposed strategy: What type of tools need to be used for this strategy? Also, how will the team apply this from the Corporate Strategy, Business Unit Strategy, and Functional Strategy standpoint? Will you cascade the corporate strategy and customize it to the respective business and functional areas? If this is a global organization please include the global long-term strategy.
- c) Executing the Strategy: How will the strategy be implemented at the company? The team needs to include a timeline, budget and responsible areas for their successful execution plan.
- d) Evaluating and Controlling the Strategy: Explain the program cost for the organization and what the potential ROI is for this strategy. Also, create a Balanced Scorecard for the organization.

**Part IV:** The benefits and/or drawbacks that resulted from using the suggested strategic management technique(s). Assume that you will be presenting your strategy proposal to the CEO and the vice president(s) of the organization. How would you convince management to pursue the strategy that you outlined?

The teams will keep a log documenting the following:

- Date team met (in class and outside of class)
- Members who were present
- Items discussed
- Future actions

#### Written Evaluation

Sufficient background information is given so the reader may understand the problem and the strategic management issue(s).

The problem(s), or source of strategic management style is identified.

Discussion includes the company's/organization's objectives and the strategic management techniques that should be used by the company/organization to achieve those objectives.

Strategic Management model principles are well defined and the areas for Crafting the strategy, Applying Strategic Analytical Tools, Executing the Strategy and Evaluating and Controlling the Strategy are clearly described and well thought out.

Benefits and/or consequences of the strategic management techniques used are observed and examined by the student.

#### Structural Evaluation

Writer follows the basic outline required, I. Synopsis II. Problem, III. Strategic management techniques used in to solve the problem, IV. Benefits and/or consequences of the strategic management techniques used to solve the problem.

The written portion of the paper follows a logical sequence of presentation.

Writing is clear, logical, sequential, and to the point.

Writing is balanced between quotes and excerpts from the research, and writers own work based on observations and examination of the conflict.

Quotes and excerpts from the research are appropriately used, not excessive

Quotes and excerpts from the research material are appropriately notated.

Bibliography contains at least two different types of media (newspaper, magazine, textbook, etc.) from at least seven to ten different sources.

#### FINAL EXAM (Open Book)

**INSTRUCTIONS:** This strategic case base scenario exam was created by our Outcomes Assessment team. The exam is provided to all MBA students in the capstone course. As feedback, you will receive a one- page evaluation summary regarding your performance from me. This is not a type of exam you can study for, but you need to be prepared for it by having completed all the required readings for our course and assignments to date. Here are some suggestions to help you mentally prepare for it: you will be given a 2-page case scenario for an organization that you are interviewing for the position of Executive Director of Strategic Business Planning at the Lawrence Manufacturing Corporation. Present in your interview are the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), the Presidents of three of the six business units, and the Vice Presidents for Marketing, Economics, Engineering and Government Relations. You will need to provide “insights, recommendations, and answers” to this management team that has limited strategy experience. You will NOT need to compute any financials nor do any analysis but you will need to respond from a strategic sense to their issues and concerns.

You must work on your own, but are allowed to use your textbook. The exam should be completed within the 3 hours allotted. The exam will be open on the first day of Module 14 and will be available until day 7, Sunday of the Module at 11:59:59 p.m..

Exams needed to be completed in a MS-Word file and submitted via the link provided in blackboard.

#### PARTICIPATION:

Sharing your professional experience will enhance class sessions and is necessary for the practical skills we will apply in class. Participation is measured by a student’s contribution to the virtual classroom discussion board. A student contribution must add value to the course. A note is determined to be of substance by containing information that supplements, contradicts, questions, or furthers discussion on a subject area contained in the course. Notes such as “me too” and “I agree” and other notes not related to the course are not considered substantive notes for participation.

**Online Participation Points:** The following guidelines will be employed when grading online or BlackBoard participation points. All students will be expected to provide noteworthy responses three (3) out of the seven (7) days. Each student is required to respond to the assigned team's case study that is posted to the case analysis forum in blackboard on one of these three days. The post should include what the student learned and where he/she saw or heard similar principles applied.

Based upon the individual student's participation, a grade will be awarded to each student by the instructor at the end of each seminar following the grade scale discussed below. The participation grade will be based on the quality and quantity of the individual responses to the online blackboard discussions (see criteria below).

Posting Quality Rating	Examples
High	Original thoughts not already contained in the threaded discussion Cited examples/ideas from the Professional sources/Personal experience – please list the URL that you have referenced Agreement/Disagreement with other postings and including a strong reason why
Fair	Some original thoughts/some repeat of what has already been listed in the threaded discussion.
Weak	I agree/disagree with no reason/explanation/etc.

**Syllabus Addenda**

Please see the LTU Online “Current Students” web site <http://www.ltu.edu/ltuonline/currentonline.asp> for comprehensive information about Lawrence Tech’s academic services, library services, student services, and academic integrity standards. The contents of this web site is explicitly included as syllabus requirements.

The LTU Online “Current Students” web site also includes grading rubrics used by your instructor to evaluate written assignments, discussion forum participation, and group assignments. Please note that the SafeAssignment anti-plagiarism product will be used for written assignments submitted for this course. Please see the instructions included on the LTU Online web site regarding the use of the SafeAssignment product.