



## 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 course 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. Participate in and complete the online orientation prior to your first online course.
2. Obtain the required course materials prior to the course start date.
3. Login and participate in your course a minimum of three times per week.
4. Complete all assignments to the best of your ability.
5. Participate in the class discussions and demonstrate respect and consideration to the instructor and other students when they express themselves in discussion.
6. If you have any technical difficulties, you must contact the Office of Distance Education immediately at [ubonline@bridgeport.edu](mailto:ubonline@bridgeport.edu).

If you cannot perform these six 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 DL2, Business Policy and Strategy

**Semester and Term:** Summer 2014

**Day and Dates:** 7/7/2014 – 8/23/2014

**Time:** online

**Campus Location:** Distant Learning

### **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:** Walter Dabek

**Email:** wdabek@bridgeport.edu

### **Required Textbook:**

*Strategic Management and Business Policy*, Wheelen, T.L. (13<sup>th</sup> 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:

**Week 1**                      Read Chapter 1: Basic Concepts of Strategic Management  
                                     Read Chapter 2: Corporate Governance  
                                     Review Appendix 12.A-C. Page 383-387

### Assignments:

**Week 2**                      Chapter 3: Ethics and Social Responsibility  
                                     Chapter 4 Environmental Scanning/Analysis

#### CASE STUDIES

Read Case # 3 Everyone Does It

Read Case # 20 Jet Blue and prepare a 2 page analysis using **Case Analysis guidelines**

**(Note: Case Analysis represents 20% of your final grade)**

**Week 3**                      Chapter 5 Internal Scanning/Organizational Analysis  
                                     Read Case: Boeing Bets the Company on pg 170-171  
                                     Chapter 6 Strategy Formulation—Situation Analysis/Business Strategy  
                                     Review Discussion Questions pg 200 #2 & 4

#### CASE STUDIES

Read Case # 5 Starbucks and prepare a 2 page analysis using **Case Analysis guidelines**

Read Case # 31 Wal-Mart and prepare a 2 page analysis using **Case Analysis guidelines**

**Week 4**

Chapter 7 Strategy Formulation—Corporate Strategy

Chapter 8 Strategy Formulation—Functional Strategy/Choice

**CASE STUDIES**

Read Case # 7 Apple and prepare a 2 page analysis using **Case Analysis guidelines**

Read Case # 13 Yahoo

**Week 5**

Chapter 9 Strategy Implementation—organizing for action

Chapter 10 Strategy Implementation—staffing and directing

Read Hewlett Packard Buys EDS pg 360-361

**CASE STUDIES**

Read Case # 12 Google and prepare a 2 page using **Case Analysis guidelines**

Read Case # 9 Dell

**Week 6**

Chapter 11 Evaluation and Control

**CASE STUDIES**

Read case # 14 TiVo

Read case #18 Tesla Motors

**Week 7**

**CASE STUDIES**

Read case # 33 Whole Foods

Read case # 32 Panera Bread

**Final project due on or before 8/23/14**

**Outline for Weekly Case Studies**  
Business Policy and Management 350

**And**

**Final Project**

**Case Studies:**

The purpose of using **case studies of is to provide real world/actual business examples** of how an organization handles itself with respect to their vision/mission and overall business strategy(s).

Reading a case study is not like reading a novel. There may not be a beginning, middle or end to the 'story', it may be unfolding as you read the case and situations may have changed since this case was written, so there is a lot of information you need to be aware of as you read and analyze each case.

What follows **is an outline** you should refer to when reading each case. You should use outline when you are reading and make notes as you go along, so when you get to the end you will have information that will help you write your analysis.

**As a starting point, you should be able to answer these two questions:**

- 1. What is/are the major issue(s) or opportunities facing the company/organization?**
- 2. What is the company/organization trying to accomplish and how?**

It is important for you to know and understand what the goal of the organization is....what they want to accomplish. As you read, you should be able to identify their organizational strategy, i.e. how are their using their core competencies to achieve their goal?

Below are examples of core competencies:

- A. Tangible Resources
  1. Financial Resources
  2. Physical Resources
  3. Human Resources
  4. Organizational Resources
- B. Intangible Resources
  1. Technological Resources
  2. Resources for Innovation
  3. Reputation
- C. Value Chain

1. Inbound Logistics
2. Operations
3. Outbound Logistics
4. Marketing & Sales
5. Services

**Note: not every organization will have all of these competencies, but you should be able to identify what the company does better than their competitors.**

Information you should be able to identify, again, not all areas apply to every case study or the company you may be working on.

### I. The General External Environment

- A. Demographic, what are the consumer trends and behaviors?
- B. Economic, what are the economic/financial trends that may impact the organization?
- C. Political/Legal, how do these impact the organizations ability to conduct? business?
- D. Socio-cultural, what are the current social trends and their impact?
- E. Technological, how is technology being used and its impact?
- F. Global, what is happening globally?

### II. Industry Analysis (Porter's Five Forces)

- A. Can you identify the Barriers to Entry [High or Low?]
- B. What is the Bargaining Power of Suppliers [High or Low?]
- C. What is the Bargaining Power of Buyers [High or Low?]
- D. Are there Threat of Substitute Products [High or Low?]
- E. Can you identify the Intensity of Rivalry among Competitors [High or Low?]

### III Firm's Strategies

- A. Can you identify the Business Strategy? e.g. Low Cost/Differentiation/Innovation, etc.
- B. Is their a Corporate Level Strategy? e.g. Diversification/Acquisitions, etc

### IV. Competitive Advantage Factors

- A: What makes this company different than their competitors? Also, is it Sustainable? (This is you opinion based on all of the above facts that will support your opinion)



You will need to do research and it should not be limited to only the Internet, but should contain references from professional journals, newspapers and periodicals (e.g. Business Week, Forbes, NY Times, Wall Street Journal, and others) Library references should be used for Dunn & Bradstreet Industry , Standard & Poor’s Industry Structure

During the last week of the course 8/18-- you need to post in the Discussion a brief summary of your project (so others in the class can learn from your research).

Paper should be at minimum of 6-8 pages, typed...double spaced

This assignment accounts for 40% of your final grade

**Grading Criteria:**

Active participation in the on-line Discussion with multiple posts each week	30%
Weekly Case Analysis Assignments	30%
Final project	40%

**Letter Grading Scale:**

<b>% of Points Earned</b>	<b>Letter Grade</b>	<b>% of Points Earned</b>	<b>Letter Grade</b>
100-94	A	76-74	C
93-90	A-	73-70	C-
89-87	B+	69-67	D+
86-84	B	66-64	D
83-80	B-	63-60	D-
79-77	C+	Below 60	F

**ACADEMIC POLICIES**

**Attendance Policy**

Course attendance via online participation is an integral part of the online academic experience; therefore, students are expected to be participative in all course activities and discussions. If an absence is unavoidable, the student should communicate with the instructor. Arrangements should be made at that time for submission of any missed assignments.

**IMPORTANT:**

- An absence (lack of participation) in any week of the course, 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”).
- An absence of two or more weeks will be cause for 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 without citing his sources. 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](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 5<sup>th</sup> Floor of the Wahlstrom Library. Make an appointment or walk-in: Telephone: 203-576-4290. **Online Tutoring** is available at: [www.etutoring.org](http://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](mailto: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 – 1<sup>st</sup> 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](http://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**

<b>Office</b>	<b>Telephone</b>	<b>Email</b>
Bridgeport Campus Security	(203) 576-4911	ubsecurity@bridgeport.edu
Bursar	(203) 576-4692	sfs@bridgeport.edu
Cashier	(203) 576-4682	sfs@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	<a href="http://www.bridgeport.edu/pages/2260.asp">http://www.bridgeport.edu/pages/2260.asp</a>
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To fill out your financial aid report to the Federal Government, please go online to [www.fafsa.ed.gov](http://www.fafsa.ed.gov). The school code for the University of Bridgeport is **001416**.  
Federal Student Aid Information: 1-800-433-3243