



CSSCM Budget for  
Proposal JAN 2024.x

# BUSI 4940



## Business Policy & Strategy

**2024 Spring Semester, In-Person (Face-to-Face) Class**

**Monday, 6:30 – 9:20 p.m. CST (FRLD room 160)**

**ATTENDANCE MANDATORY**

## Course Syllabus

**INSTRUCTOR:** Dr. Clinton Purtell

**PHONE:** 469-964-9753

*Texting is encouraged. I will only respond during normal Business hours, 8a to 5p CST, Mon – Fri. Please do not text me after hours or on weekends.)*

**FAX:** N/A

**E-MAIL:** [PLEASE USE CANVAS EMAIL](#)

**OFFICE:** 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](http://www.calendly.com/cpurtell) and we can set up a Zoom call if you would like to speak to me directly. (PLEASE NOTE: my calendar is made available on a rolling 2 week basis). I encourage such calls and meetings. Be sure to copy my TA if you email me. The TA will be announced in Canvas in Module 1 once he/she is assigned. Emails sent any method other than through Canvas email will not be responded to.

**VERY IMPORTANT:** You must include your full name, and course number when scheduling the calendar appointment, texting, 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 - 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 to get a response.*

Note: The Professor reserves the right to change this syllabus as needed.

**About Your Professor:** Professor Clint Purtell, PhD is a full-time professor in the UNT Ryan College of Business. He teaches Strategy, Operations, and Logistics. In addition to serving as a Faculty Advisor, he serves as the Associate Director of the Jim McNatt Institute for Logistics Research, where he conducts research in advanced unmanned aerospace mobility and other emerging logistics topics. Dr. Purtell is an experienced corporate executive and entrepreneur with significant and current experience in strategy, mergers and acquisitions, operations, supply chain, strategic sourcing, and technology. He has developed and led corporate entrepreneurship, supply chain and strategic endeavors across numerous industries and companies such as Southwest Airlines, American Airlines, Dr Pepper/Cadbury Schweppes, Cracker Barrel (CBRL Group), EssilorLuxottica, and other global firms. He also has executive experience as a Senior Director at a government toll road agency, NTTA.

*Dr. Purtell has a BS in International Finance from Oklahoma City University, and 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 TCU, OSU, and UNT 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
- 5) Develop skills, including leadership, creativity, analytics, and accountability, for working in teams focused on solving strategic problems and challenges

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

**PLEASE MAKE SURE YOU GET THE 13<sup>TH</sup> EDITION THROUGH CENGAGE MINDTAP!**

**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 CANVAS e-mail (only) on any course-related matter. **I endeavor to respond to all emails within 48 hours – usually much sooner than that. Please use Canvas email when emailing me.** I may not respond if you email directly to my UNT email address, as I often receive hundreds of emails a day.

***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:**

This is a senior-level seminar-style course requiring in-person lectures for each of the chapters and supplemental materials assigned in this syllabus. **(This means attendance is mandatory – with role taken at the beginning of each class)**. However, I have decided to also leave some of the online narrated lectures (that were used during the pandemic) on Canvas as an additional resource to help students throughout the semester. To be clear, I require students to attend class and listen to the in-person lectures because I will be able to go into much greater depth and answer real-time questions in ways that are not possible in the online lectures. In general, you should expect to read the chapter in the textbook, listen to the recorded lecture, and attend the lecture in class for each chapter assigned during the semester. The class will be conducted using Textbook-based Readings, Narrated Lecture Presentations on Canvas, Live “In-Person” Lectures, Individually Scheduled Zoom Meetings (if requested), Three Individual Examinations, Four Team Project Assignments, and a variety of other online (MindTap) and in-class exercises. Teams will be formed during the first week 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 so that strong attendance can be achieved.

**ATTENDANCE IS WORTH 10% OF YOUR OVERALL GRADE!** I will take role through the use of Readiness Assessment Quizzes (RAQs), which will launch at the beginning of each class, or verbal roll call. Thus, your attendance grade will be a combination of your physical attendance (through roll call) and your performance on the RAQs. If you are not present at the beginning of class in your assigned seat and/or do not clearly indicate your presence when your name is called, you will be counted as absent. Alternatively, I may also ask students to take a “Readiness Assessment Quiz” (RAQ) that will begin online, in CANVAS, at 630p and promptly end at 640p. There is no make-up opportunity for missed RAQs. When live attendance is taken, students are considered tardy if they are not in their seat when their name is called. You will receive a 25-point penalty for each respective day’s attendance score if you are tardy, or have not completed the Readiness Assessment Quiz. **YOU MUST SEE ME AT THE END OF CLASS** to ensure I manually update your attendance grade as tardy in the system. **I will not correct attendance for previous records once the class has ended** and we have gone home for the evening. (Please do not ask!)

**\*\*\*PLEASE NOTE THAT IF I SEE YOU CONSISTENTLY LEAVE CLASS AND NOT RETURN BEFORE THE END OF SCHEDULED CLASS, I RESERVE THE RIGHT TO MARK YOU AS TARDY EVEN IF YOU ARRIVED TO CLASS ON TIME AT THE BEGINNING OF CLASS. YOU MUST PLAN TO STAY FOR THE ENTIRE CLASS.**

*If you are absent for a COVID related issue, **YOU MUST email the office of the Dean of Students in advance of class and email a copy of that correspondence to be allowed an excused absence.** Failure to do so will result in a recorded absence, with NO EXCEPTIONS to this rule! (Please do not come to class if you feel sick! Err on the side of caution if you think you might have COVID.) This is also to ensure the University is aware of your illness in the event you need additional help or support.*

## PERFORMANCE EVALUATION AND GRADING

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

INDIVIDUAL ASSIGNMENTS		% of Total Score
1	Mandatory to Graduate: Individual Writing Assignment	N/A
2	Mandatory to Graduate: Final Destination Survey	N/A
3	Attendance: MANDATORY - 25% Penalty if Tardy when Roll is Called, or if you are absent the 2 <sup>nd</sup> half of class. There is no opportunity allowed to retake missed RAQ if you attend class late. (Quiz – must be in attendance regardless)	10%
4	MindTap/Online Exercises	10%
5	Financial Analysis and Economics Supplement Quiz	2%
6	Completion of Audience Scoring and Peer Reviews (weekly)	3%
7	Exam 1	10%
8	Exam 2	10%
9	Exam 3	10%
10	Individually Signed Group Contract (penalty if late!)	N/A
	INDIVIDUAL SUBTOTAL	55%
TEAM ASSIGNMENTS		
1	Chosen Topic Group Presentations	6%
2	Team Project 1 (SWOT - External and Internal)	13%
3	Team Project 2 (Strategy and Forecasting)	13%
4	Final Presentation Video and PowerPoint	13%
	TEAM SUBTOTAL	45%
	COMBINED TOTAL	100%

**LETTER GRADE EQUIVALENT:** These scores already include an adjustment for ‘rounding’ to the nearest tenth

A = [89.5% - 100%]

B = [79.5% - 89.4%]

C = [69.5% - 79.4%]

F = [69.4% or below]

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

**POSSIBLE POINT SUBTRACTIONS FOR MANDATORY RCOB/CLASS ASSIGNMENTS:** 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.

- Mandatory Writing Assessment -25 Points
- Late Final Destination Survey -25 Points
- Late Team Contract -25 Points

**COVID EXCUSED ABSENCE AND LATE WORK POLICY - SPECIAL NOTE: PLEASE READ THIS!!**

ASSIGNMENTS ARE POSTED WEEKS IN ADVANCE OF THEIR DUE DATE (WITH THE EXCEPTION OF WEEK 1). YOU HAVE AMPLE TIME TO COMPLETE ALL/ANY ASSIGNMENT. **ABSOLUTELY NO LATE WORK IS ALLOWED!!** I STRONGLY RECOMMEND NOT WAITING UNTIL ASSIGNMENTS ARE DUE TO START WORKING ON THEM. COMPLETE THEM AND TURN THEM IN **BEFORE** THEY ARE DUE, NOT AT THE LAST MINUTE WHEN THEY ARE DUE. SEE THE COVID POLICY BELOW IF YOU HAVE A COVID RELATED EVENT, INCLUDING EMAILING THE OFFICE OF THE DEAN OF STUDENTS **PRIOR TO** THE ASSIGNMENT/QUIZ/TEST DUE DATE. I MUST RECEIVE EVIDENCE (VIA A COPY OF THE EMAIL) YOU HAVE CONTACTED THE OFFICE OF THE DEAN OF STUDENTS BEFORE ANY EXCEPTION IS MADE (email me the response email with the time stamp).

*(The UNT COVID Hotline can be emailed at [COVID@unt.edu](mailto:COVID@unt.edu). You must cc: Dr Purtell BEFORE class begins for this to be treated as an excused absence.)*

PLEASE DO NOT ASK FOR EXTENSIONS ON HOMEWORK OR ASSIGNMENTS UNLESS YOU HAVE AN ODA ACCOMMODATION.

**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 ASSIGNMENTS AND EXAMS

**REQUIRED: INDIVIDUAL WRITING ASSIGNMENT: COVER LETTER**

**(Mandatory, -25 points if late, or ~2.5%, applied to attendance grade)**

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 our Term Project focus company in response to a job opportunity in the strategy department. (We are not actually sending anything to a company). 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)**

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!

**REQUIRED: TEAM CONTRACT (Mandatory, -25 points if late, or ~2.5%, applied to attendance grade)**

THIS IS A SIGNIFICANT ELEMENT OF THE SEMESTER: You will be required, as individual students, to sign and upload a copy of the Team Contract in Canvas. This is to ensure accountability and create a level playing field for peer review factor scoring that will occur throughout the semester. The template can be found in CANVAS.

**EXAMINATIONS (30% of total grade):**

There will be **three exams** this semester, each worth 10% 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](mailto: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**

- 50 Multiple Choice and/or True/False Questions

**EXAM 2 – CHAPTERS 3 & 4**

- 50 Multiple Choice and/or True/False Questions

### **EXAM 3 – IMPLEMENTATION SUPPLEMENT, PLUS CHAPTERS 6 & 10**

- **50** Multiple Choice and/or True/False Questions

#### **DESCRIPTION OF TEAM PROJECTS (45% of Total Grade)**

Students will be assigned to teams during the first week 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 two team research projects and one team PowerPoint Video final presentation that will be submitted to the college-wide case competition (three team projects total).

**TEAM PROJECT 1: SWOT (EXTERNAL AND INTERNAL ENVIRONMENT) ANALYSIS TEMPLATE. (13% of grade)** This assignment requires each team to gather research materials and use a variety of tools to analyze both the external environment (factors outside the firm that affect the performance of the firm) and the internal environment (factors inside the firm that either help or hinder the company's ability to perform well). Once research materials are gathered and assessed, the team will be asked to show their research then provide in-depth answers to summary questions about the findings of the research

**TEAM PROJECT 2: STRATEGY & FORECASTING TEMPLATE. (13% of grade)** Once the external and internal analyses are completed, it is extremely important to learn how to formulate strategic options and select, justify, and explain the preferred strategic path for the company. Once the preferred strategy is selected, teams will be required to estimate the likely financial impact of the plan on the company. Team Project 2 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 3: FORMAL STRATEGY RECOMMENDATIONS POWERPOINT VIDEO PRESENTATION (VIDEOS WILL ALSO BE SUBMITTED INTO THE CASE COMPETITION). (13% of grade)** 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.

**CASE COMPETITION.** We will be selecting a list of the Top Ten video presentations from across all 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 the end of the semester. These top ten case videos will then be judged by (probably) Dean Wiley, Dr. Mark Davis, and potentially a few other leaders of the college. These scores will then be used to help determine a top two set of teams that will receive additional awards.

#### **CHOSEN TOPICS TEAM PRESENTATION FOR CLASS REVIEW: Weekly Current Topic (6% of grade)**

This assignment requires each team to prepare one presentation to present to the class. Teams are free to choose any current topic from the news/popular media relative to our focus company, its competitors, its industry, or technologies relevant to the company or its industry (i.e. supply chain, technology, etc.) to discuss. The topic must somehow tie to the semester term project during the week in which the topic is assigned. Presentations may not exceed 10 -12 (max) minutes. Preparation, professionalism and delivery are 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:** As a “consulting team”, each group will select a **relevant** and **interesting** topic to present to the class – as if the class were a team of executives of our topic company. The topic must be relevant to strategy, strategic management, business or operations topics and must somehow tie to the company and/or industry we are studying for our term project. 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, is contributive knowledge,** and relevant to strategic management topics, and 2) demonstrate your ability to tie your chosen topic to the term project company and/or industry. Examples might be current company or industry news, new technology, new B2B or B2C trends, etc. *CHOOSE SOMETHING YOU FIND INTERESTING AND WOULD WANT TO HEAR IF YOU WERE THE EXECUTIVE AUDIENCE desiring a “strategic news briefing”.*

Groups will be responsible for giving a **10-15 (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:**

	<b>Professor Score</b>	<b>Student Score</b>
Introduction and review of the topic for the class	15	10
How the topic ties to term project (industry, company, etc.)	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 individual team member 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 (Scored as part of your 3% of your total grade towards Peer Reviews):** (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 MUTUALLY UNDERSTOOD BY THE TEAM LEAD BEFORE FINAL SUBMISSION. SET GROUND RULES AND AGREE WHAT EARNS A TEAM MEMBER 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 by him or herself (as an individual). This is a very difficult and time-consuming path that a student likely 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](http://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 - BUSI 4940." Failure to do so will result in a decline of the meeting request. This is because I have as many as 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.

**IMPORTANT NOTE ABOUT MEETING AVAILABILITY:** *Meetings are scheduled on a first-come, first served policy. My calendar is visible in Calendly for a rolling 2-week timeframe. Meetings can be scheduled on Fridays. Please do not wait to schedule meetings (particularly late in the semester), as students in all of my classes (usually between 100 and 200 students) are all typically vying for my time.*

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! If you appeal a Peer factor from a Group Project, you have two weeks (from the date a grade is posted) to request an appeal meeting. The student making the appeal must schedule a meeting with the professor and ensure ALL members from the student's team are present. All team members must agree to the revised peer-factor score as mediated by the professor. Students changing their peer factor must explain their final reasoning for the score adjustment, and confirm expectations for performance relative to Group contracts going forward. There can only be one appeal per grade posted.

**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 acknowledgment 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 the assignment instructions. Students who do not provide the appropriate use of citations and references could receive a deduction in points.

**ONLINE SWOT ANALYSES:** There are sites on the web where you can see SWOT analyses for a large number of different companies that were created by students or folks at other universities or institutions. Often, these analyses are wrong, and they are certainly out of date given the pandemic. We are aware they exist, and we check your answers to make sure they do not match the online SWOT answers. If they do (which is plagiarism), you could have your grade reduced to "0" (zero) and possibly also cause your teammates to get an F for a major assignment. **DO NOT USE THESE SITES.**

**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.

The G. Brint Ryan College of Business takes academic honesty seriously. Ethics and integrity are important business values, essential to building trust and adhering to both professional and legal standards. Academic dishonesty

destroys trust, damages the reputation and the value of the degree and is unacceptable.

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions from admonition (a warning) to expulsion from the University.

Some of the most common examples of academic integrity violations include plagiarism or cheating, such as unauthorized assistance on examinations, homework, research papers or case analyses. Your work must be entirely your own. When working on assignments, you should not discuss your work with others unless approved by the course instructor. Group assignments should only be discussed with members assigned to your group, and all group members may be held accountable in some way for known academic integrity violations in a group assignment.

Another example of academic dishonesty relates to improper attribution. When preparing your assignments, you must cite all outside sources in the manner requested by your instructor. Copying or using material from any source prepared by or previously submitted by others, at UNT or other institutions, or downloaded from the Internet, is plagiarism. Unless directed otherwise in an assignment, large scale “cutting and pasting” from other sources, even if properly footnoted, is not appropriate. You should synthesize this material in your own words and provide a footnote.

Your instructor will specify what materials, if any, may be used on the tests and exams.

Using materials other than those permitted, talking with other individuals during the exam, individuals exchanging information about an exam when one has taken the exam and the other has not, or copying or using material from another individual's exam is academic dishonesty and will result in a meeting to discuss academic integrity violations and potentially issue sanctions mentioned above, and may result in ineligibility for academic scholarships. The use of online assistance, such as sites commonly used for finding homework solutions, group chat, cell phones, smartwatches, and similar tools during exams is not allowed for any reason unless specifically permitted. No portion of an exam may be copied or photographed without permission.

Students are expected to conduct themselves in a manner consistent with the University's status as an institution of higher education. A student is responsible for responding to a request to discuss suspected academic dishonesty when issued by an instructor or other University official. If a student fails to respond after a proper attempt at notification has been made, the University may take appropriate academic actions in the absence of the student's participation.

#### **USE OF GENERATIVE AI IS PROHIBITED IN THIS CLASS!**

Students are prohibited from using any generative AI tools such as ChatGPT, Bing AI, or Bard when completing course assignments, ESPECIALLY ON TERM DELIVERABLES. Use of these tools, or other similar generative AI tools, will not be tolerated and will be considered plagiarism and could result in the student failing the course. Any incident detected will be addressed through the university's academic integrity procedures. TEAM LEADERS ARE ENCOURAGED TO SCREEN FOR THE USE OF ARTIFICIAL INTELLIGENCE-GENERATED CONTENT AND HOLD TEAM MEMBERS ACCOUNTABLE IN PEER REVIEWS.

**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.

**CLASS ATTENDANCE:** Students are expected to attend every in-person class meeting 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](mailto:askSHWC@unt.edu)) or your health care provider PRIOR to coming to campus.

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 COVID hotline described above then the instructor so that he/she can arrange alternative instruction for the period you are isolated or quarantined.

**Please see the syllabus section above regarding COVID excused absences. You MUST follow the syllabus-defined process in order for your absence to be counted as “excused”. Again, please do not come to class if you have COVID or are sick.**

**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 and 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. No late work is accepted.

**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](mailto: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 SOFTWARE AND HARDWARE.**

**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 will 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. Please note I will only send letters directly to the requesting entity. I do not provide letters directly to students.

**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. I reserve the right to curve grades for certain assignments as deemed necessary throughout the semester.

**DAILY CALENDAR FOR THE SEMESTER\***  
**\*SUBJECT TO CHANGE BASE ON PROFESSOR'S DISCRETION**  
**and/or WEATHER**

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
14-Jan	15-Jan <b>Mt Luther King Day NO CLASS!</b>	16-Jan Reach out through Canvas to Meet your Team Members	17-Jan	18-Jan	19-Jan	20-Jan
21-Jan	22-Jan Intro to Strategy Supplement Portions of HIH Chapter 1 Team Leaders DUE Selected by Teams (Canvas) Group Contract Due!	23-Jan	24-Jan	25-Jan	26-Jan	27-Jan
28-Jan MINDTAP ASSESSMENTS ARE DUE	29-Jan Chapter 2 - HIH Text Chosen Topic Groups 1 & 2	30-Jan	31-Jan	1-Feb	2-Feb Writing Assessment DUE via Canvas	3-Feb
4-Feb MINDTAP ASSIGNMENTS ARE DUE	5-Feb <b>ONLINE EXAM 1 NO CLASS</b>	6-Feb	7-Feb	8-Feb	9-Feb	10-Feb
11-Feb	12-Feb Chapter 3 - HIH Text Chosen Topic Groups 3 & 4	13-Feb	14-Feb	15-Feb	16-Feb	17-Feb
18-Feb MINDTAP ASSIGNMENTS ARE DUE	19-Feb <b>NO CLASS</b> Finance & Econ Supplement	20-Feb	21-Feb	22-Feb	23-Feb Team Project 1 Due	24-Feb
25-Feb MINDTAP ASSIGNMENTS ARE DUE	26-Feb Chapter 4 - HIH Text Chosen Topic Groups 5 & 6	27-Feb Begin work on Project 2!	28-Feb	29-Feb	1-Mar	2-Mar
3-Mar MINDTAP ASSIGNMENTS ARE DUE	4-Mar <b>ONLINE EXAM 2 NO CLASS</b>	5-Mar	6-Mar	7-Mar	8-Mar	9-Mar
10-Mar	11-Mar	12-Mar	13-Mar	14-Mar	15-Mar	16-Mar
	Spring Break - NO CLASSES THIS WEEK					
17-Mar MINDTAP ASSIGNMENTS ARE DUE	18-Mar Chapter 6 - HIH Text Chosen Topic Groups 7 & 8	19-Mar	20-Mar	21-Mar	22-Mar	23-Mar
24-Mar	25-Mar <b>CLASS DOES NOT MEET LIVE</b> Sustainability Supplement ONLINE WORK	26-Mar	27-Mar	28-Mar	29-Mar	30-Mar
31-Mar MINDTAP ASSIGNMENTS ARE DUE	1-Apr Chapter 10 - HIH Text Chosen Topic Groups 9 & 10	2-Apr	3-Apr	4-Apr	5-Apr Team Project 2 Due	6-Apr
7-Apr	8-Apr Final Project Workday Chosen Topic Groups 11 & 12 Meetings can be scheduled w/ Prof	9-Apr Begin work on Project 3!	10-Apr	11-Apr	12-Apr	13-Apr
14-Apr	15-Apr <b>ONLINE EXAM 3 NO CLASS</b>	16-Apr	17-Apr	18-Apr	19-Apr	20-Apr
21-Apr	22-Apr First Destination Survey Project Workday - Final Project Discussions Meetings can be scheduled w/ Prof	23-Apr	24-Apr	25-Apr	26-Apr	27-Apr
28-Apr	29-Apr Final Project Workday NO CLASS	30-Apr	1-May Team Project 3 Due	2-May	3-May READING DAY NO CLASSES	4-May
5-May	6-May	7-May	8-May	9-May	10-May	11-May
	FINAL EXAMS FINAL CASE REVIEWS	FINAL EXAMS FINAL CASE REVIEWS	FINAL EXAMS FINAL CASE REVIEWS	FINAL EXAMS FINAL CASE REVIEWS	FINAL EXAMS FINAL CASE REVIEWS	