COURSE SYLLABUS

Please read the following course syllabus carefully, especially the course dates, times and location. If you have any questions, please do not hesitate to communicate with the IDEAL Program office, your academic advisor, or the instructor.

The IDEAL degree-completion program is designed with the adult learner in mind. Adult learners approach learning with specific goals, want to be able to directly apply new learning to their work and personal lives, and tend to learn best when the coursework is problem-centered so that they are actively engaged in the learning process. In addition, adults bring rich and varied experience to the classroom, which becomes a valuable learning resource for other students.

The IDEAL Program assumes joint responsibility in the learning process. The activities and assignments in the courses build on the shared experience of all learners in each class. This is why each student's preparation, participation and interaction in class activities and discussions are critical to the success of each course. The accelerated format of each course requires a significant amount your time outside the classroom to prepare for and complete the course assignments. This varies between students and courses; however, students typically spend nine-twelve hours per week on course material.

To participate in the IDEAL Program, it is expected that you will do the following:

1. Attend every class session. Be on time.
2. Obtain the required course materials prior to the first class session.
3. Complete the first assignment prior to the first class session and all subsequent assignments to the best of your ability.
4. Participate in the class discussions and demonstrate respect and consideration to the instructor and other students when they express themselves in discussion.

If you cannot perform these four expectations, it is recommended that you drop the course. We look forward to your academic success in each course and the ultimate completion of your degree.

Course No. & Title: MGMT 350 ID8W1, Business Policy and Strategy
Semester and Term: Spring 2014
Day and Dates: Saturdays 1/18/14 – 3/8/14
Time: 9am – 12pm
Campus Location: Bridgeport

Course Description:

A study of decision-making including integrating analyses and policy determination at the overall management level. Students search for new knowledge and solutions to long and short term problems and opportunities in specific businesses. The coordination, integration and innovative application of theory and methods learned in previous courses are the tools of research. Accordingly, the final examination of each course shall constitute, therefore, an outcome assessment of what the student has learned in the program. This examination, normally an extensive and comprehensive case study, will be graded by several faculty members representing different and relevant disciplines.
Prerequisite Courses: MGMT 301 and 302 and Senior Status
Course Code: BC, BUS (Seniors Only)

Instructor & contact information: Michael Patterson E-Mail: mpatters@bridgeport.edu
Telephone: 203-528-5661

Required Textbook:
Strategic Management and Business Policy, Wheelen, T.L. (**13th ed.**) **with case studies**
ISBN 9780132153225.

To order textbooks, go to the bookstore website at http://bridgeport.textbooktech.com/
Select IDEAL Campus and login to the bookstore. Select the course and follow instructions.

Learning Outcomes:
Upon completion of this course the student should be able to:

- Conduct and write a strategic audit of a corporation.
- Explain the major considerations in formulating corporate-level, business-level, and functional-level strategies.
- Assess how senior leaders address values, directions, and performance to ensure the creation of strategies, systems, and processes for achieving excellence, stimulating innovation, and building knowledge and capabilities.
- Identify critical management issues in both internal and external organizational environments.
- Assess industry and competitive conditions and identify key factors for competitive success.
- Evaluate current managerial responses to critical issues and develop specific recommendations for change(s) as required.
- Develop a framework of analysis to identify central issues and problems in complex, real world corporate cases and to suggest alternative courses of action plan for improvement based on the analysis and assessment of the business management environment.

- Bridge the gap between theory and practice by developing the skills to know when and how to apply concepts and techniques learned in previous coursework.
- Recommend ways organizations can adapt to an uncertain environment and identify techniques to influence and control external environments.
- Make decisions for dealing with complex strategic management situations in an ethical manner.

First Assignment Prior to the First Class:

- Read Chapter 1 Basic Concepts of Strategic Management including the preface and review Appendix 12.A-C.
- Complete and score results of the Strategic Practice Exercise on page 63 of the text. Prepare to discuss rationale for rankings.
- Bring a copy of your company's vision and mission statements (if unavailable bring operating objectives or anything that describes what the values or goals of the company) and visit an establishment and ask someone who works at the location if they can tell you what the mission or vision statement is for their organization? You can visit a Dunkin Donuts, Starbucks, Target, Wal-Mart or anywhere you want, be prepared to discuss with the class.

Assignments:

January 18th, 2014

- Read Chapter 2 Corporate Governance.
- Prepare a S.W.O.T. analysis on Ryanair following APA guidelines.
- Participate in our weekly discussion threads.
- Print and bring into class an article dated within the last 2 years connected to any relevance to Chapters 1 & 2. Be prepared to discuss in class on January 25th.

January 25th, 2014

- Read Chapter 3 Social Responsibility and Ethics in Strategic Management.
- Participate in our weekly discussion threads.
- Develop a Strategic Plan for the XYZ organization to desist employees from unethical actions. (Strategic plan template will be handed out in class) Be prepared to discuss in class.

February 1st, 2014

- Read Chapter 4 Environmental Scanning and Industry Analysis & Chapter 5 Internal Scanning: Organizational Analysis.
- Participate in our weekly discussion threads.
- Print and bring into class an article dated within the last 2 years connected to any relevance to Chapters 3, 4, & 5. Be prepared to discuss in classroom on February 8th.
- Read Case # 20 Rosetta Stone Inc. and prepare a 2 to 3 page analysis using **Case Analysis Guidelines.**

February 8th, 2014

- Read Chapter 6 Strategy Formulation: Situation Analysis and Business Strategy.
- Participate in our weekly discussion threads.
- Study for Mid-term

February 15th, 2014

- Read Chapter 7 Strategy Formulation: Corporate Strategy & Chapter 8 Strategy Formulation: Functional Strategy and Strategic Choice.
- Participate in our weekly discussion threads.
- Print and bring into class an article dated within the last 2 years connected to any relevance to Chapters 1 > 8. Be prepared to discuss in class on February 22nd.
- Read Case # 26 Rocky Mountain Chocolate Factory Inc. and prepare a 2 to 3 page analysis using **Case Analysis Guidelines.**

February 22nd, 2014

- Read Chapter 9 Strategy Implementation: Organizing for Action & Chapter 10 Strategy Implementation: Staffing and Directing.
- Participate in our weekly discussion threads.
- Print and bring into class an article dated within the last 2 years connected to any relevance to Chapters 1 > 10. Be prepared to discuss in class.
- Read Case # 25 The Future of Gap Inc. and prepare a 2 to 3 page analysis using **Case Analysis Guidelines.**

March 1st, 2014

- Read Chapter 11 Evaluation and Control.
- Participate in our weekly discussion threads.
- Go to the library and find a "Most Admired Companies" Fortune article from the 1980's or early 1990's and compare that list to the latest one. (See www.fortune.com for the latest list.) Which companies have fallen out of the top 10? Pick one of the companies and investigate why it is no longer on the list. Then prepare a 2 page paper using **Case Analysis Guidelines**.
- Work on Final Project.

March 8th, 2014

- Final Project.
- Participate in our weekly discussion threads.

Description of Weekly Sessions:
January 18th, 2014

- Introductions
- Review course expectations
- Review Case Analysis Guidelines
- Review online component
- Assignments to be submitted online (no hard copies)
- Review Chapter 1
- Review prior to class first assignment
- Open discussion to cover week two expectations

January 25th, 2014

- Robust discussion on current events articles
- Review Chapters 1 & 2
- Review discussion thread participation
- Review S.W.O.T. analysis
- Develop a Strategic Plan
- Review Final Project Expectations

February 1st, 2014

- Review Chapter 3
- Watch ethical dilemma clip
- Review discussion thread participation
- Start conversation pertaining to the mid-term
- Review organizational generation issues
- In class exercise
- Open discussion to cover week three expectations

February 8th, 2014

- Robust discussion on current events articles
- Review Chapters 4 & 5
- Review discussion thread participation
- Review the importance of gathering information (Environmental Scanning)
- Develop an action plan
- Open discussion pertaining to the Strategic Management Model
- Open discussion to cover week four expectations
- Review Mid-term

February 15th, 2014

- Mid-term warm up
- Mid-term

February 22nd, 2014

- Review Mid-term results
- Open discussion on Final Project
- Robust discussion on current events articles
- Review Chapters 1 thru 7
- Review the importance for stage two of the Strategic Management Model
- Open discussion to cover week 7 expectations

March 1st, 2014

- Review Strategy Implementation and Evaluation and Control
- Field questions pertaining to the Final Project
- Wrap up chapters
- In class exercise

March 8th, 2014

- Final Project Presentations
- Course wrap-up

Grading Criteria:

Attendance and active participation	10% (including submission of articles)
Discussion Thread participation	20%
Midterm - Test	15%
Case Analysis Assignments	25% (Must follow APA guidelines)
Final project	30%

Grading Policies for the Threaded Discussions

Read the assigned reading early. Try and avoid procrastination!!! You have a vested stake in our weekly discussion threads. When engaging in a robust discussion use what you have experienced personally, provide information from your assigned reading and draw information from your research. The discussion thread is another forum to assist in our learning community. Weekly discussion threads are open on Saturday the day of class and closes on the following Friday prior to midnight. It is expected that you will actively engage in our discussion threads. Please refer to the Discussion Board Rubric for the grading criteria.

Discussion Board Criteria:

- Active/Timely Participation = 3 (or more) postings + 2 (or more) responses to colleagues at various times in the week.
- Critical Thinking/extending information=logical thought based on connections to experience, research, readings, etc. Use Critical Thinking and Bloom's Taxonomy skills.

Discussion Board Rubric

Criteria	0 Points	1 Point	2 Points	Total
Active & timely participation	Missing replies to others.	1 acceptable & **timely** post including replies to others	3 or more acceptable & timely posts including replies to others	
Professional communication	Unprofessional communication	Minor grammar or spelling errors	Postings are professional and in standard written English	
Complete addressing of questions	Questions not fully addressed	Minimal response to questions; minor aspects missing	All questions fully addressed	

Evidence of critical thinking or extending information	Critical thinking or extending information not evident	Obvious responses to questions; little thought evident	Posts demonstrate critical thinking with evidence base from research or experience	
Course connections.	No connections provided	Minimal connections provided to readings/activities	Clear connections to readings/activities	
TOTAL				10

Letter Grading Scale:

% of Points Earned	Letter Grade
100-94	A
93-90	A-
89-87	B+
86-84	B
83-80	B-
79-77	C+

% of Points Earned	Letter Grade
76-74	C
73-70	C-
69-67	D+
66-64	D
63-60	D-
Below 60	F

ACADEMIC POLICIES

Attendance Policy

Classroom attendance is an integral part of the academic experience; therefore, students are expected to attend all class sessions. If an absence is unavoidable, the student, prior to class, should communicate with the instructor. Arrangements should be made at that time for submission of any missed assignments. It is also expected that students arrive on time and not leave until the class is dismissed. Tardiness will result in a reduced grade for the course. If you cannot attend every class session you should consider dropping the course.

IMPORTANT:

- Missing one class session will drop the final grade by one letter grade (for example if a student earns a grade of “B” in the course, the final grade would be a “C”).
- Missing two or more class sessions will be cause for a failing grade.

- Note: For 15-week courses; missing two class sessions will result in a letter grade drop and three or more will cause a failing grade.

Drop Procedures
To drop a course, you must complete and submit a Schedule Change Request Form. The form can be accessed at the IDEAL Course Schedule webpage: http://www.bridgeport.edu/academics/continuinged/ideal-academic-degree-programs-and-certificates/ideal-course-schedule/.

Please print and complete the form and fax the form to the IDEAL Office: 203-576-4537. Prior to dropping a course, the student should contact their IDEAL Academic Advisor to understand the implications to financial aid and/or degree plan progress.

Please review the drop fees and tuition refunds at the Academic Calendar; accessed at the IDEAL Course Schedule webpage (same link above).

Cell Phones
Cell phones must be turned off (or placed on "vibrate") while in the classroom. A cell phone call is disruptive and disrespectful to the other students in the class.

Academic Dishonesty
The IDEAL program prohibits all forms of academic dishonesty. Academic dishonesty is normally defined as, but not limited to, the following two categories:

Cheating – Using inappropriate sources of information in an assignment or on a test. The following are examples of cheating taken from real student experiences:

> Case #1: A student is enrolled in an introductory psychology course. He has co-workers who have taken the same course. As the end of the course approaches, he wonders how he will find the time to get the research paper finished, and asks one of his co-workers for help. His co-worker hands him a research paper that he submitted in a similar course. The student makes minor modifications to the paper, and submits it under his own name.
>
> Case #2: A student enrolled in a humanities course is unsure about how to structure an essay. She is doing research on the World Wide Web, and comes across an essay written by a student from another university. Using her computer mouse, she copies and pastes the essay into her word processor. She goes to great lengths to re-word the paper in her own style, but essentially leaves the content and organization the same.

Plagiarism – Intentional as well as unintentional failure to acknowledge sources as well as the use of commercially available so-called "research papers" without full recognition of the source. Presenting as one's own, the ideas, words, or products of another. The following are examples of plagiarism taken from real student experiences:

> Case #3: A student is conducting research for a Civil War research paper. He has reviewed work on the Internet. Finding helpful information, he has summarized his findings <u>without citing his sources</u>. He believes that minor paraphrasing is all that is necessary.

Case #4: A student is writing a paper that requires her to address specific topics and problems in the assigned course textbook. She takes the information directly from the textbook with slight modification, without giving any citation. She thinks that since it is the course textbook, she doesn't have to use quotations or citations.

Academic dishonesty applies to all courses, assignments or exams completed by students and submitted as their own original work, whether in person or by electronic means. The University does not tolerate cheating in any form. It is a serious breach of conduct with serious consequences. Instructors have the right to determine the appropriate penalty for academic dishonesty in their own courses; generally, however, such acts will result in a failing grade for the assignment and/or the course. The penalty for subsequent acts of academic dishonesty may include expulsion.

More information on how to recognize plagiarism can be found at this site: http://www.indiana.edu/~istd/plagiarism_test.html

Ethics Statement of Confidentiality
An integral component of an IDEAL course is student and faculty expression of personal experiences for the purpose of facilitating coursework. Students enrolled in the program are expected to honor confidentiality as it pertains to student disclosure. Shared information, comments, or opinions expressed by another student or the faculty member during the course of classroom discussion should never be used in a manner which is intended to humiliate, embarrass, harass, damage, or otherwise injure other students in their personal, public, or business lives. In addition, confidentiality must be upheld by not disclosing any information that would identify any particular individual.

ACADEMIC RESOURCE CENTER

The Academic Resource Center is available for IDEAL students seeking help in their studies. The Center is staffed by writing professionals and peer tutors. More information can be found at: http://www.bridgeport.edu/pages/2209.asp The Center is located on the 5th Floor of the Wahlstrom Library. Make an appointment or walk-in: Telephone: 203-576-4290. **Online Tutoring** is available at: www.etutoring.org. To use this free service you must have a UBNet account.

Obtaining a UBNet Account
Every registered student should obtain a UBNet Account. The account allows you to access MyUB; the portal for grades, library services, Canvas online learning system. Also, the account allows you access to computers in the Library and computer labs, and provides an email account in which the University sends out information. Go to: http://www.bridgeport.edu/ubnet - Click on "New UBNet Account" and follow the instructions.

The @bridgeport.edu email address is the official email the University uses to send information to you. You can have your bridgeport.edu email forwarded to any other private email account you use. Following the activation of your UBNet account (takes 24 hours), login at: http://www.bridgeport.edu/email and click on "forwards" at the top of the page. Follow the directions to forward email messages to your other account.

Learning Management System (LMS) - Canvas
For all courses that use Canvas, you can access Canvas through the portal by using the myUB link. Faculty post class documents on Canvas e.g. syllabus, power points, discussion

questions, case studies, current event articles, papers, reports etc. (save some trees). All students have access, and can download and copy the documents.
Canvas Tutorial For Students: https://bridgeport.instructure.com/courses/985903
For assistance contact the UB Help Desk at 203-576-4606 or email helpdesk@bridgeport.edu
https://bridgeport.instructure.com/courses/829447/

Accessing Your Grades & Schedule Online
The WebAdvisor online information system allows students to search for available classes, check grades, view semester class schedule and verify your personal profile. Grades are generally posted 2-3 weeks following the end of a course. To access WebAdvisor, login in to MyUB and follow the WebAdvisor menu on the right. If you are carrying a financial balance, access to WebAdvisor will be restricted.

Using the Library
Access to the Digital Library is through MyUB. On the MyUB home, in the central column, click on "myEureka Digital Library." Research tools available:

- Search for books held at the library.
- Search the online databases for your academic field; business, counseling, human services, psychology, etc.
- Send questions to the Reference Librarian for assistance in research topics and searching strategy.

Using Computers
Open access computer labs are available at three locations:

- Bridgeport – 1st floor of the Wahlstrom library. Check library hours of operation at: http://www.bridgeport.edu/library.
- Stamford – Room D; Check open hours at: http://www.bridgeport.edu/stamford
- Waterbury – Computer Lab; Check open hours at: http://www.bridgeport.edu/waterbury

Course Cancellations
Any emergency necessitating the canceling of courses will be announced by the University through the Emergency Notification Telephone Line, (203) 576-4159. Please call this number for information on course cancellations. Also, information will be posted under "Latest News" on the UB home page, (www.bridgeport.edu). Canceled classes will be made up either the week following the end of the course or in consultation between the instructor and the students as to day and time availability. Course cancellations are also announced on television and radio stations.

IMPORTANT CONTACT INFORMATION

Office	Telephone	Email
Bridgeport Campus Security	(203) 576-4911	ubsecurity@bridgeport.edu
Bursar	(203) 576-4692	bursar@bridgeport.edu
Cashier	(203) 576-4682	cashier@bridgeport.edu
Financial Aid	(203) 576-4568	sfs@bridgeport.edu
Registrar	(203) 576-4635	registrar@bridgeport.edu
Emergency Notification Phone	(203) 576-4159	
IDEAL Office	(203) 576-4800	idealinfo@bridgeport.edu

CAMPUS CONTACT INFORMATION

Campus	Address	Telephone	Email
Bridgeport	126 Park Avenue Bridgeport, CT 06604	(203) 576-4800	idealinfo@bridgeport.edu
Stamford	5 Riverbend Drive Stamford, CT 06750	(203) 358-0700	ubstamford@bridgeport.edu
Waterbury	84 Progress Lane Waterbury, CT 06705	(203) 573-8501	ubwaterbury@bridgeport.edu

Directions to IDEAL Campus locations	http://www.bridgeport.edu/pages/2260.asp

To fill out your financial aid report to the Federal Government, please go online to www.fafsa.ed.gov. The school code for the University of Bridgeport is 001416.
Federal Student Aid Information: 1-800-433-3243