

BUSI 4940

Business Policy & Strategy



Fall 2021, Monday Evenings, Hall Park B, Room 130 (Frisco)

Course Syllabus

INSTRUCTOR:	Dr. Clinton Purtell	E-MAIL:	clinton.purtell@unt.edu
PHONE:	469-964-9753 (txt is acceptable)	OFFICE:	N/A
FAX:	N/A	OFFICE HOURS:	By Appt. (See appointment procedures below)

Please contact me via Canvas-email, or schedule an appointment at www.calendly.com/cpurtell and we can set up a Zoom call if you would like to speak to me directly. I encourage such calls and meetings.

VERY IMPORTANT: You must include your full name, University, and course number when scheduling the appointment or if sending an email. I will not accept appointments that do not contain the following information, and may not answer emails if I cannot easily determine who you are. This is because I have more than 200 students; thus, make communication easy on both of us!!

Example: "Jane Doe - UNT – BUSI 4940." Failure to do so will result in a decline of the meeting request.

Texts or emails that do not contain the noted introduction may not be answered. I typically respond to all texts within 24 hours – usually much sooner than that. I will attempt to answer emails within 24 to 48 hours, but I strongly suggest you text in order to get a response.

TA:	Md. Kamrul Hasan ("Hasan")	E-MAIL:	MdKamrulHasan@my.unt.edu
------------	----------------------------	----------------	--

TA's will not have set office hours due to the Coronavirus. Please contact them via Canvas, and they can set up a Zoom call if you need to speak with them.

About Your Professor: Professor Clint Purtell, PhD is a full-time professor in the UNT Ryan College of Business. He teaches Organizational Behavior, Entrepreneurship, Strategy, and Management, serves as a Faculty Advisor, and conducts research in advanced unmanned aerospace mobility and other entrepreneurship topics. Dr. Purtell is an experienced entrepreneur and corporate executive with significant and current experience in strategy, mergers and acquisitions, operations, supply chain, digital commerce and technology. He was also a successful franchisee in north Texas. He has developed and lead corporate entrepreneurship and strategic endeavors across numerous industries and companies such as Southwest Airlines, American Airlines, Dr Pepper/Cadbury Schweppes, Cracker Barrel (CBRL Group), Essilor and other global firms. He also has executive experience as a Director at a government agency.

Dr. Purtell has a BS in International Finance from Oklahoma City University, is a recognized OSLEP scholar from the University of Oklahoma. He has an MBA in Operations from Belmont University (Nashville, TN), a PhD in Management and Entrepreneurship from Oklahoma State University, and is an Executive Scholar from Northwestern University, Kellogg School of Business. He has lectured at numerous international institutions including Harvard, Oxford, and INSEAD and has traveled to, conducted business, and managed various company divisions in more than 30 countries across the globe. Dr. Purtell is an Oklahoma Choctaw (Native American) and is a registered member of the Choctaw Nation of Oklahoma.

COURSE OBJECTIVES:

This course is designed to help you achieve at least four major objectives:

- 1) Integrate knowledge and skills acquired in the business foundation courses across disciplines
- 2) Improve skills at working collaboratively with a multidisciplinary team
- 3) Develop skills needed to analyze real world business situations and offer recommendations for solutions to allow an organization to survive and then hopefully gain a sustainable competitive advantage
- 4) Develop and refine critical thinking, business writing, and presentation skills

REQUIRED TEXTBOOK OR E-TEXT: Hitt, M., Ireland, D., & Hoskisson, R. (2020). *Strategic Management, Competitiveness & Globalization*. (edition 13e). New York, US: Cengage

REQUIRED SUPPLEMENT: "MindTap" via Cengage for the Hitt, Ireland, Hoskisson text. A link will be available in Canvas that will walk you through the process for how to purchase a subscription to Cengage that will cover the cost of the textbook and the supplement. You will then be able to set up an account at Cengage that will allow you to access the MindTap materials

CANVAS AND ANNOUNCEMENTS:

CANVAS. This course will make extensive use of an online software system you are probably very familiar with already called Canvas. It is your responsibility to keep up with material, instructions, announcements, e-mails, and grade postings that will be made available to you throughout the short summer semester in Canvas. As a general rule, all assignments will be submitted through Canvas.

Tutorial for CANVAS and Zoom. To help those students who are new to Canvas or who would like to improve their knowledge of the system, here is a link that will help. Not only does it provide a tutorial for Canvas, but it also provides a tutorial for Zoom which might be helpful both for UNT and for when you graduate and begin working. <https://online.unt.edu/learn>

ANNOUNCEMENTS. The Announcements section on Canvas provides official bulletins and communications from the instructor. Since the Announcements section is an "official site" within Canvas and part of the course, you are responsible for knowing the information there. As always, the instructor accepts and replies to regular e-mail (clinton.purtell@unt.edu) on any course-related matter. **I typically respond to all emails within 24 hours – usually much sooner than that.**

Emails to the class will be sent through Canvas. The default email address in the system is your UNT account. If necessary, please change your email address to ensure that you receive all class communications.

METHOD OF INSTRUCTION:

Although this class is typically taught face-to-face, due to the COVID-19 pandemic this course will be taught completely online. The current approach is supported by UNT's Canvas software system, and it will be conducted using Textbook-based Lecture Presentations, Narrated Lecture Presentations, Canvas-Based Discussion Forums for Class-Wide Q&A, Individually Scheduled Zoom Meetings, Optional Class-Wide Zoom Meetings for Q&A, Three Individual Examinations, an Individual Project Assignment, and various Team Project Assignments. Teams will be formed within the first few days of class. We may have an occasional speaker visit with the class. If this occurs, a set day and time will be shared in advance. Although this is technically an asynchronous class, as a matter of courtesy we expect full attendance by all students for a guest speaker's Zoom meeting, if at all possible.

PERFORMANCE EVALUATION AND GRADING

Your grade in this course will be determined by your performance on one individual project, three exams, and four team assignments. The point distribution is as follows:

INDIVIDUAL ASSIGNMENTS: CUMULATIVELY WORTH 600 POINTS

1) Undergraduate Business Assessment – Mandatory to graduate (-25 points if late)	0	Points
2) Individual Writing Assessment – Mandatory to graduate (-25 points if late)	0	Points
3) First Destination Survey – Mandatory to graduate (-25 points if late)	0	Points
4) Eight (8) What Would You Do? Video Quizzes from MindTap (10 points each)	80	Points
5) Five (5) Minicase Video Quizzes from MindTap (5 points each)	25	Points
6) Supplement Quiz – Financial Analysis and Financial Forecasting for Strategic Planning	10	Points
7) Surveys – Completion of UNT Research Surveys	5	Points
8) Completion of Weekly Presentation Reviews	10	Points
9) Exam 1	140	Points
10) Exam 2	140	Points
11) Exam 3	140	Points
Individual Subtotal	550	Points

TEAM ASSIGNMENTS: CUMULATIVELY WORTH 400 POINTS

12) Weekly Group Presentations	50	Points
13) External Analysis Template	100	Points
14) Internal Analysis Template	100	Points
15) Strategy & Forecasting Template	100	Points
16) PowerPoint Presentation Video	100	Points
Team Subtotal	450	Points

Total Class Points **1,000 Points**

LETTER GRADE EQUIVALENT: These scores already include an adjustment for 'rounding'

A = (896 to 1000 points) [89.6% - 100%]

B = (796 to 895 points) [79.6% - 89.5%]

C = (696 to 795 points) [69.6% - 79.5%]

F = (695 points or below) [69.5% or below]

IMPORTANT: You must get a C or higher to pass this course and graduate

POSSIBLE POINT SUBTRACTIONS: There are two assignments that are required which will result in a loss of points if you do not submit them by the deadline. Please make sure you turn these in on time.

- Late Undergraduate Cumulative Business Assessment -25 Points
- Late Final Destination Survey -25 Points
- Late Team Contract -25 Points

POSSIBLE EXTRA CREDIT POINTS: The instructor may from time to time provide opportunities for extra points that comply with University policy. Certain instances may allow opportunities for guest speakers, while others will include an opportunity to meet with your professor for an optional 1:1 to discuss issues of importance to you. The instructor will announce if and when these opportunities arise.

DESCRIPTION OF INDIVIDUAL PROJECT AND EXAMS

REQUIRED: CUMULATIVE UNDERGRADUATE BUSINESS KNOWLEDGE ASSESSMENT

The College of Business would like to test how much you have learned and retained from your business classes at UNT. As a result, they have asked that the instructors of BUSI 4940 administer an assessment (test) that covers most of the disciplines you were required to complete prior to this capstone course.

- The assessment is administered completely through Canvas
- ***The assessment is required by the college to pass the course and for graduation.*** Let me repeat that. You must take the assessment to pass this course and graduate
- Your grade on the assessment does not affect your grade in BUSI 4940, unless you don't take the assessment
- Any student who fails to take the assessment on-time will have 25 points deducted from their total class score for BUSI 4940
- To help you prepare for the assessment, an outline of relevant content and example questions are provided in Canvas. The assessment includes 50 questions and will take approximately 75 minutes to complete. You are welcome to use any materials and a calculator, but the assessment is an individual assignment
- ***Any student who scores below a 35% may be asked to retake the assessment, so please give it your full attention and do your best***

REQUIRED: INDIVIDUAL WRITING ASSIGNMENT: COVER LETTER (Mandatory, -25 points if late)

This assignment is required by the Dean's office, so it is mandatory to complete the assignment in order to pass the class. Each student will write a formal business ("cover") letter to the fictional strategic planning department of Southwest Airlines in response to a job opportunity in the strategy department. (We are not actually sending anything to Southwest Airlines). A fictional job description can be found in Canvas to use as a guide to help you write your cover letter. The letter should be no longer than one page. Points will be removed from the total score if the cover letter exceeds one page. This is a good chance for you to practice your writing skills as well as your job acquisition skills. We will provide you guidance on the due date and formatting in Canvas.

Please do not attach a real resume to your submission but add the "enclosure" note at the bottom of the one-page letter as if you were attaching a resume.

REQUIRED: FIRST DESTINATION SURVEY (Mandatory, -25 points if late)

See Instructions in Canvas. This is basically a straight-forward survey about your job status and job plans.

This assignment will assist the Ryan College of Business with collecting data through our *First Destination Survey*. The *First Destination Survey* is a tool that enables the Ryan College of Business to better understand the post-graduation plans of upcoming graduates at the time of graduation – and on average it **takes fewer than ten minutes** to complete. Even if you are still in a decision-making process or are still job searching your response is valuable, so please take a few minutes to report your status. Your participation in this survey is greatly appreciated because it:

1. Contributes to improved rankings by publications such as US News and World Report
2. Is a requirement for UNT's Ryan College of Business accrediting agency
3. Assists RCOB to better participate in national rankings for MBA programs
4. Provides benchmarks that many prospective students and families are researching as they make decisions about where to attend school.

In short, your participation matters because it contributes in a positive way to the well-being of Ryan College of Business and ultimately increases the value of your degree!

Scholarly Research Team Surveys

Research Study Participation: As part of the requirements of this course you are being asked to participate in a research study. This research is being conducted by a doctoral student at UNT (Brandon Antwiler, Brandon.Antwiler@unt.edu, supervisor: Dr. Virginie Kidwell, Virginie.Kidwell@unt.edu) for completion of his dissertation requirement on the topic of team dynamics. Participation in this study is voluntary, and if you do not wish to participate you can find details about an alternative assignment which will earn you equal course credit. (See below). For this study, you will be asked to complete three separate surveys that should take no more than 20 minutes each to complete. You will have access to the first survey following team formation (week 4), the second survey will be taken the same week you submit the second team assignment (week 9), and the final survey will be taken as you prepare to submit your third team assignment (week 13). Prior to taking each survey, the investigators will explain the study to you and answer any questions you may have. Team participation in each of the 3 surveys is crucial to be able to use the data for analysis purpose. Your survey responses will be treated as confidential; your course instructor will not have access to your survey responses, and no teammate will ever see your responses. Beyond participation requirements for this course, your individual responses will bear no impact on your grade. Once the data collection is closed, your name will be replaced with a random I.D so the final dataset retains no name. All analysis will be done at the aggregate level and no individual response will be used. This is an IRB approved study (IRB-20-554). Your participation is greatly appreciated. For additional information, please contact Brandon.Antwiler@unt.edu.

Alternative Research Study Assignment: You have the right to not participate in this research study, if you choose not to participate that decision will not be held against you. If you do not wish to participate, you may request an alternative research assignment to earn course credit. For the alternative assignment you will need to read and summarize one scholarly article relevant to this course (i.e. Corporate-level strategy, Corporate Governance, Strategic Leadership, Strategic Entrepreneurship, etc.). This summary should take about 1 hour, similar to the time required to complete all three surveys. All submissions will be checked for plagiarism and the UNT Academic Integrity policy is in effect for this assignment. Recommended journals include *Academy of Management Journal*, *Strategic Management Journal*, *Organization Science*. As survey participation is only open for a brief period of time you must request an interest in this assignment prior to the closing of the first survey, and your submission must be sent prior to the close of the final survey. To submit this alternative assignment, email your summary to Brandon.Antwiler@unt.edu and be sure to include your name and course number in your email.

EXAMINATIONS:

There will be **three exams** this semester, each worth 160 points towards your final grade.

The exams will be administered on Canvas during our scheduled class period, and once the exam is started the student will have a specified period of time to complete all the questions. Please be sure to prepare an environment for yourself that is conducive to taking the exam (i.e., quiet, free from distraction, reliable and consistent internet connection).

Respondus Lockdown. Each student will be required to access and take the exam using Respondus Lockdown software which is available through the university.

<https://clear.unt.edu/supported-technologies/respondus-lockdown-browser>

If you experience problems with your browser or with Canvas during your exam please call or email the student help desk. That number is 940-565-2324 and the email is helpdesk@unt.edu. Technical difficulties will be resolved as they appear. The University computer techs can determine exactly what has taken place and will advise the instructor of the outcome (your ISP, our ISP, Canvas Learning System, student unplugged the phone line, etc.). The instructor will make a determination to allow you to continue or not based on that advice, University policy, applicable law, and past practice.

Following standard university policy on academic dishonesty, you are not allowed to use or access any notes,

websites, or any other form of support materials or communications with others during the exam. You are also not allowed to take a photograph of or share any aspect of the exam with anyone at any time during or after the semester. Finally, you are not allowed to access any computer code related to the exam or the Canvas shell on which the exam is published.

EXAM 1 – INTRO TO STRATEGIC MANAGEMENT SUPPLEMENT, PLUS CHAPTERS 1 & 2 (160 Points)

- **50** Multiple Choice and/or True/False Questions (3.8 points per question) 160 points total

EXAM 2 – FINANCE SUPPLEMENT, PLUS CHAPTERS 3, 4, & 6 (160 Points)

- **50** Multiple Choice and/or True/False Questions (3.8 points per question) 160 points total

EXAM 3 – IMPLEMENTATION SUPPLEMENT, PLUS CHAPTERS 7, 10, & 11 (160 Points)

- **50** Multiple Choice and/or True/False Questions (3.8 points per question) 160 points total

DESCRIPTION OF TEAM PROJECTS

Students will be assigned to teams at the beginning of the semester, and each team will research and complete a set of templates related to the steps in the strategic planning process. There will be three team research projects and one team PowerPoint presentation.

TEAM CONTRACT: Each team is required to submit a team contract. Failure to submit the team contract on-time will result in a deduction of 25 points from each team member. Details are provided in the assignment instructions in Canvas.

TEAM PROJECT 1: EXTERNAL ANALYSIS PROJECT TEMPLATE. (100 Points) This assignment requires each team to gather research materials and use a variety of tools to analyze both the “general” external environment as well as the specific “industry” associated with the case company. Once research materials are gathered and assessed, the team will be asked to answer a few summary questions about the findings of the research. Rubrics and specific research questions are provided in the lecture materials, the external analysis template, and the instructions on Canvas.

This project is worth **100 points**.

TEAM PROJECT 2: INTERNAL ANALYSIS PROJECT TEMPLATE. (100 Points) This assignment requires each team to gather research materials and use a variety of tools to analyze the internal environment (in other words, analyze aspects of the case company) that can help secure survival, remove competitive disadvantages, identify and exploit competencies to achieve a competitive advantage, and/or promote the use of or development of competencies that might create a sustainable competitive advantage. Rubrics and specific research questions are provided in the lecture materials, the internal analysis template, and the instructions on Canvas.

This project is worth **100 points**.

TEAM PROJECT 3: STRATEGY & FORECASTING TEMPLATE. (100 Points) Once the external and internal analyses are completed, it is extremely important to learn how to formulate strategic options and select (and justify) the preferred strategic path for the company. Once the preferred strategy is selected, an executive must be able to estimate the likely financial impact of the plan on the company. Team Project 3 will require that each team complete a template of questions and summary sections, plus prepare a financial forecast of at least five-years in duration. Rubrics and specific research questions are provided in the lecture

TEAM PROJECT 4: FORMAL STRATEGY RECOMMENDATIONS POWERPOINT VIDEO PRESENTATION.

(100 Points) Detailed instructions for the video presentation and the grading rubric are provided in Canvas. Teams will be required to prepare a well-produced video where they present their final strategy recommendations and a synopsis of the financial forecast as if they were speaking directly to the executive team and board of directors of the case company. Team presentations will be limited to no more than 15 minutes. It will be very important to ensure quality is high and that your professor can clearly SEE and HEAR your presentations. It is not necessary for all team members to be physically present in the video; teams may determine appropriate roles and responsibilities for their respective team members. It is of the utmost important that all team members contribute to the final product, and that the contribution is of a high level of quality.

The PowerPoint presentation is worth **100 points**.

CASE COMPETITION. We will be selecting a list of the Top Ten video presentations from across all six sections of BUSI 4940. At a minimum, these students will be able to put on their resume that they were a finalist in the UNT Strategic Management Case Competition for Fall 2021. These top ten case videos will then be judged by esteemed UNT leaders such as Dean Marilyn Wiley, Dr. Mark Davis, and potentially a few other leaders of the college. These additional scores will then be used to help determine a top two set of teams that may receive additional awards.

RECORDED TEAM PRESENTATION FOR CLASS REVIEW: Weekly Current Topic (50 Points)

This assignment requires each team prepare one recorded presentation to present to the class. Teams are free to choose any current topic from the news/popular media relative to Southwest Airlines, their competitors, the airline industry, or the commercial passenger transportation or cargo industry to discuss. The topic must somehow tie to the semester term project during the week in which the topic is assigned. Recorded presentations may not exceed 10-12 (max) minutes. Preparation, professionalism and delivery is of the utmost importance. Again, you may select roles and responsibilities, but all team members should contribute during preparation and/or delivery.

Weekly Topic Chosen by Groups: Each group will select a **relevant** and **interesting** topic to present to the class. The topic must be relevant to organizational behavior/theory or operations topics and must tie to the Chapter(s) we are discussing during the week you are assigned. The topic may not be the same as a topic previously covered by other Groups in the class. The objective of this assignment is to 1) discuss a topic, event, or news-item your Group deems would be interesting to your peers and relevant to OB topics, and 2) demonstrate your ability to tie your chosen topic to the class materials from our textbook, assignments or discussions from previous classes.

Groups will be responsible for giving a 10-12 (max) minute presentation to the class on the contents of your chosen topic/article(s), how it ties into the class material, and how this topic affects the business/industry/society. These presentations will be evaluated by both students and the professor, according to the rubric below. Presentations should be more than simple PowerPoint slide shows. Incorporate media from the internet, videos, or other visuals as needed to make your video interesting and educational. Presentation materials should be uploaded to Canvas by end of day Sunday prior to the beginning of class.

Student Reviews: Each student will receive a pass/fail score for completing a scoring form for EACH individual presentation viewed during assigned weeks, respectively. Students will record their score following each presentation by using an online evaluation form posted in Canvas. Students must identify themselves in order to receive credit for completing the scoring exercise, but all individual score will be confidential and only an aggregate score will be revealed. It is important that you score your peer's in a professional, yet critical manner. Scoring should represent your assessment and expectations of a UNT student-scholar.

Points for presentations are as follows:

	Professor Score	Student Score
Introduction and review of the topic for the class	15	10
How the topic ties into class material	15	10
Thoroughness of research & quality of presentation	15	10
<u>Rating for “Interesting and Relevant”</u>	<u>15</u>	<u>10</u>
Total Points	60	40

INDIVIDUAL INVOLVEMENT IN TEAM ACTIVITIES

TEAM FORMATION: Team assignments in the course make up a significant portion of your grade. In this course, teams are formed by the instructor to create a mix of majors necessary to integrate and share cross-disciplinary knowledge. **Team leaders are asked to volunteer at the very beginning of the semester.**

It is our intention to announce the teams and team leads in the first couple of days of class. Each team will consist of approximately 5 – 7 team members depending on the registered number of students in the class.

TEAM CONTRACT: Each team will prepare a team contract as described in Canvas. This contract will serve as the foundational agreement driving participation in and interaction of team members during team project.

PEER EVALUATIONS: (This is important because it can significantly affect your overall individual grade)

Your involvement and interaction in team activities and contribution to assignments will be evaluated by your peers using a Peer Evaluation process and following the team contract. Team member assessments will be based on, a) Your ability to foster team spirit and display initiative while working on the project, b) Your timely attendance at scheduled meetings (likely virtual meetings), c) Your participation in group discussions, and d) Your completion of assigned work and contribution to project completion (content quality and timeliness).

Peer evaluations will be completed at the end of EACH TEAM PROJECT. The peer evaluation will include the evaluation of the student's own contribution and that of every other team member. Each student will simultaneously email their evaluation to the team lead as well as submit a copy into Canvas. The team lead will then calculate an average of the peer evaluation scores for each category for each team member and submit a copy of the average scores into a different portal in Canvas. The average scores per team member will be used to adjust individual grades, if necessary. The collective team peer evaluations will be due **the same day** that the assignment is due. Team grades will not be posted until the peer evaluations have been submitted.

HOW PEER EVALUATIONS CAN AFFECT YOUR INDIVIDUAL GRADE:

If your peers award you 100% on all the evaluation metrics, you will receive the full grade for the assignment awarded to the team. However, if your peers award you a lower percentage, **that percentage is multiplied by the team grade to reflect your own grade portion for that specific team assignment.**

Example: Assume the team grade is 100 points. You're awarded 100% by your peers. Your grade is 100 points.

Assume the team grade is 100, but you are awarded 75% by your peers. Your grade is only 75 points

NOTE: Any team member may request that the instructor arbitrate team ratings. If arbitration is requested, it will only be conducted when all relevant team members are available to meet by phone or zoom, and the decision of the instructor will be final.

IMPORTANT: (SUGGESTIONS FOR YOUR TEAMS) SOME TEAMS REQUIRE STRUCTURE, PLANNED MEETINGS, REGULAR COMMUNICATION AND ORGANIZATION. IN FACT, HIGH PERFORMING TEAMS IN THIS CLASS ARE THOSE WHO 1) SET REGULAR WEEKLY MEETINGS, 2) DO NOT PROCRASTINATE OR WAIT UNTIL DEADLINES TO DO WORK, 3) SET ROLES AND RESPONSIBILITIES FOR ASSIGNMENTS AND TRACK ACCOUNTABILITY OF EACH TEAM MEMBER, AND 4) GRADE EACH OTHER FAIRLY BUT CRITICALLY ON PEER REVIEW ASSESSMENTS. FINAL SCORES SHOULD NOT BE SURPRISES, AND SHOULD BE UNDERSTOOD BY THE TEAM LEAD PRIOR TO FINAL SUBMISSION. SET GROUND RULES AND AGREE WHAT EARNS A FULL-100 POINT PEER REVIEW, OR WHAT DOES NOT.

MANY STUDENTS WILL TRY TO AVOID CONFLICT AND GIVE ALL TEAM MEMBERS 100 POINTS ON PEER REVIEWS. THIS IS NOT ADVISED. SIMILAR TO THE REAL-WORLD, YOU ARE REINFORCING THE BEHAVIOR YOU SCORE 100 POINTS FOR AS "PERFECT BEHAVIOR." IN OTHER WORDS, IF A TEAM MEMBER DOES NOT DO THEIR WORK, IS DISRUPTIVE, OR DOES NOT HOLD THEMSELVES ACCOUNTABLE AND YOU GIVE THAT PERSON A 100 POINT RATING, YOU ARE TELLING THEM THEIR BEHAVIOR IS COMPLETELY FINE!!

WORKING OUT PROBLEMS WITH TEAM DYNAMICS: It is very important that you communicate openly with your teammates during the peer review process and try to resolve problems before you give someone else a lower score. These scores can **significantly** affect someone's grade, so do not take this responsibility lightly. Lower peer scores should only be given if the situation has not been resolved and further efforts need to be taken to raise awareness that changes in behavior are needed. If teams cannot work out behavioral problems by themselves, then they should contact the instructor for a final resolution. But be aware that the instructor reserves the right to ask one or more of the team members to leave the team and be responsible for a different case study from scratch by him or herself. This is a very difficult and time-consuming path that a student will not want to pursue, so we highly suggest you learn how to maintain good and harmonious team interactions.

SUBMISSION DEADLINES: Each assignment submission date is posted in Canvas. It is your responsibility to submit and validate your submission in Canvas. If your submission is late for any reason you will receive a zero grade on the submission (individual or team). If there is some issue with the system you may temporarily send the instructor your submission via email through Canvas, but it must be sent on or before the deadline.

*****OPTIONAL EXTRA CREDIT:** Since we only have one day each week to interact, I would like the opportunity to meet you 1:1 and learn more about your background and interests. Your success as a student and future professional/UNT alumni is of the utmost importance. I have an open-door policy, am always available for questions, and am available to help. Students have a chance to earn 15 extra credit/additional points (worth a 1.5% improvement of your overall grade) by scheduling a 1:1 with the professor (and attending, as scheduled) over the phone/Facetime/Zoom/Skype. Discussions can include classwork, questions about the supply chain function, or other relevant topics of importance to you. To schedule an appointment, go to www.calendly.com/cpurtell. Typical appointments average 10-30 minutes. **VERY IMPORTANT:** You must include your full name, University, and course number when scheduling the appointment.

Example: "Jane Doe - UNT – BUSI 4940." Failure to do so will result in a decline of the meeting request. This is because I have over 200 students each semester and am not easily able to identify which class you are in in order to give you your credit that is due.

Additionally, failure to show for a scheduled meeting will result in a cumulative 50% reduction in total possible points for each missed meeting. Please notify the professor and cancel your scheduled

meeting if you will be unable to attend as scheduled to avoid a reduction in points.

IMPORTANT ADDITIONAL INFORMATION AND POLICIES

SUNDOWN POLICY: You have one week (from the date a grade is posted) to inquire about or to appeal your grade after which no appeals will be entertained. The purpose of this policy is to resolve any issues promptly during the term. Each assignment builds on the next, so it is important to stay on top of each assignment and your grade. Please check your grades every week!

POLICY FOR MAKE-UP EXAMS: If you miss an exam because of a university excused absence (e.g., hospitalization, contagious disease, religious holiday, death in the family), and would like to take a makeup exam, you must provide the instructor with evidence supporting the excuse. All make-up examinations will be coordinated with the instructor.

REFERENCES AND CITATIONS: Plagiarism includes the use of data or ideas that are not your own without the appropriate acknowledgement of the source. Individual and team assignments are research oriented and will require the use of references and citations. The format requires each submission to include an APA formatted reference list at the end of each submission. For convenience, we accept students using an 'end note' format where citations are referenced using a number, e.g., (1), in the text, with that number referring to a specific reference listed in the back of the document. The references should be listed in numerical order in the back of the deliverable. Any evidence provided in a written submission that is not your own thought or common knowledge must include a citation and reference. Instructions are provided in the lecture and in assignment instructions. Students who do not provide the appropriate use of citation and references could receive a deduction in points.

ACADEMIC DISHONESTY: Students caught cheating or plagiarizing may receive a "0" for the assignment or exam. Additionally, the incident will be reported to the Dean of Students, who may impose further a penalty, including course failure and inability to graduate. According to the UNT catalog, the term "cheating" includes, but is not limited to, a) Use of any unauthorized assistance in taking quizzes, tests, or examinations, b) Dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments, c) The acquisition, without permission, of tests or other academic material belonging to a faculty or staff member of the university, d) Dual submission of a paper or project, or resubmission of a paper or project to a different class without express permission from the instructor(s), or e) Any other act designed to give a student an unfair advantage. The term "plagiarism" includes, but is not limited to, a) The knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment, and b) The knowing or negligent unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

UNACCEPTABLE STUDENT BEHAVIOR: Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunities to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be referred to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at <http://deanofstudents.unt.edu>.

ACCESS TO INFORMATION – EAGLE CONNECT: Your access point for business and academic services at UNT occurs within the my.unt.edu site (<http://www.my.unt.edu>). All official communication from the university will be delivered to your Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward your e-mail: <http://eagleconnect.unt.edu/>

ADA STATEMENT: The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course.

You may request reasonable accommodations at any time; however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation via email attachment, during faculty office hours, or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information, refer to the Office of Disability Access website at <https://disability.unt.edu>. You may also contact ODA by phone at (940) 565-4323.

COVID-19 POLICY AND CLASS ATTENDANCE: Students are expected to attend class meetings regularly and to abide by the attendance policy established for the course. It is important that you communicate with the professor and the instructional team prior to being absent, so you, the professor, and the instructional team can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please inform the professor and instructional team if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community.

If you are experiencing any symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine due to COVID-19. If you need to self-isolate, please contact the UNT COVID hotline described above then the instructor so that he/she can arrange alternative instruction for the period you are isolated or quarantined.

POLICY ON FACE COVERINGS: UNT encourages everyone to wear a face covering when indoors, regardless of vaccination status, to protect yourself and others from COVID infection, as recommended by current CDC guidelines. Please be aware that face covering guidelines could change based on community health conditions and/or changes to public policy.

ASSIGNMENT POLICY:

Due dates for each assignment are clearly posted in Canvas or on the last page of this syllabus. Team projects should be submitted in a compatible MS Office software per the statement below. All assignments will be submitted through Canvas.

SERVER AVAILABILITY. The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows or provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

REQUIRED ACCESS TO TEXTBOOK, SOFTWARE, AND HARDWARE:

Required Textbook - Hitt, M., Ireland, D., & Hoskisson, R. (2020). *Strategic Management, Competitiveness & Globalization*. (edition 13e). New York, US: Cengage (including MindTap online)

Microsoft Office Suite® and Adobe PDF Reader are the official software packages for this class. You are enrolled in a College of Business class therefore, you may obtain a free-of-charge copy at <https://cob.unt.edu/students/microsoft-campus-licensing-agreement>. Please do not send me assignments in Pages®, Word Perfect®, or linked to Google Docs®.

You will also need access to a **Windows or Apple compatible PC/ Tablet/ Smartphone** connected to an electrical source and the Internet. Campus access labs are also fully equipped.

REQUESTS FOR PROFESSIONAL OR GRADUATE SCHOOL RECOMMENDATIONS: If you receive an “A” or a “B” in this class, I would gladly provide a letter of recommendation to help you get a good job or be accepted into a graduate school after the semester ends. However, if you receive a C in my class, I’m not sure I would be in a position to provide as good a recommendation as you might prefer. If you expect you may want me to write you such a letter, please introduce yourself early in the semester so I can get to know you a little bit and track your progress. During the Fall and Spring semesters, I usually have hundreds of students, so it is difficult to write much about you if I don’t know you.

END OF SEMESTER GRADE CHECK: Once I have the final scores and grades posted in Canvas at the end of the semester, please make sure I have entered them correctly. If you believe there might be a mistake, politely bring it to my attention before I submit final grades to the registrar. If we find that a mistake has been made after grades have been submitted, we can submit a grade change request, but it will take weeks to be processed.

DAILY CALENDAR FOR THE SEMESTER

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
22-Aug	23-Aug <i>Intro to BUSI 4940</i> <i>Intro to Strategy Supplement</i>	24-Aug	25-Aug	26-Aug	27-Aug	28-Aug
29-Aug	30-Aug <i>Class Meets - Confirm Teams</i> <i>Business Assessment In Class</i> <i>Chapter 1 - HIH Text</i>	31-Aug	1-Sep	2-Sep	3-Sep	4-Sep
5-Sep	6-Sep Labor Day Holiday	7-Sep Writing Assign. Due for All Sections (through Canvas)	8-Sep	9-Sep	10-Sep	11-Sep
12-Sep	13-Sep <i>Class Meets - Chapter 2 - HIH Text</i> <i>Groups 3 & 4 Present</i> <i>Q&A for Exam and Proj 1</i>	14-Sep	15-Sep	16-Sep	17-Sep	18-Sep
19-Sep	20-Sep Online Exam 1 <i>No Live Class - Online Lecture</i> <i>Class Scores Group 1 & 2 Videos</i> <i>Reserved for Group Work after Exam</i>	21-Sep	22-Sep	23-Sep	24-Sep	25-Sep
26-Sep	27-Sep <i>Class Meets - Chapter 3</i> <i>In-class Exercise</i> <i>Chapter 3 - HIH Text</i>	28-Sep	29-Sep	30-Sep	1-Oct	2-Oct
3-Oct	4-Oct <i>No Live Class - Online Lecture</i> <i>Class Scores Group 3 & 4 Videos</i> <i>Reserved for Group Work</i> <i>Online Finance Supplement</i>	5-Oct	6-Oct	7-Oct	8-Oct	9-Oct
10-Oct	11-Oct <i>Class Meets - Chapter 4</i> <i>In-class Exercise</i> <i>Chapter 4 - HIH Text</i>	12-Oct	13-Oct	14-Oct	15-Oct	16-Oct
17-Oct	18-Oct Online Exam 2 <i>No Live Class - Online Lecture</i> <i>Class Scores Group 5 & 6 Videos</i> <i>Reserved for Group Work after Exam</i>		20-Oct	21-Oct	22-Oct	23-Oct
24-Oct	25-Oct <i>Class Meets - Chapter 6</i> <i>In-class Exercise</i> <i>Chapter 6 - HIH Text</i>	26-Oct	27-Oct	28-Oct	29-Oct	30-Oct
31-Oct	1-Nov <i>No Live Class - Online Lecture</i> <i>Class Scores Group 7 & 8 Videos</i> <i>Reserved for Group Work</i> <i>Implementation Supplement</i>	2-Nov	3-Nov	4-Nov	5-Nov	6-Nov
7-Nov	8-Nov <i>Class Meets - Chapter 10</i> <i>In-class Exercise</i> <i>Chapter 10 - HIH Text</i>	9-Nov	10-Nov	11-Nov	12-Nov	13-Nov
14-Nov	15-Nov Online Exam 3 <i>No Live Class - Online Lecture</i> <i>Reserved for Group Work after Exam</i>	16-Nov	17-Nov	18-Nov	19-Nov	20-Nov
21-Nov	22-Nov <i>Class Meets</i> <i>First Destination Survey</i> <i>In Class - Project Work Day</i>	23-Nov	24-Nov	25-Nov Thanksgiving Holiday	26-Nov Thanksgiving Holiday	27-Nov
28-Nov	29-Nov <i>No Live Class - Online Exercises/Lecture</i> <i>Project Work Day</i>	30-Nov	1-Dec	2-Dec	3-Dec	4-Dec
5-Dec	6-Dec	7-Dec	8-Dec Team Project 4 Due	9-Dec	10-Dec READING DAY	11-Dec
	UNT FINALS WEEK	UNT FINALS WEEK	UNT FINALS WEEK	UNT FINALS WEEK	UNT FINALS WEEK	
12-Dec						18-Dec