

BUSI 4940

Business Policy & Strategy



2022 Spring, In Person (Face-to-Face) Class

Monday, 6:30 – 9:20 p.m. in room Hall Park B, RM 130

Course Syllabus

INSTRUCTOR: Dr. Clinton Purtell
PHONE: 469-964-9753
(texting is encouraged)
FAX: N/A

E-MAIL: clinton.purtell@unt.edu
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 and we can set up a Zoom call if you would like to speak to me directly. 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.

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 - 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.

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 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

PLEASE MAKE SURE YOU GET THE 13TH EDITION

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. Please use Canvas email when emailing me. I may not respond if you email directly to my UNT email address, as I 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:

We have finally moved back to the traditional face-to-face format following the craziness of COVID! As a result, I will be providing in-person lectures for each of the chapters and supplemental materials assigned in this syllabus. **(This means attendance is mandatory)**. 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 still 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 8% OF YOUR OVERALL GRADE! I will take roll at the beginning of each class. 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. Students are considered tardy if they are not in their assigned seat when their name is called. You will receive a 25-point penalty for each respective day's attendance score if you are tardy. **YOU MUST SEE ME AT THE END OF CLASS** to ensure I update your attendance grade. *I will not correct attendance previous records once the class has ended* and we have gone home for the evening. (Please do not ask!)

If you are absent for a COVID related issue, YOU MUST contact the UNT COVID HOTLINE 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.)

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:

%of Total Score

Individual Assignments: Cumulatively Worth 55% of your overall grade

1) Undergraduate Business Assessment – Mandatory to graduate (-25 points if late)	N/A
2) Individual Writing Assessment – Mandatory to graduate (-25 points if late)	N/A
3) Attendance (Mandatory. You will receive a 25% penalty for each tardy.)	8.0%
4) Eight (8) What Would You Do? and Guided Cases from MindTap	8.0%
5) Five (5) Minicase Video Quizzes from MindTap	2.5%
6) Supplement Quiz – Financial Analysis and Financial Forecasting for Strategic Planning	2.5%
8) Completion of Weekly Presentation Reviews	4.0%
9) Exam 1	10.0%
10) Exam 2	10.0%
11) <u>Exam 3</u>	10.0%

Individual Subtotal 55.0%

Team Assignments: Cumulatively Worth 45% of your overall grade

12) Weekly Group Presentations	5.0%
13) External Analysis Template	10.0%
14) Internal Analysis Template	10.0%
15) Strategy & Forecasting Template	10.0%
16) <u>PowerPoint Presentation Video</u>	10.0%
17) Individually Signed Team Contract (-25 point penalty if turned in late or turned in without signature)	N/A

Team Subtotal 45.0%

Total Score Possible 100.0%

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: 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

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 CONTACTING THE COVID HOTLINE **PRIOR TO** THE ASSIGNMENT/QUIZ/TEST DUE DATE. I MUST RECEIVE EVIDENCE YOU HAVE CONTACTED THE HOTLINE BEFORE ANY EXCEPTION IS MADE.

(The UNT COVID Hotline can be reached at 844-366-5892 or COVID@unt.edu.)

PLEASE DO NOT ASK FOR EXTENSIONS ON HOMEWORK OR ASSIGNMENTS.

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, or -2.5%)**

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, or -2.5%)

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%)

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:

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 (10% of grade)

- **50** Multiple Choice and/or True/False Questions (2 points per question) 100 points total

EXAM 2 – FINANCE SUPPLEMENT, PLUS CHAPTERS 3, 4, & 6 (10% of grade)

- **50** Multiple Choice and/or True/False Questions (2 points per question) 100 points total

EXAM 3 – IMPLEMENTATION SUPPLEMENT, PLUS CHAPTERS 7, 10, & 11 (10% of grade)

- **50** Multiple Choice and/or True/False Questions (2 points per question) 100 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 member 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. (10% of grade) 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.

TEAM PROJECT 2: INTERNAL ANALYSIS PROJECT TEMPLATE. (10% of grade) 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.

TEAM PROJECT 3: STRATEGY & FORECASTING TEMPLATE. (10% of grade) 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. (10% 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. 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.

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 (5% of grade)

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
Rating for "Interesting and Relevant"	15	10
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: (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 - 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.

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.

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 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) 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 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 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.

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 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.

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

Week #	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	16-Jan	17-Jan	18-Jan	19-Jan	20-Jan	21-Jan	22-Jan
		NO LIVE CLASS - MLK HOLIDAY	Review Canvas Review Syllabus Watch Professor's Intro Video				
2	23-Jan	24-Jan	25-Jan	26-Jan	27-Jan	28-Jan	29-Jan
	Mandatory UNT Online Business Assessment Due	Signed Team Contracts Due Class Meets - Confirm Teams Intro to BUSI 4940 Chapter 1 - HIH Text and Lecture	Teams should meet this week Determine Leader	Teams should meet this week Determine Leader	Teams should meet this week Determine Leader	Teams should meet this week Determine Leader	
3	30-Jan	31-Jan	1-Feb	2-Feb	3-Feb	4-Feb	5-Feb
		Class Meets - Chapter 2 - HIH Text & Lecture Groups 1 & 2 Present Chosen Topics Q&A for Exam and Proj 1				Writing Assign. Due for All Sections (through Canvas)	
4	6-Feb	7-Feb	8-Feb	9-Feb	10-Feb	11-Feb	12-Feb
		Online Exam 1 To be taken during class hours No Live Class					
5	13-Feb	14-Feb	15-Feb	16-Feb	17-Feb	18-Feb	19-Feb
		Class Meets Live - Project Work Day Professor available for Q&A and Guidance	Finalize Team Project 1	Finalize Team Project 1	Finalize Team Project 1		
						Team Project 1 Due	
6	20-Feb	21-Feb	22-Feb	23-Feb	24-Feb	25-Feb	26-Feb
		Class Meets - Chapter 3 and Lecture In-class Exercise Groups 3 & 4 Present Chosen Topics					
7	27-Feb	28-Feb	1-Mar	2-Mar	3-Mar	4-Mar	5-Mar
		No Live Class - Online Exercises/Lecture Week Reserved for Team Project Work Online Finance Supplement Due					
8	6-Mar	7-Mar	8-Mar	9-Mar	10-Mar	11-Mar	12-Mar
		Class Meets - Chapter 4 and Lecture In-class Exercise Groups 5 & 6 Present Chosen Topics	Finalize Team Project 2	Finalize Team Project 2	Finalize Team Project 2		
						Team Project 2 Due	
9	13-Mar	14-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar
		Spring Break - No Class					
10	20-Mar	21-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar
		Online Exam 2 To be taken during class hours No Live Class - Online Exercises/Lecture					
11	27-Mar	28-Mar	29-Mar	30-Mar	31-Mar	1-Apr	2-Apr
		Class Meets - Chapter 6 and Lecture In-class Exercise Groups 7 & 8 Present Chosen Topics					
12	3-Apr	4-Apr	5-Apr	6-Apr	7-Apr	8-Apr	9-Apr
		No Live Class - Online Exercises/Lecture Week Reserved for Group Work Implementation Supplement Due					
13	10-Apr	11-Apr	12-Apr	13-Apr	14-Apr	15-Apr	16-Apr
		Class Meets - Chapter 10 and Lecture In-class Exercise Chapter 10 - HIH Text					
14	17-Apr	18-Apr	19-Apr	20-Apr	21-Apr	22-Apr	23-Apr
		Online Exam 3 To be taken during class hours No Live Class - Online Exercises/Lecture	Finalize Team Project 3	Finalize Team Project 3	Finalize Team Project 3		
						Team Project 3 Due	
15	24-Apr	25-Apr	26-Apr	27-Apr	28-Apr	29-Apr	30-Apr
		Class Will Meet Live Attendance Mandatory - In-class Project Work Day - Project 4 Review	Finalize Team Project 4	Finalize Team Project 4	Finalize Team Project 4	First Destination Survey Due in Canvas	
16	1-May	2-May	3-May	4-May	5-May	6-May	7-May
		No Live Class - Online Exercises/Lecture Project Work Day	Finalize Team Project 4 Last Project Work Day	Team Project 4 Due		READING DAY	
17	8-May	9-May	10-May	11-May	12-May	13-May	14-May
		UNT FINALS WEEK	UNT FINALS WEEK	UNT FINALS WEEK	UNT FINALS WEEK	UNT FINALS WEEK	