

# BUSI 4940

## Business Policy & Strategy



**2021 Summer 5W2, In Person (Face-to-Face) Class**  
**Tuesday and Thursday, 6:00 p.m. – 9:50 p.m.**  
**Classroom: Gateway Center, 132**

## Course Syllabus

**INSTRUCTOR:** Dr. Kenneth Cory  
**OFFICE:** BLB 312M  
**PHONE:** (940) 369-5768

**E-MAIL:** [kenneth.cory@unt.edu](mailto:kenneth.cory@unt.edu)  
**OFFICE HOURS:** By Appt T & Th, or Via Zoom

### **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 OR E-TEXT:** 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 already very familiar with 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 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](mailto: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:**

We are finally moving back to the traditional face-to-face format following the craziness of Covid. However, I will be leaving narrated lectures on Canvas, and much of the communication between students and with the professor will still be through UNT's Canvas software system. The class will be conducted using Textbook-based Readings, Narrated Lecture Presentations on Canvas, Live Lectures, Individually Scheduled Zoom Meetings, Three Individual Examinations, Three Team Project Assignments, and the possibility of multiple small classroom exercises. Teams will be formed on the first day 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.

### PERFORMANCE EVALUATION AND GRADING

Your grade in this course will be determined primarily by your performance on the following assignments. However, you can lose points if certain assignments are not submitted on time or if your teammates provide a poor 'peer evaluation' score on a team project. The point distribution is as follows:

#### INDIVIDUAL ASSIGNMENTS: CUMULATIVELY WORTH 610 POINTS

1) First Destination Survey	10	Points
2) Exam 1	200	Points
3) Exam 2	200	Points
4) Exam 3	200	Points
Individual Subtotal		610 Points

#### TEAM ASSIGNMENTS: CUMULATIVELY WORTH 390 POINTS

5) External Analysis Template	130	Points
6) Internal Analysis Template	130	Points
7) Strategy & Forecasting Template	130	Points
Team Subtotal		390 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**

## DESCRIPTION OF CERTAIN ASSIGNMENTS AND EXAMS

### **REQUIRED: First Destination Survey (10 points)**

*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!

### **SPECIFIC INFORMATION REGARDING THE EXAMINATIONS:**

There will be **three exams** this semester, each worth 200 points towards your final grade.

The exams will be administered on Canvas during the classroom period, **so bring your laptops to class**. We will take the exams at the beginning of class, so please don't be late. Once the exam is started the student will have a specified period of time to complete all the questions. **Please make sure that your laptop battery is fully charged with electricity** and you have downloaded the appropriate Respondus Lockdown software.

**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 come see me at the front of the classroom immediately. If the problem cannot be resolved immediately and was not within your control (e.g., not a bad battery situation), you may be asked to wait until another day when a different 'make-up' test can be developed for you. The instructor will make a determination based on the situation, University policy, applicable law, and past practice.

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

**EXAM 1 – INTRO TO STRATEGIC MANAGEMENT SUPPLEMENT, PLUS CHAPTERS 1 & 2**

- **50** Multiple Choice and/or True/False Questions (4 points per question) 200 points total

**EXAM 2 – FINANCE SUPPLEMENT, PLUS CHAPTERS 3 & 4**

- **50** Multiple Choice and/or True/False Questions (4 points per question) 200 points total

**EXAM 3 – CHAPTERS 6 & 10**

- **50** Multiple Choice and/or True/False Questions (4 points per question) 200 points total

**DESCRIPTION OF TEAM PROJECTS**

Students will be assigned to teams on the first day 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.

**TEAM PROJECT 1: EXTERNAL ANALYSIS PROJECT TEMPLATE. (130 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.

**TEAM PROJECT 2: INTERNAL ANALYSIS PROJECT TEMPLATE. (130 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 itself) 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. (130 Points)** Once the external and internal analyses are completed, it is extremely important to learn how to formulate strategic options and select (and justify) the preferred strategic path for the company. Once the preferred strategy is selected, an executive must be able to estimate the likely financial impact of the plan on the company. Team Project 3 will require that each team complete a template of questions and summary sections, plus prepare a financial forecast of at least five-years in duration. Rubrics and specific research questions are provided in the lecture

## INDIVIDUAL INVOLVEMENT IN TEAM ACTIVITIES

**TEAM FORMATION:** Team assignments in the course make up a significant portion of your grade. 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.**

Each team will consist of approximately 5 – 7 team members depending on the registered number of students in the class.

**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 submit a copy of their Peer Review into Canvas. The professor will then **calculate an average of the peer evaluation scores for each category for each team member and post the average scores in a different portal location in Canvas.** The average scores per team member will be used to adjust individual grades, if necessary. The 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 a majority of relevant team members are available to meet, 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 that is not covered by a university approved and documented reason, you will receive a zero grade on the submission (individual or team). If there is some issue with the computer system you may temporarily send the instructor your submission via email, 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.

**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:** While attendance is expected, 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>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or [askSHWC@unt.edu](mailto:askSHWC@unt.edu)) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or [COVID@unt.edu](mailto: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 NOT REQUIRED in this class. However, students are certainly allowed to wear a face covering if they so choose. I am comfortable sharing with the class that I have been fully vaccinated against Covid. If the situation changes such that there is a different strain of the virus or a different virus that could affect our classroom activities, I may request that students wear face coverings if UNT administrators ask that this be done.

**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](mailto:helpdesk@unt.edu) or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

#### **REQUIRED ACCESS TO SOFTWARE AND HARDWARE.**

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

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

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

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

## 2021 Summer 5W2 – BUSI 4940 – Dr. Cory

### DAILY CALENDAR FOR THE SEMESTER

***Because this is a shortened, 5-week semester, it is imperative that you treat this class like a part-time job with an expectation of spending 15-20 per week on course material. Although the team projects are not necessarily difficult, they are very time consuming and cannot be successfully completed in a day or two.***

We scheduled exams to be at least 6 business days separated from each other, and we also scheduled team projects to be at least 6 business days separated from each other.

There is no final exam in this class. Your last graded assignment is Team Project 3 due on August 5<sup>th</sup>.

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
4-Jul	5-Jul	6-Jul	7-Jul	8-Jul	9-Jul	10-Jul
	<i>Listen to Intro to BUSI 4940</i>	Welcome & Intro to 4940		Class Exercise		
	<i>Listen to What is Strategy Supplement</i>	Class Exercise		HIH Chapter 2 Review		
	<i>Read &amp; Listen HIH Chapter 1</i>	What is Strategy Review		Prep Teams for Project 1		
	<i>Read &amp; Listen HIH Chapter 2</i>	HIH Chapter 1 Review				
	Dr. Cory will create teams	<i>Meet Your Team</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	
11-Jul	12-Jul	13-Jul	14-Jul	15-Jul	16-Jul	17-Jul
	<i>Read &amp; Listen HIH Chapter 3</i>	<b>EXAM 1 - Strategy, Ch. 1, 2</b>				
	<i>Listen to Finance Supplement</i>	Class Exercise		Class Exercise		
		Chapter 3 Review		Finance Supplement Review		
		Prep Teams for Project 1			<b>Team Project 1 Due</b>	
	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>		
18-Jul	19-Jul	20-Jul	21-Jul	22-Jul	23-Jul	24-Jul
		Class Exercise		<b>EXAM 2 - Ch. 3, 4, Finance</b>		
	<i>Read &amp; Listen HIH Chapter 4</i>	Chapter 4 Review		Class Exercise		
		Prep Teams for Project 2		Prep Teams for Project 2		
		Review Project 1 Results		Review Finance Forecast		
	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	
25-Jul	26-Jul	27-Jul	28-Jul	29-Jul	30-Jul	31-Jul
		Class Exercise		Class Exercise		
	<i>Read &amp; Listen HIH Chapter 6</i>	Review Exam Results		Review Project 2 Results		
	<i>Read &amp; Listen HIH Chapter 10</i>	Chapter 6 Review		Chapter 10 Review		
		<b>Team Project 2 Due</b>		Prep Teams for Project 3		
	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	
1-Aug	2-Aug	3-Aug	4-Aug	5-Aug	6-Aug	7-Aug
		<b>EXAM 3 - Ch. 6, 10</b>				
				<b>Q&amp;A</b>		
		<b>Q&amp;A</b>		<i>Team Project Work Time</i>		
		<i>Take First Destination Survey</i>		<b>Team Project 3 Due</b>		
	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>	<i>Team Project Work Time</i>			