

**SYLLABUS**  
**Business Policy (BSA 499-ON)**  
**Spring, 2021**  
**03/15/2021 through 05/01/2021**

**Prof. Timothy Kenny**

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**Office Hours:** Monday – Friday, 10:00AM – 5:00PM EST or by appointment

**Email Policy:** Emails will be answered within 24-48 hours.

**Course Description:** The mission of this 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. Ralph Waldo Emerson observed, “Commerce is a game of skill which many people play, but which few play well.” The overriding intent of this course is to help you become a savvy player and better prepare you for a successful business career.

**Prerequisites**

**Course Objectives**

1. 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.
2. 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.
3. 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.
4. 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.
5. 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.

All online courses in the School of Professional Studies are fully online and require the use of Moodle. Weekly readings, activities, and assignments will be listed in Moodle. You should expect to spend on average 10-15 hours per week on an individual 3-credit course. This includes all the readings, posts and assignments as well as being actively engaged in the discussions on the message boards. You should expect to log into the course daily, or at least 4-5 times per week

**Text and Resources**

Wheelen, T; Hunger, J. (2010) Essentials of Strategic Management, 5th Edition. Pearson. ISBN: 978-0136006695

Business Strategy Game (BSG) Internet simulation. Students will be required to register for the BSG at [www.bsg-online.com](http://www.bsg-online.com) upon receiving the registration code from the instructor on the first day of class.

### GRADING SCALE

The grading scale is as follows:

≥ 90	A	≥ 60	D
≥ 80	B	Below 60	F
≥ 70	C		

Weekly grades will normally be posted by the Thursday following a week's end date. Grades for Case Reports will be posted by the Sunday following the reports' due dates.

### EVALUATION

Activity	Responsibilities	Points Possible	Percentage
Discussion Participation	Each week there will be discussion on course topics. You will post an original, quality reply by Wednesdays and then respond to at least three others by Sundays to earn points. You can earn up to 20 points for your full participation in the discussions for Weeks 1 – 7. <i>See the Post and Response Requirements table below for additional guidelines.</i>	140	20%
Written Case Reports	You will be submitting written responses to two case reports to the assignment's Dropbox. Each case is worth 70 points.	140	20%
Business Strategy Game	You will be assigned to 1 of 4 teams competing in the Business Strategy Game (BSG) simulation. See the Week 01 Assignments link for details.	140	20%
Midterm Exam	You will be taking a midterm exam in Week 4 (covering Chapters 1-5). You can earn up to 140 points for this exam.	140	20%
Final Exam	You will be taking your final exam in Week 7 (covering Chapters 6-10). You can earn up to 140 points for this exam.	140	20%
<b>Total</b>		<b>700</b>	<b>100%</b>

### BSA 499 – BUSINESS POLICY – TENTATIVE SCHEDULE CONTENT

Chapter One	Basic Concepts of Strategic Management
Chapters Two & Three	Corporate Governance, Ethics, and Social Responsibility
Chapter Four	Environmental Scanning and Industry Analysis

Chapter Five	Internal Scanning: Organizational Analysis
Chapter Six	Strategy Formulation: Situation Analysis and Business Strategy
Chapter Seven	Strategy Formulation: Corporate Strategy
Chapter Eight	Strategy Formulation: Functional Strategy and Strategic Choice
Chapters Nine& Ten	Strategy Implementation: Organizing for Action
Chapter Eleven	Strategy Implementation: Staffing and Leading
Chapter Twelve	Evaluation and Control

#### Detailed Projected Schedule

Week	Topics	Assignments	Deliverables	Start Date	End Date
1	Chapter 1	Read chapter 1 in text and lecture  View PowerPoint presentation for chapter	Post 4 quality replies in the Week 01 forum  Complete BSG Practice Round #1	3/15	3/21
2	Chapter 2	Read chapters 2 & 3 in text and lectures	Post 4 quality replies in the Week 02 forum	3/22	3/28
	Chapter 3	View PowerPoint presentations for each chapter	Complete BSG Practice Round #2		
3	Chapter 4  Chapter 5	Read chapters 4 & 5 in text and lectures  View PowerPoint presentations for each chapter	Post 4 quality replies in the Week 03 forum  Submit Case Report #1  Complete BSG Year 11 (this is the first year in the BSG simulation)	3/29	4/4

4	Chapter 6	Read chapters 6 & 7 in text and lectures  View PowerPoint presentations for each chapter	Post 4 quality replies in the Week 04 forum  Complete BSG Year 12	4/5	4/11
	Chapter 7		Complete Exam 1 (Chapters 1-5)		
5	Chapter 8	Read chapter 8 in text and lecture  View PowerPoint presentation for chapter	Post 4 quality replies in the Week 05 forum  Complete BSG Year 13  Submit Case Report #2	4/12	4/18
6	Chapters 9, 10	Read chapter 9 in text and lecture  View PowerPoint presentation for chapter	Post 4 quality replies in the Week 06 forum  Complete BSG Year 14	4/19	4/25
7	Chapters 11, 12	Read chapter 10 in text and lecture  View PowerPoint presentation for chapter	Post 4 quality replies in the Week 07 forum  Complete BSG Year 15  Complete Exam 2 (Chapters 6-10)	4/26	5/1

### ***Preparation of Written Case Assignment***

The written case assignment is to be prepared on an individual basis. It is expected that the content of your written case will reflect your thoughts and analysis rather than the work of others. The nature of the written assignment will be handed out in class about a week prior to the due date. Suggestions regarding the preparation of written case assignments are discussed in "A Guide to Case Analysis" posted under the "Cases" link in the "Student Edition" at [http://highered.mheducation.com/sites/0072969431/student\\_view0/guide\\_to\\_case\\_analysis.html](http://highered.mheducation.com/sites/0072969431/student_view0/guide_to_case_analysis.html) The criteria for grading written case presentations include:

ELEMENT	WEIGHT
Identification of key problems/strategic issues.	20%
Use of appropriate analytical tools techniques, including the use of charts and tables where appropriate. You are expected to demonstrate that you can use the tools and techniques of strategic analysis presented in the chapters. Both breadth and depth of analysis will be evaluated.	30%
Presenting realistic, workable, well-supported recommendations for action.	25%
Use of good communication skills—failure to use good grammar, spelling, and other written communication skills will result in a full one-letter grade reduction.	10%
Evidence of adequate preparation, pride of workmanship, and display of professional attitude and approach.	15%
Total	100%

**No late papers will be accepted.**

All written cases are to be typed (double-spaced) and should incorporate correct form, spelling, grammar, sentence structure, and communication skills. Use of APA style formatting is mandatory (see <http://owl.english.purdue.edu/owl/resource/560/01/> for details.)

Papers which, in the opinion of the instructor, employ disproportionately poor grammar, poor quality and poor communication skills will be assigned a grade that is a full one-letter lower than would otherwise be assigned.

**Post and Response Requirements**

You will be expected to post to each discussion and respond to **three** fellow classmates, unless otherwise noted in the assignment. Your **initial reply** to the discussion question(s) must be posted by midnight on **Wednesdays**; **follow-up replies** must be posted by midnight on **Sundays**. Post and Response assignments will be evaluated in terms of both quantity and substance. Please also view the Discussion Grading Rubric.

Discussion Grading Rubric

Task	Responsibilities
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<b>Original Posting</b>	<p>Your post should...</p> <p>Add or contribute something productive to the conversation.</p> <p>Provide <b>supporting materials</b> for your argument. They may include scholarly websites, books, articles, videos, etc.</p> <p>Provide rationale for why the material you chose adds to the conversation.</p> <p>An appropriate length for an original post is 1-2 <b>well-supported</b> paragraphs. Quality is more important than quantity; try to make your posts concise.</p>
<b>Response Postings</b>	<p>Your responses should...</p> <p>If you agree, include additional supporting material.</p> <p>If you disagree, include a rationale for disagreement and supporting material.</p> <p>Include a question posed to the original author; this is intended to move the conversation forward.</p> <p>An appropriate length for a response post is 1-2 <b>well supported</b> paragraphs. Quality is more important than quantity; try to make your responses concise.</p>
<p><b>Note:</b> Remember that the number of postings given in the assignment is a minimum: you are strongly encouraged to engage in discussion beyond the minimum.</p>	

### Proctoring Policy

All online courses at William Peace University require one (1) proctored exams or activities during the final week of the course. For more information on proctoring options, please see: [http://www.peace.edu/wp-content/uploads/Proctoring-Options-for-Online-Students\\_2016.pdf](http://www.peace.edu/wp-content/uploads/Proctoring-Options-for-Online-Students_2016.pdf).

### Extra Credit

Extra credit is not available in this course.

### Late Work

Late work is not accepted without the instructor's approval prior to an assignment's due date. Valid emergencies will be evaluated by the instructor on a case-by-case basis at his discretion.

### Incompletes

An Incomplete is appropriate for a student that has been making steady, successful progress in a course and has an unexpected, verifiable mitigating circumstance at the end of the semester which precludes them from completing the last assignment or exam. Poor time management is not an appropriate reason to request an Incomplete. All incomplete grade requests must be approved first by the Instructor, and then by the Director of Online Programs. If the Incomplete is approved the student will have up to six additional weeks to complete the work, as determined by the Instructor. If the student does not complete the final work, the Instructor will assign the appropriate letter grade for work completed or the grade will revert to an "F."

### Plagiarism Policy

**Plagiarism is theft; it is the *deliberate or accidental* use of a source's words, interpretation, or information *without properly quoting or paraphrasing and acknowledging that use*.**

In both the professional world and the academic world, plagiarism is punished. In the professional world, charges of plagiarism, when proven, carry

potentially enormous financial penalties. In the academic world, universities and colleges punish plagiarism with varying degrees of severity, with the penalties ranging all the way from expulsion from the school, to automatic 'F' in the course, down to automatic 'F' on the particular project or paper.

**There are only two ways to avoid plagiarism:**

1. **Quote and Citation**: Use the source's exact words, place quotation marks at the beginning and end of them, and insert a citation immediately at the end of the quotation according to the standards of the discipline.
2. **Paraphrase and Citation**: Transform (paraphrase) the source's words and information entirely into your own style of writing, and insert a citation at the end of this paraphrase. If what you write still echoes the source's words and style, you have plagiarized. If you fail to insert a citation, you have plagiarized.

**Academic Integrity**

William Peace University seeks to develop both the intellect and character of its students. All members of the University are expected to promote a culture of academic integrity, and all students are expected to inform themselves of the University's policies and procedures related to the Honor Code.

All forms of academic misconduct are violations of the University's Honor Code. These include, but are not limited to:

- Cheating: Using or attempting to use unauthorized materials, information, or study aids in academic work or in working with others on academic requirements (tests, assignments, etc.)
- Plagiarism: Representing the words or ideas of another as one's own in any academic work, whether intentional or not
- Falsification: Falsifying or inventing any information or citation in academic work
- Facilitating academic dishonesty: Helping or attempting to help another student to commit an act of academic dishonesty
- Lying: Misrepresenting information that is relevant to the classroom or academic performance

If a faculty member suspects academic misconduct has taken place, s/he will complete an Honor Code Violation Report and meet with the student to discuss. A student may accept or decline to accept responsibility. If a student accepts responsibility, s/he will be subject to the penalty determined by the faculty member. If a student declines to admit responsibility, the case will be turned over the Honor Board for adjudication. A complete summary of the Honor Code and Honor Board policy can be found in the *2020-2021 Academic Catalog*

**Attendance Policy**

William Peace University students are expected to attend all classes and laboratories for which they are registered, believing that regular class attendance and participation are an essential part of a student's educational program. However, the University's policy is that students may not miss more one (1) class in a 7-week session or two (2) classes in a 15-week session or the student is subject to course failure. It is the responsibility of the student to meet the attendance policy. All members should arrive on time for classes and activities and leave when dismissed. Students who must arrive or depart a class early should notify the instructor prior to class and do so with minimal disruption to the class.

**Class Participation**

This class is designed to foster discussion and interaction. Students are expected to come to class prepared to apply readings in class discussion and activities. It is your responsibility to actively participate in class. Simply being present in class is not sufficient.

### **Tutorial Services**

Peer Tutoring is available for all WPU students free of charge. Support is offered in many subjects, including anthropology, biology, business, chemistry, criminal justice, history, math, political science, psychology, simulation and game design, and writing. Free workshops on study skills and documentation styles like MLA and APA are also offered each semester. Tutorial Services also has many resources on studying, citation, grammar, and other academic topics. Students can sign up for individual appointments using WPUConnect or in person at the Center for Student Success, located in the 2nd floor of Finch Library. For more information, contact Dr. Deanna Rogers, Director of Academic Support, at [drogers@peace.edu](mailto:drogers@peace.edu) or 919-508-2080.

### **Disability or Learning Services**

Disability Services are available to all WPU students who require reasonable accommodations due to any cognitive, physical, or psychological disability, in order to provide equal access to the educational environment. Students will need to be certified with the Disability Services Office and provide appropriate documentation to receive an Academic Accommodation Plan. For more information or to become certified, please contact a counselor in the Disability Services Office, which is located on the 1st Floor of Joyner House. You may also reach Disability Services by sending an email to [Disability@peace.edu](mailto:Disability@peace.edu).

### **Procedure for Handling Violations**

The instructor will meet with the student(s) involved, send an email response, or note the matter on a graded assignment and clearly state the nature of the charge. Each professor has the option to institute sanctions for a first offense but is also required to submit a report to the Vice President for Academic Affairs. The type of infraction (e.g. unintentional plagiarism versus blatant cheating on a test) will determine the severity of the sanction. A professor's course syllabus will explain his or her penalties for a violation of academic integrity, such as a zero or "F" for a specific assignment or an automatic "F" for the entire course. The student is under no pressure, overt or implied, to admit responsibility. A student cannot withdraw from a course in which a decision about the violation of academic integrity is pending. When a decision has been made, the accused student(s) may choose to appeal using the academic grade appeal process. The Vice President of Academic Affairs will keep records of all violations which remain a part of a student's permanent record. For each violation the VPAA usually sends a letter to the student, which serves to note the infraction, remind about the importance of academic integrity, and warn about the consequences of future infractions.

<b>Violation</b>	<b>Action by Faculty (Course Penalty)</b>	<b>Action by V.P. for Academic Affairs (Academic Penalty)</b>
First	Notifies student; assigns penalty as described in course syllabus; reports violation to VPAA	Usually sends letter to student warning that another violation will result in suspension for the subsequent semester.
Second	Notifies student; assigns penalty as described in course syllabus; reports violation to VPAA	Sends letter to student suspending him or her from WPU for the subsequent semester and warning that one more violation results in permanent expulsion from the university.
Third	Notifies student; assigns penalty as described in course syllabus; reports violation to VPAA	Sends letter to student permanently expelling him or her from WPU.

**This syllabus is subject to change at the instructor's discretion.**