

BUSI 4940 Business Policy



Summer 2020 5Wk1

Course Syllabus

Online conversion from F2F format due to COVID-19
We will not meet online as a class during this semester

Instructor

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([All email communication thru CANVAS](#))

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COURSE DESCRIPTION AND OVERALL GOAL:

Business Policy (BUSI 4940) is a capstone course that focuses on strategic management - integrating the functional areas of business administration into a realistic approach to solving strategic business problems at the corporate level.

Prerequisites: Completion of all other business foundation courses with a grade of C or better and senior standing. It is to be taken during the last term/semester of course work.

NO TEXTBOOK IS REQUIRED FOR THIS COURSE.

WALL STREET JOURNAL STUDENT SUBSCRIPTION MANDATORY (online or paper):

WSJ generally offers a short term and very reasonable student rate of \$4 per month "Student Digital Pack". The subscription is required even if the student price is unavailable.

ANNOUNCEMENTS AND COMMUNICATION:

CANVAS: This course will make extensive use of the web through 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 rule, all assignments are to be submitted through CANVAS. Students have the option of managing CANVAS notifications (push or pull).

The Announcements section (in CANVAS) provides official bulletins and announcements by 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. In addition, each assignment and exam will include a discussion board that will serve as a Q&A center. I will post answers to relevant student questions for access by all students.

All Email communication for the class will be managed through CANVAS. If you would prefer to get communications from this course sent to a different email address than your UNT account, you must change your email address in the CANVAS system. You are responsible for all communications sent through CANVAS.

COURSE OBJECTIVES:

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

1. Integrate knowledge and skills acquired in the business foundation courses across disciplines
2. Work collaboratively with a multidisciplinary team
3. Apply a holistic and integrated approach to analyze real world business situations and offer recommendations for strategic adjustments
4. Develop and refine critical thinking, business writing, and presentation skills

METHOD OF INSTRUCTION:

The course is a directed and paced online course supported by CANVAS and conducted using recorded video lectures, supplemental instructional videos, discussions, WSJ article posts, and a series of both individual assignments and exams and team assignments. Teams will be formed within the first few days of the course. Each team will work together on an integrative business case.

UNDERGRADUATE BUSINESS FOUNDATION ASSESSMENT:

Instructors of BUSI 4940 are asked by the Ryan College of Business to administer this assessment. While your assessment grade will not be included in your course grade, each student must complete an assessment on material covered in all Business Foundation Courses previously taken during their undergraduate curriculum. The assessment is administered through CANVAS and ***is required by the college to pass the course and for graduation.*** Any student that fails to take the assessment on-time will have 😞 (25) points deducted from their point total. Students must take the assessment to pass the course and graduate. See syllabus for dates. I have found that there is no way to prepare for this assessment. Example questions are provided in Canvas. The assessment will take approximately 75 minutes. Just set aside time and find a quiet place where you can focus. You will need a calculator. Please do not stress over this assessment as it is a means for the university to assess the teaching outcomes and retention of material rather than test each student.

COURSE STRUCTURE:

The course is structured into 5 topic areas that will allow students to learn and apply five steps associated with the strategic management process of a corporation. Given the abbreviated timeframe for the 3-week course, each topic area is set up as a module in CANVAS. Content will be presented in lectures and supported by videos. Each topic is accompanied by an assignment. Two exams will be administered during the semester. Exam 1 will cover Topics 1, 2 and 3. Exam 2 will cover Topics 4 and 5. Students that pass both Exam 1 and Exam 2 are exempt from taking Exam 3 – comprehensive final. Their grade will be computed from a total of 850 rather than 1000 points.

Part 1: Course Content

Course content will be provided through recorded lecture using narrated Power Point Slides (provided in CANVAS), Topic videos (provided in CANVAS), discussions (discussion board), current WSJ articles that will be posted in CANVAS by the instructor for weekly assignment. Exam material will come from WSJ article discussions, lectures, and videos. Material presented and discussed will cover the topics listed below, pertaining to the development and implementation of corporate strategy.

Topic 1: What is Strategy? Strategic Management Process Overview – Students will be introduced to course and the strategic management process and will gain an understanding of the origin and definition of strategy.

Topic 2: External Analysis – Industry Research and Assessment – A specific industry will be assigned to study. You will learn to answer questions about the industry. Is the industry attractive? Why or Why not? Where is the industry in its life cycle? How is the industry segmented? What are the key survival factors for the industry and what are the industry's drivers of change? An individual assignment will be submitted by each student to assess the assigned industry.

Topic 3: Internal Analysis – A specific company within the industry will be assigned for teams to research and assess – How is the company positioned within the industry? Does the company have a competitive advantage vs. key competitors? Is the company healthy based upon financial performance, employee, and customer satisfaction? What is the existing mission, vision, and strategy? What are the company's strengths and weaknesses? Teams will be assigned, and each team will submit an internal analysis assignment for the company chosen.

Topic 4: Strategic Hierarchy – Based on the assessments above, teams will work together to develop strategy and revenue assumptions for the company we are studying to improve and or sustain its advantage in the industry. Questions that will be answered include: What are the generic strategies? How do companies diversify? What are the three greatest problems and or opportunities facing the company? What strategies might the company employ to address or take advantage of the problem/opportunity? What specific tactical proposals (i.e. innovations, alliances, mergers, or acquisitions) could the company implement to capitalize on the problem/opportunity? How will the proposal generate revenue? What is the project revenue from the proposal and how will the revenue be generated over a five-year time horizon?

Topic 5: Implementation Plan and Financial Feasibility - How would the company implement the strategy to provide significant revenue and profits (financial feasibility) and to gain competitive advantage? What three functional areas within the company will be most critical to successful implementation? What tasks will be required of each functional area to implement the proposal? How much will each task cost and how long will each take to implement? Given an integrated plan (across the three functional areas), including the forecasted revenue impact, what is the financial feasibility of the plan (NPV analysis using WACC)? For this assignment, each team will prepare an implementation plan and feasibility analysis for their proposal. Further, each team will prepare a final presentation of their proposal, implementation plan and feasibility assessment.

PERFORMANCE EVALUATION AND GRADING:

Your grade in this course will be determined by your performance on individual assignments, team assignments, examinations, and your participation in team-specific activities. The point distribution will be as follows:

1. Individual Assignment 1 and Exams (600 points)
 - a. Individual Assignment - Internal Analysis Template (110 points)
 - b. WSJ article submissions and discussion forum for weeks 1-4 (10 points each – total 40 points)
Exam 1 will cover Topics 1, 2 and 3 (150 points)
Exam 2 will cover Topics 4 and 5 (150 points)
Exam 3 will be comprehensive (150 points) those that pass both Exams 1 and 2 (70% or better = 105 out of 150 points) are exempt from the final and grade will be computed out of 850 rather than 1000 points.
2. Team Assignments (400 points)
 - a. Team Project 1: Part 1 Internal Analysis Template: 100 points
 - b. Team Project 2: Case Template Proposal and Revenue Generation: 100 Points
 - c. Team Project 3: Case Template Implementation and overall feasibility: 100 points
 - d. Team Project 4: Case Presentation: 100 points
3. Extra Credit Points (TBD – varies by semester): The instructor may from time to time provide additional opportunities for extra points that comply with University policy. See CANVAS for details on this semester's extra credit opportunities. Extra credit points are added to the numerator (the student's points) but not added to the denominator (the total course points).
4. Point Penalties (-50 points):
 - a. Students that fail to complete the Business Foundation Assessment on-time will receive a 😞 25-point deduction from their point total. The Assessment is a requirement to pass the course and to graduate.
 - b. Any team failing to turn in a team charter on-time will receive a 😞 25-point deduction for each team member.

Total: 1000* points

Letter Grade Equivalent

A (89.6% to 100% of points)

B (79.6% to 89.5% of points)

C (69.6% to 79.5% of points)

F (69.6% or below)

Note: Students should not expect a curve or ANY rounding. The instructor analyzes test questions following exams based on CANVAS exam analytics and student feedback.

INDIVIDUAL ASSIGNMENT AND EXAMS (500 POINTS)

Individual Assignments:

Each student will complete an **Individual Assignment** demonstrating understanding of Topic 2 and using tools and concepts covered in the course and outside research. The assignment. Each student will prepare a research template for Topic 2, leading to an assessment to summarize and answer the question – Is the Industry Attractive? The first assignment is worth **110 points**.

In addition, students will individually be required to read posted WSJ articles for each of the first four weeks of the semester. A review submission will be graded, and students are required to post to a discussion forum as well. Each of these submissions is worth 10 points – **40 total points**.

Exams: There will be three exams designed to assess your understanding of key concepts and material covered in the course. Each exam is worth **150 points (450 total points)**. Exams will be administered through canvas from an instructor test bank of tailored questions. Each Exam 1 and 2 will be 50-minute exam will consist of 40 multiple choice or true/false questions. Exam 1 will cover Topics 1, 2, and 3. Exam 2 will cover Topics 4 and 5. Exam 3 will be comprehensive (150 points) those that pass both Exams 1 and 2 (70% or better = 105 out of 150 points) are exempt from the final and grade will be computed out of 850 rather than 1000 points. Exam 3 will have 50 questions and students will be given 60 minutes to complete the final Exam.

TEAM PROJECTS (400 POINTS)

Teams will be working on a research template that follows the strategic management process. There will be five parts of the template and a final presentation. Note that the presentation will be a narrated power point. Teams are encouraged to use Microsoft 365 rather than google docs as it makes the power point recording/narration much easier. Teams will apply concepts and tools covered during the course to five team project submission.

Team Charter. Each team is required to submit a team charter. Failure to submit the team charter on-time will result in a deduction of 😞 25 points from each team member. Team Assignments are detailed with

associated points below. Teams are encouraged to sign up for two scheduled Zoom meetings at key junctures during the course.

Team Project 1: Internal Analysis Part 1 Case Project Research Template (Applying Topic 3): Each team will submit a Team Project 1 Research Template. Instructions, rubric, and submission guidelines will be provided via CANVAS. This team assignment requires the team to build on the external analysis of the industry of study completed by individual team members and now focus on the company, the internal analysis to answer questions like: How is the company positioned within the industry? Does the company have a competitive advantage vs. key competitors? Is the company healthy based upon financial performance, employee, and customer satisfaction? What is the existing mission, vision, and strategy? What are the company's strengths and weaknesses?

This is worth **100 points**.

Team Project 2: Proposal and Revenue Generation - Case Project Research Template (Applying Topic 4): Each team will submit a research template covering Topic 4 – strategic hierarchy. A specific case challenge will be provided to teams that they must address in their proposal. Guidelines will be provided via CANVAS. The teams will build on the work from Team Project 1: Topic 3 to answer questions like: What are the three greatest problems and or opportunities facing the company? What strategies might the company employ to address or take advantage of the problem/opportunity? What specific tactical proposals (i.e. innovations, alliances, mergers, or acquisitions) could the company implement to capitalize on the problem/opportunity? How will the proposal generate revenue? What is the project revenue from the proposal and how will the revenue be generated over five-years?

This is worth **100 points**

Given the importance of this assignment, teams will sign up for Zoom coaching sessions with the instructor to discuss the proposal and associated revenue generation. In the assignment associated with this topic, each team will identify a problem, strategy and create a proposal to address the strategy through a team assignment. Each team will develop a detailed set of assumptions and a projection of the incremental revenue their proposal will generate.

Team Project 3: Proposal Implementation Planning and Feasibility - Case Project Research Template (Applying Topic 5): Each team will submit a research template covering Topic 5A – proposal implementation. Guidelines will be provided via CANVAS. The teams will build on the work from Team Project 2: How would the company implement the strategy? What three functional areas within the company will be most critical to successful implementation? What tasks will be required of each functional area to implement the proposal? How much will each task cost and how long will each take to implement?

Each team will continue and submit a research template covering Topic 5B. Given an integrated plan (across the three functional areas), and summarizing the incremental costs associated with the plan and including the forecasted incremental revenue impact, what is the financial feasibility of the project recommended (NPV analysis using WACC)? These details will be critical to teams preparing winning proposals presentations. Guidelines will be provided via CANVAS.

Parts 4 and 5 are worth **100 points**

Team Project 4: Case Presentation: Detailed instructions for the presentation and the grading rubric will be provided via CANVAS. Teams will be required to prepare a slide presentation and to narrate or film a video for submission. Narrated power point slides are the recommended format. Team presentations will be limited to 12 minutes. Presentations should be targeted towards the senior leadership of the subject company. Grades will be based on two criteria: (1) The credibility of the role play and the story line (2) the quality of the slides (3) the uniqueness and appropriateness of the proposal to meet the specific case challenge. The presentation is worth **100 points**.

Note that it will be exceedingly difficult to achieve a “C” grade [70%] in the class if you do not submit all course assignments on-time.

INDIVIDUAL INVOLVEMENT IN TEAM ACTIVITIES:

Team Formation: Team assignments in the course makes 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 beginning of the semester.** Teams and leads will be announced before week 2 of the class. Teams will consist of ~6 team members.

Team Charter: Each team will prepare a team charter setting out the operating agreements for the team including communication processes, team meeting times and frequency and team assignments. Examples of team charters are posted in CANVAS.

Peer Evaluation:

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 charter. Team member assessment will be based on a) your ability to foster team spirit and display initiative while working on the project: b) your attendance at scheduled meetings (face-to-face or virtual), 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 Team Project 1, Team Project 3, and Team Project 4. Each team member will submit a peer evaluation at the time of each team assignment submission(s). The peer evaluation will include the evaluation of the student's own contribution and that of each team member. The evaluation will be submitted through CANVAS and a copy emailed to the team lead. The team lead will average the peer evaluation submissions to create a final team peer evaluation which will guide final team grades for each team assignment. The collective team peer evaluation will be due one day after the assignment submission date. Team grades will not be posted until the peer evaluations have been submitted.

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

Example: Team grade 150 points. You are awarded 100% by your peers. Your grade is 150 points
Team grade 150 points. You are awarded 75% by your peers. Your grade is 112.5 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.

Firing a Team Member: Experience provides that across sections during each semester there are a few students who simply are not working with the team. While the team can provide feedback, impacting the team member's grade, sometimes the team member is extremely unreliable and creates significant dysfunction for the team. In this rare case, the team may "fire the team member." When this occurs, the team member that has been fired is responsible to complete the remaining course assignments on their own. The points available for a fired team member assignment is at most 75% of the total points for remaining assignments.

Submission Deadlines: Each assignment submission is posted on the syllabus and 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 send me your submission via email through CANVAS, but it must be sent on or before the deadline. **ABSOLUTELY NO EXCEPTIONS WILL BE MADE DURING A SHORT 3 WEEK SEMESTER.**

SUNDOWN POLICY: You have one week (from the date a grade is posted) to inquire about, and to appeal your grade, after which no appeals will be entertained. The purpose is to resolve any issues promptly, during the term. Each assignment builds on the next. It is important to stay on top of each assignment and 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 of the occurrence. All make-up examinations will be coordinated with the instructor.

TURNITIN: All written assignments (individual and team) will be submitted through CANVAS and using TURNITIN. This tool is to provide students and teams the opportunity to check their written submissions for originality, to identify issues and to correct issues prior to a final submission on or before the assignment deadline. Because individuals and teams can correct issues and submit multiple times prior to the final deadline, the penalty for common content is high! The purpose of the tool is to help prevent unintentional cheating or Plagiarism (see below).

REFERENCES AND CITATIONS: Plagiarism includes the use of data or ideas that are not your own without the appropriate acknowledgement of 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 ease I accept students numbering each of the references to use as citations in the body of the template. Any evidence provided in a written submission that is not your own thought or common knowledge must include a citation. Instructions are provided in lecture and in assignment instructions. Students that do not provide the appropriate use of citation and references will receive significant deductions.

ACADEMIC DISHONESTY: Students caught cheating or plagiarizing will receive a "0" for the assignment or exam. Additionally, the incident will be reported to the Dean of Students, who may impose further 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' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable 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 accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time; however, ODA notices of 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 accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information, see the Office of Disability Accommodation website at <http://disability.unt.edu>. You may also contact them by phone at (940) 565.4323.

Week #	Start Date	Course Details and Schedule
0	NA	<p>Focus – Course Introduction Video lecture. Read the syllabus carefully. Volunteer to be a team lead.</p> <p>Assignment(s): Volunteers for team leads (send email to instructor through CANVAS by Monday night)</p>
Week 1	6.1	<p>Focus – Lectures <i>Topic 1 What is Strategy</i> Lectures for <i>Topic 2 External Analysis (required to complete Individual Assignment) Industry of study (not optional), assignment instruction/rubric, template example and research starters available in canvas</i> Q&A discussion forum open for the assignment to answer question and post answers for all students</p> <p>Assignment(s): 1. Read WSJ Articles posted, submit WSJ assignment / participate in discussion board Due Friday 11:59 PM 2. Business Foundation Assessment Due Friday 11:59PM (25point deduction for any student not completing on time. This is mandatory to pass course and graduate) 3. Individual Assignment Completed Template Submission Due Saturday 11:59PM</p>
Week 2	6.8	<p>Focus – Lectures for <i>Topic 3 Internal Analysis (required to complete Team Project 1)</i> Teams announced. <i>Teams will work together on Team Project 1. Company within the industry of study announced (not optional), assignment instruction/rubric, template example and research starters available in canvas</i> Q&A discussion forum open for the assignment to answer question and post answers for all students</p> <p>Assignment(s): 1.Team charter Due Thursday 11:59PM – submitted by team lead only in canvas 2.Read WSJ Articles posted, submit WSJ assignment / participate in discussion board Due Friday 11:59 PM 3.Team Project 1 (Internal Analysis Template) Due Saturday 11:59PM Team lead submits 4. Peer Evaluations for Team Project 1. Each member submits through Canvas by Saturday 11:59PM and emails copy to team lead. Team lead submits collective peer evaluation for team by Sunday 11:59M</p> <p>EXAM 1: Covering Topics 1-3 and Week 1 WSJ articles. Opens June 14 (8AM and closes June 15 at 11:59PM – ODA students please reach out for time extensions. The 50-minute exam will include 40 questions (Multiple Choice or T/F).</p>
Week 3	6.15	<p>Focus – Lectures for <i>Topic 4 Strategic Hierarchy (required to complete Team Project 2).</i> <i>Teams will work together on Team Project 2. Assignment instruction/rubric, template example available in canvas</i></p>

		<p>Q&A discussion forum open for the assignment to answer question and post answers for all students</p> <p>Assignment(s):</p> <ol style="list-style-type: none"> 1. Read WSJ Articles posted, submit WSJ assignment / participate in discussion board Due Friday 11:59 PM 2. Sign up for Zoom Team coaching session Monday 8am-12pm 3. Team Project 2 (Strategic Hierarchy – Proposal and Revenue generation Template) Due Saturday 11:59PM Team lead submits. No Peer Evaluation
Week 4	6.22	<p>Focus – Lectures for <i>Topic 5 Implementation and Feasibility (required to complete Team Project 3)</i>. Teams will work together on Team Project 3. Assignment instruction/rubric, template example available in canvas</p> <p>Q&A discussion forum open for the assignment to answer question and post answers for all students</p> <p>Assignment(s):</p> <ol style="list-style-type: none"> 1. Read WSJ Articles posted, submit WSJ assignment / participate in discussion board Due Friday 11:59 PM 2. Team Project 3 (Implementation and Feasibility – Parts 4/5 Template) Due Saturday 11:59PM. Team lead submits 2. Peer Evaluations for Team Projects 2 & 3. Each member submits through Canvas by due date and emails copy to team lead. Team lead submits collective peer evaluation for team by Sunday 11:59M <p>EXAM 2: Covering Topics 4-5 and Week 2 WSJ articles. Opens June 21 (8AM and closes June 23 at 11:59PM – ODA students please reach out for time extensions. The 50-minute exam will include 40 questions (Multiple Choice or T/F).</p>
Week 5	6.29	<p>Focus – Teams will work together on Team Project 5 – Case Presentation Video. Assignment instruction/rubric, presentation examples available in canvas.</p> <p>Q&A discussion forum open for the assignment to answer question and post answers for all students</p> <p>Assignment(s):</p> <ol style="list-style-type: none"> 1. Sign up for Zoom Team coaching session Monday 10am-1:20pm 2. Team Project 4 (Case Presentation Video) Due Wednesday 11:59PM Team lead submits 2. Peer Evaluations for Team Project 4. Each member submits through Canvas by due date and emails copy to team lead. Team lead submits collective peer evaluation for team by Thursday 11:59M <p>EXAM 3: Comprehensive exam for all students that did not pass both Exam 1 and Exam 2 (70% + 105/150 points). Final exam will open June 30 and close July 3. The 60-minute exam will include 50 questions (Multiple Choice or T/F).</p>