

**SYLLABUS**  
**INTEGRATED BUSINESS POLICY AND STRATEGY**  
**M&IS 44285**  
**SUMMER 2015**  
**HOURS: T,W,R 10:00 TO 11:30 AM**  
**OFFICE: BSA A415**  
**PHONE: 330-672-1155**  
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SECTION	CALL NO.	DAY / TIME	ROOM NO.
030	10576	ONLINE	DNA

***NOTE 1: This online course requires a familiarity with Black Board Learn. If you are not familiar with bbl, then you must get help on your own. I am in no position to tutor anyone on the use of bbl. The online exams also require a stable internet environment. I recommend Firefox or Google Chrome. Do not attempt to take exams with an iPad or iPhone you will get kicked out and I will have to restart your exam.***

***NOTE 2: The material in this syllabus should be considered nominal and is subject to change by the instructor at any given time due to various constraints on the class, such as weather, illness of the instructor, or other such issues.***

***NOTE 3: This is a five week course and the time will literally fly by. I strongly encourage you to diligently follow the schedule and keep up with the topics and assignments.***

***NOTE 4: You will access the class content from your computer. There are online files of the lectures and the two exams You will test using an online proctoring service called ProctorU (note below). All of this assumes a reliable, fast internet con-nection. Also, Proctor U (free to web-based students) assumes a good computer with camera and mic and a good internet connection. See <http://proctoru.com/getstarted.php> to check your computer). If your computer does not meet these specifications (and you cannot access one that does) then this class WILL NOT work for you. (a link to their page to check your specifications is below).***

**COURSE DESCRIPTION**

Unlike other business courses that concentrate narrowly on a particular function or piece of the business—accounting, finance, marketing, production, human resources, or information systems, strategic management is a big picture course. It cuts across the whole spectrum of business and management. 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.

Throughout the course, the spotlight will be trained on the foremost issue in running a business enterprise: “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 drill you in the methods of crafting a well-conceived strategy and executing it competently.

You’ll be called on to probe, question, and evaluate all aspects of a company’s external and internal situation. You’ll grapple with sizing up a company’s standing in the marketplace and its ability to go head-to-head with rivals, learn to tell the difference between winning strategies and mediocre strategies, and become more skilled in spotting ways to improve a company’s strategy or its execution. In the midst of all this, another purpose is accomplished: to help you synthesize what you have learned in prior business courses. Dealing with the grand sweep of how to manage all the pieces of a business makes strategic management an integrative, capstone course in which you reach back to use concepts and techniques covered in previous courses. For perhaps the first time you’ll see how the various pieces of the business puzzle fit together and why the different parts of a business need to be managed in strategic harmony for the organization to operate in winning fashion.

## REQUIRED TEXTS AND MATERIALS

Texts: **Both are required!**

1	<p><b>Integrated Business Policy and Strategy with Connect Plus access</b></p> <p><b>Kent State University Student Value Edition Management with Connect Plus access</b></p>	<p><b>Dess (CREATE) 6e</b></p>	<p><b>McGraw Hill</b></p>	<p><b>978-1- 12193523-5</b></p>
2	<p><b>Integrated Business Policy and Strategy M&amp;IS 44285 Case Pack</b></p>	<p><b>Professor Jim Smas Kent State University</b></p>	<p><b>McGraw hill</b></p>	<p><b>978-1- 12160043-0</b></p>

**Note: an alternative text can be bought online, the texts listed above are not available from online bookstores. If you buy the below edition, you do not need the case packet as the cases are included.**

**Strategic management: Creating Competitive Advantages, 6e, Dess et al , McGraw Hill, 2012.**

**ISBN: 0078029317**

### **COURSE OBJECTIVES**

- To develop your 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..
- To build your skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide you with a stronger understanding of the competitive challenges of a global market environment.
- To give you hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions.
- To acquaint you with the managerial tasks associated with implementing and executing company strategies, drill you in the range of actions managers can take to promote competent strategy execution, and give you some confidence in being able to function effectively as part of a company's strategy-implementing team.
- To integrate the knowledge gained in earlier core courses in the business school curriculum, show you how the various pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be managed in strategic harmony for the organization to operate in winning fashion.
- To develop your powers of managerial judgment, help you learn how to assess business risk, and improve your ability to make sound decisions and achieve effective outcomes.
- To make you more conscious about the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

## GRADING FOR CLASS

### GRADING:

I will use plus / minus grading this semester. Thus the grading for the course is as follows:

#### Based on Percentage Points Scored

92.5 – 100	% POINTS	A	72.5 – 75.9	C
89.1 – 92.4		A –	69.1 – 72.4	C-
86.0 – 89.0		B+	<69.0	D
82.5 – 85.9		B	<59.0	F
79.1 – 82.4		B-		
76.0 – 79.0		C+		

According to new University Guidelines the grades are converted to your grade point average by the following rules:

A	= 4.0	C	= 2.0
A-	= 3.7	C-	= 1.7
B+	= 3.3	D+	= 1.3
B	= 3.0	D	= 1.0
B-	= 2.7	F	= 0.0
C+	= 2.3		

## THE APPROACH TO TEACHING/LEARNING

1. Lectures by the instructor
2. Exams
4. Case Analysis
5. Online discussions of cases

## GRADING PLAN / PERFORMANCE EVALUATIONS

There are 1000 available points for the semester broken down as follows:

1. Exams (2 @ 150 pts)	300 points
2. Case Analysis Write Ups (3 @ 150 pts)	450 points
3. Case Group Discussions (5 @ 50 pts)	<u>250 points</u>
<b>4. Total Points Available</b>	<b>1000 Points</b>

## CASE WORK

### Group Discussions:

Case work will consist of weekly analysis and group discussions with a *cohort team*. You will analyze a case, and have a discussion with your group about the case using case questions as a guide for discussion. These discussions are worth **50 points** apiece.

### Written Case Work:

Your written case work will consist of **three (3) cases** to be submitted in blackboard learn on cases to be provided in the assignment section. These should follow the guidelines for case analysis given during the first week of class. These are worth **150 points each**. The deduction for late case submissions will be 10 points for each day late: no exceptions. All submissions are through blackboard learn. Submissions via email or hard copy will not be accepted.

## EXAMS

There will be **two exams worth 150 points each**. There will be 70 questions of the true false and multiple choice varieties worth 2 points each, and two essay questions worth 5 points each. You will have two consecutive hours to do the exam which will be take home, open book, and open notes.

### ProctorU information:

Register and schedule your time at least **3 days (72 hours) in advance** to avoid a "late schedule fee."

### **STEP 1: Be sure the computer you intend to use is COMPATIBLE with Proctor U.**

All the links below can be found in Black-Board-Learn in the ProctorU folder in Course Content.

Proctor U requires a computer with high-speed internet and a web cam.

- Go to <http://proctoru.com/tech.php> and click on the equipment test to see if your computer meets the requirements. if your computer does not meet the requirements of Proctor U, then this section is not a good choice for you.
- Web-based students schedule their exam with ProctorU at: <http://www.proctoru.com/portal/kent>.

- Students who are uncomfortable with ProctorU can opt NOT to enroll in a web-based course. Students who have concern that their technology will fail or be unreliable should schedule their ProctorU test early in the testing window, so they have time to recover and / or reschedule the test if the technology fails.

Below is quite a bit of detailed information from Proctor U's site (from <http://proctoru.com/getstarted.php>):

**Just follow these simple procedures.**

1. A **web camera** is needed so our proctors can watch you while you are taking your test. Don't have a web camera? ProctorU recommends just about any camera that can be purchased at your local electronics retailer.
2. A **microphone** is also needed so our proctors can hear you while you are taking your test. Don't have a microphone? Just like the camera, ProctorU recommends any microphone that works on your PC. It can also be purchased at your local electronics retailer.
3. Check the technical requirements page to make sure your computer and web camera meet the requirements.
4. Watch the demo video in our How it Works section.
5. Test your equipment out by going to our test it out page where a help desk technician will fully test your system for free.

**STEP 2: CREATE YOUR PROCTORU ACCOUNT** (if you do not have one already).

- Create an account and schedule your exam. Be sure to provide a valid email address and a phone number where you can be reached when you are taking the exam.
- At the time of your exam, please go to <http://go.proctoru.com> and click on the "Go" button to start the process.

**STEP 3: LOGIN and SCHEDULE an exam time.**

- Click on "Schedule New Exam"
- In the drop down box, Confirm Your Institution as Kent State.
- In the drop down box, Select a term as Fall 2014 – Online course (in-class students would click on Fall 2014 – In Person Courses).
- In the Select your exam drop down box, CHOOSE THE CORRECT EXAM>
  - **SNP\_SUM 2015\_EX1** For Example
  - Click on Find Reservations

- Click on the Day you want, and use the left-right scroll bar to find times that are available.
- When you find a time you like, click on “BOOK IT”

#### **STEP 4: Pre-Exam Checklist**

- If you have any questions, feel free to look at our FAQ section.
- Please visit <http://www.proctoru.com/testitout> to check your equipment before logging in.
- Be sure you are in a well-lit, quiet and private room. The lighting of your room must be daylight quality, and overhead lighting is preferred. If overhead lighting is not possible, please make sure that your light source is not directly behind you because it will make it difficult for your proctor to see you
- **Please have your photo ID ready. INTERNATIONAL STUDENTS should bring TWO picture IDs (e.g., KSU student ID and a Passport).**
- Please bring a reflective surface such as a CD, DVD or mirror. This is so you can show the edges of your monitor to your proctor.
- Please make sure to close out all programs, applications, and websites that do not pertain to the exam.

**FAQ's Page:** <http://proctoru.com/faq.php>

### The Following Policies Apply to All Students in this Course

- A. Students attending the course who do not have the proper prerequisite risk being deregistered from the class.

Students have responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule (using Student Tools on Flash-Line) during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule, you have until **Monday, July 20 2015** to correct the error. If registration errors are not corrected by this date and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any class in which you are not properly registered. For Summer 2014, the course withdrawal deadline is Monday July 20.

- B. **Academic honesty:** Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. In addition, it is considered to cheating when one cooperates with someone else in any such misrepresentation. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. It is the University's policy that cheating or plagiarism result in receiving a failing grade for the work or course. Repeat offenses result in dismissal from the University.
- C. **Students with disabilities:** University policy 3342-3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit <http://www.kent.edu/sas/index.cfm> for more information on registration procedures).
- D. **Outcomes assessment** is a requirement for M&IS 44285, Business Policy/Strategy. Therefore, if you are enrolled in this course during the current semester, **you must complete two outcome measures as part of your class, regardless of when you are actually graduating.** More information will be shared by your professor during the summer session. Completion of the two measures is required for you to receive your final grade in M&IS 44285.