

BUSI 4940

Business Policy & Strategy



Fall 2020, Asynchronous Online with Weekly Optional Zoom Meetings

Temporary online conversion from face-to-face format due to COVID-19. We will not meet in person or online as a class during this semester other than a weekly, optional class-wide Q&A session with Dr. Cory on Zoom or unless there is a guest speaker (who will also speak via Zoom)

Course Syllabus

INSTRUCTOR: Dr. Kenneth Cory

E-MAIL: kenneth.cory@unt.edu

PHONE: N/A

OFFICE: N/A

FAX: N/A

OFFICE HOURS: By Appt.

I will not be able to access my office very much due to the Coronavirus. **Please contact me via Canvas**, and we can set up a Zoom call if you would like to speak to me directly. I encourage such calls.

TA: Katie Abshire

E-MAIL: kaitlinabshire@my.unt.edu

TA: Md. Kamrul Hasan ("Hasan")

E-MAIL: MdKamrulHasan@my.unt.edu

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

COURSE DESCRIPTION:

Business Policy (BUSI 4940) is a capstone course that focuses on Strategic Management supported by a strong emphasis on case studies. The class takes the perspective of the CEO or President of a company, and essentially helps the students understand the types of activities and decisions needed to successfully run a business. The students will learn to examine and understand both the external environment (outside of the company) and the internal environment (cross-functional understanding of the company itself) to determine a course of action that maximizes the chances the company will survive and thrive in a competitive marketplace.

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

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 that will 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: Hitt, M., Ireland, D., & Hoskisson, R. (2020). *Strategic Management, Competitiveness & Globalization*. (edition 13e). New York, US: Cengage

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 (kenneth.cory@unt.edu) on any course-related matter. **I typically respond to all emails within 24 hours – usually much sooner than that.**

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

METHOD OF INSTRUCTION:

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

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**

PERFORMANCE EVALUATION AND GRADING

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

INDIVIDUAL ASSIGNMENTS: CUMULATIVELY WORTH 600 POINTS

1) Individual Writing Project	30	Points
2) Exam 1	190	Points
3) Exam 2	190	Points
4) Exam 3	190	Points
Individual Subtotal		600 Points

TEAM ASSIGNMENTS: CUMULATIVELY WORTH 400 POINTS

5) External Analysis Template	100	Points
6) Internal Analysis Template	100	Points
7) Strategy, Launch, & Implementation Template	100	Points
8) PowerPoint Presentation	100	Points
Team Subtotal		400 Points

Total Class Points 1,000 Points

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

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

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

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

F = (695 points or below) [69.5% or below] ***You must get a C or higher to pass this course and graduate***

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

- Late Undergraduate Cumulative Business Assessment -25 Points
- Late Team Contract -25 Points

POSSIBLE EXTRA CREDIT POINTS: The instructor may from time to time provide opportunities for extra points that comply with University policy. The instructor will announce if and when these opportunities arise.

DESCRIPTION OF INDIVIDUAL PROJECT AND EXAMS

INDIVIDUAL ASSIGNMENT: FORMAL COVER LETTER PROJECT (30 Points)

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 strategic planning department of Carnival Cruise Lines in response to a job opportunity in the strategy department. A fictional job description can be found in Canvas. This is a formal letter, and it should be written using "block" format (not modified block or semi-block). The letter should be no longer than one page. Points will be removed from the total score if the letter exceeds one page. This is a good chance for you to practice your writing skills as well as your job acquisition skills.

You can refer to the following website for a reminder of block formatting requirements.

https://owl.purdue.edu/owl/subject_specific_writing/professional_technical_writing/basic_business_letters/index.html

Due Date: Sept 4th, or earlier.

EXAMINATIONS:

There will be **three exams** this semester, each worth 190 points towards your final grade.

The exams will be administered on Canvas, 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 (190 Points)

- **50** Multiple Choice and/or True/False Questions (3.8 points per question) 190 points total

EXAM 2 – FINANCE SUPPLEMENT, PLUS CHAPTERS 3, 4, & 6 (190 Points)

- **50** Multiple Choice and/or True/False Questions (3.8 points per question) 190 points total

EXAM 3 – IMPLEMENTATION SUPPLEMENT, PLUS CHAPTERS 7, 10, & 11 (190 Points)

- **50** Multiple Choice and/or True/False Questions (3.8 points per question) 190 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.

- Note that the final presentation will be a “narrated” PowerPoint document. Teams need to use PowerPoint rather than google docs as it makes the presentation recording/narration much easier to create, access, and grade.

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

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

This project is worth **100 points**.

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

This project is worth **100 points**.

TEAM PROJECT 3: STRATEGY, LAUNCH, & IMPLEMENTATION TEMPLATE. (100 Points) Once the external and internal analyses are completed, it is extremely important to learn how to formulate strategic options and select (and justify) the preferred strategic path for the company. Once the preferred strategy is selected, an executive must plan how the strategy will be launched and implemented. Team Project 3 will require that each team complete a template of questions and summary sections, plus prepare a plan related to the launch of their preferred strategy. Rubrics and specific research questions are provided in the lecture. This project is worth **100 points**.

TEAM PROJECT 4: POWERPOINT PRESENTATION. (100 Points) Detailed instructions for the presentation and the grading rubric are provided in Canvas. Teams will be required to prepare a narrated PowerPoint presentation for their submission. Team presentations will be limited to 15 minutes. Presentations should be developed in a formal manner as if the team were speaking directly to the senior executive team of the subject company. Grades will be based on three basic criteria, A) The quality of the content of the slides, B) The professionalism of the verbal presentation, and C) The professionalism of the PowerPoint slides (the written material).

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

TOP TEN CASE PRESENTATION AWARDS. Although this is not yet confirmed, we are expecting to select a list of the Top Ten case presentations 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 2020, and other awards may become available for the top 1-3 teams depending on the logistics of managing COVID.

INDIVIDUAL INVOLVEMENT IN TEAM ACTIVITIES

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

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

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

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.

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.

IMPORTANT ADDITIONAL INFORMATION AND POLICIES

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

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

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

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

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

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

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

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

COVID-19 POLICY AND CLASS ATTENDANCE: While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding COVID-19. It is important that you communicate with me prior to being absent so I may make a decision about accommodating your request to be excused from class. (This is primarily true for a face-to-face or synchronous online class).

If you are experiencing any [symptoms of COVID-19](https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html) (<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.

POLICY ON FACE COVERINGS: Face coverings are required in all UNT facilities. Students are expected to wear face coverings during this class (when a face-to-face course). If you are unable to wear a face covering due to a disability, please contact the Office of Disability Access to request an accommodation. UNT face covering requirements are subject to change due to community health guidelines. Any changes will be communicated via the instructor.

ASSIGNMENT POLICY:

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

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

REQUIRED ACCESS TO TEXTBOOK, SOFTWARE, AND HARDWARE:

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

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.

Fall 2020 – BUSI 4940 – Dr. Cory

DAILY CALENDAR FOR THE SEMESTER

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
23-Aug	24-Aug <i>Intro to BUSI 4940</i> <i>Intro to Strategic Mgt</i> <i>Volunteer to be Team Lead</i>	25-Aug <i>Volunteer to be Team Lead</i>	26-Aug <i>Volunteer to be Team Lead</i>	27-Aug Optional Class-Wide Zoom Q&A w/ Dr. Cory UG Business Assessment Due	28-Aug Team Contract Due	29-Aug
30-Aug	31-Aug Labor Day Holiday <i>Read Chapter 1 - HIH Text</i>	1-Sep	2-Sep	3-Sep Optional Class-Wide Zoom Q&A w/ Dr. Cory	4-Sep Indiv. Writing Project Due	5-Sep
6-Sep	7-Sep <i>Read Chapter 2 - HIH Text</i>	8-Sep	9-Sep	10-Sep Optional Class-Wide Zoom Q&A w/ Dr. Cory	11-Sep	12-Sep
13-Sep	14-Sep	15-Sep	16-Sep	17-Sep Optional Class-Wide Zoom Q&A w/ Dr. Cory	18-Sep EXAM 1 WINDOW (Str. Mgt. Intro & Chs. 1, 2)	19-Sep
20-Sep	21-Sep <i>Read Chapter 3 - HIH Text</i> External Environment Template - Team Project 1 Due	22-Sep	23-Sep	24-Sep Optional Class-Wide Zoom Q&A w/ Dr. Cory	25-Sep	26-Sep
27-Sep	28-Sep <i>Finance Supplement</i>	29-Sep	30-Sep	1-Oct Optional Class-Wide Zoom Q&A w/ Dr. Cory	2-Oct	3-Oct
4-Oct	5-Oct <i>Read Chapter 4 - HIH Text</i>	6-Oct	7-Oct	8-Oct Optional Class-Wide Zoom Q&A w/ Dr. Cory	9-Oct	10-Oct
11-Oct	12-Oct <i>Read Chapter 6 - HIH Text</i> Internal Environment Template - Team Project 2 Due	13-Oct	14-Oct	15-Oct Optional Class-Wide Zoom Q&A w/ Dr. Cory	16-Oct EXAM 2 WINDOW (Finance Supp & Chs. 3, 4, 6)	17-Oct
18-Oct	19-Oct <i>Implementation Supplement</i>	20-Oct	21-Oct	22-Oct Optional Class-Wide Zoom Q&A w/ Dr. Cory	23-Oct	24-Oct
25-Oct	26-Oct <i>Read Chapter 7 - HIH Text</i>	27-Oct	28-Oct	29-Oct Optional Class-Wide Zoom Q&A w/ Dr. Cory	30-Oct	31-Oct
1-Nov	2-Nov <i>Read Chapter 10 - HIH Text</i>	3-Nov	4-Nov	5-Nov Optional Class-Wide Zoom Q&A w/ Dr. Cory	6-Nov	7-Nov
8-Nov	9-Nov <i>Read Chapter 11 - HIH Text</i>	10-Nov	11-Nov	12-Nov Optional Class-Wide Zoom Q&A w/ Dr. Cory	13-Nov	14-Nov
15-Nov	16-Nov Strategy, Launch, & Implement - Team Project 3 Due	17-Nov	18-Nov	19-Nov Optional Class-Wide Zoom Q&A w/ Dr. Cory	20-Nov EXAM 3 WINDOW (Impl. Supp. & Chs. 7, 10, 11)	21-Nov
22-Nov	23-Nov	24-Nov	25-Nov Optional Class-Wide Zoom Q&A w/ Dr. Cory	26-Nov Thanksgiving Break	27-Nov Thanksgiving Break	28-Nov
29-Nov	30-Nov	1-Dec	2-Dec	3-Dec	4-Dec	5-Dec FINALS WEEK
6-Dec	7-Dec	8-Dec	9-Dec	10-Dec	11-Dec	12-Dec
FINALS WEEK	FINALS WEEK Top 10 Team Presentations Announced	FINALS WEEK	FINALS WEEK	FINALS WEEK	FINALS WEEK	