

BUSI 4940

Business Policy & Strategy



Spring 2021, 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

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

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 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) 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 Readings, Textbook Supplement Videos and Exercises, 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, Individual Supplement Quizzes, MindTap-based quizzes, and various Team Project Assignments. Teams will be formed within 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. 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.

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 600 POINTS

1) Undergraduate Business Assessment – Mandatory to graduate (-25 points if late)	0	Points
2) Individual Writing Assessment – Mandatory to graduate (-25 points if late)	0	Points
3) Eight (8) What Would You Do? Video Quizzes from MindTap (10 points each)	80	Points
4) Five (5) Minicase Video Quizzes from MindTap (5 points each)	25	Points
5) Supplement Quiz – Financial Analysis and Financial Forecasting for Strategic Planning	15	Points
6) Exam 1	160	Points
7) Exam 2	160	Points
8) Exam 3	160	Points
Individual Subtotal	600	Points

TEAM ASSIGNMENTS: CUMULATIVELY WORTH 400 POINTS

9) External Analysis Template	100	Points
10) Internal Analysis Template	100	Points
11) Strategy & Forecasting Template	100	Points
12) PowerPoint Presentation Video	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 (See below) -25 Points
- Late Individual Writing Assessment (See below) -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 CERTAIN ASSIGNMENTS AND EXAMS

REQUIRED: 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)

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 Royal Caribbean Cruise Lines in response to a job opportunity in the strategy department. (We are not actually sending anything to Royal Caribbean). 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.

SPECIFIC INFORMATION REGARDING THE EXAMINATIONS:

There will be **three exams** this semester, each worth 160 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.). You should also immediately send an email to the instructor letting him know that you are having a problem and that you are taking steps to resolve it. The instructor will make a determination to allow you to continue or not 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 (160 Points)

- **50** Multiple Choice and/or True/False Questions (3.2 points per question) 160 points total

EXAM 2 – FINANCE SUPPLEMENT, PLUS CHAPTERS 3, 4, & 6 (160 Points)

- **50** Multiple Choice and/or True/False Questions (3.2 points per question) 160 points total

EXAM 3 – IMPLEMENTATION SUPPLEMENT, PLUS CHAPTERS 7, 10, & 11 (160 Points)

- **50** Multiple Choice and/or True/False Questions (3.2 points per question) 160 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 Video final presentation (four team projects total).

TEAM CONTRACT: Each team is required to submit a team contract very early in the semester. Failure to submit the team contract by the deadline will result in a deduction of 25 points from each team member. Details are provided in the assignment instructions in Canvas. The contract is a tool that helps to organize how the team will function and what the expectations are for contributing to team projects.

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 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.

This project is worth **100 points**.

TEAM PROJECT 3: STRATEGY & FORECASTING 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 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

This project is worth **100 points**.

TEAM PROJECT 4: FORMAL STRATEGY RECOMMENDATIONS POWERPOINT VIDEO PRESENTATION. (100 Points) 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.

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

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 Spring 2021. These top ten case videos will then be judged by (probably) Dean Wiley, Dr. Mark Davis, and potentially a few other leaders of the college. These additional scores will then be used to help determine a top two set of teams that will receive additional awards.

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 few 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.

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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.

Spring 2021 – BUSI 4940 – Dr. Cory

DAILY CALENDAR FOR THE SEMESTER

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
10-Jan	11-Jan	12-Jan	13-Jan	14-Jan	15-Jan	16-Jan
	Intro to BUSI 4940 Intro to Strat. Supplement Volunteer to be Team Lead	Volunteer to be Team Lead	Volunteer to be Team Lead	Optional Class-Wide Zoom Q&A w/ Dr. Cory		
17-Jan	18-Jan	19-Jan	20-Jan	21-Jan	22-Jan	23-Jan
	MLK Day Holiday Read Chapter 1 - HIH Text	Team Contract Due		Optional Class-Wide Zoom Q&A w/ Dr. Cory Indiv. Writing Assign. Due	Ch 1 - MindTap Quizzes Due	
24-Jan	25-Jan	26-Jan	27-Jan	28-Jan	29-Jan	30-Jan
		UG Business Assessment Due		Optional Class-Wide Zoom Q&A w/ Dr. Cory	Ch 2 - MindTap Quizzes Due	
31-Jan	1-Feb	2-Feb	3-Feb	4-Feb	5-Feb	6-Feb
				Optional Class-Wide Zoom Q&A w/ Dr. Cory	EXAM 1 WINDOW (Str. Mgt. Intro & Chs. 1, 2)	
7-Feb	8-Feb	9-Feb	10-Feb	11-Feb	12-Feb	13-Feb
	Read Chapter 3 - HIH Text External Environment Template - Team Project 1 Due			Optional Class-Wide Zoom Q&A w/ Dr. Cory	Ch 3 - MindTap Quizzes Due	
14-Feb	15-Feb	16-Feb	17-Feb	18-Feb	19-Feb	20-Feb
	Finance Supplement			Optional Class-Wide Zoom Q&A w/ Dr. Cory	Finance Supplement Quiz Due	
21-Feb	22-Feb	23-Feb	24-Feb	25-Feb	26-Feb	27-Feb
	Read Chapter 4 - HIH Text			Optional Class-Wide Zoom Q&A w/ Dr. Cory	Ch 4 - MindTap Quizzes Due	
28-Feb	1-Mar	2-Mar	3-Mar	4-Mar	5-Mar	6-Mar
	Read Chapter 6 - HIH Text Internal Environment Template - Team Project 2 Due			Optional Class-Wide Zoom Q&A w/ Dr. Cory Ch 6 - MindTap Quizzes Due	EXAM 2 WINDOW (Finance Supp & Chs. 3, 4, 6)	
7-Mar	8-Mar	9-Mar	10-Mar	11-Mar	12-Mar	13-Mar
	Implementation Supplement			Optional Class-Wide Zoom Q&A w/ Dr. Cory		
14-Mar	15-Mar	16-Mar	17-Mar	18-Mar	19-Mar	20-Mar
	Read Chapter 7 - HIH Text			Optional Class-Wide Zoom Q&A w/ Dr. Cory	Ch 7 - MindTap Quizzes Due	
21-Mar	22-Mar	23-Mar	24-Mar	25-Mar	26-Mar	27-Mar
	Read Chapter 10 - HIH Text			Optional Class-Wide Zoom Q&A w/ Dr. Cory	Ch 10 - MindTap Quizzes Due	
28-Mar	29-Mar	30-Mar	31-Mar	1-Apr	2-Apr	3-Apr
	Read Chapter 11 - HIH Text			Optional Class-Wide Zoom Q&A w/ Dr. Cory Ch 11 - MindTap Quizzes Due	NO CLASS TODAY	
4-Apr	5-Apr	6-Apr	7-Apr	8-Apr	9-Apr	10-Apr
	Strategy, Launch, & Implement - Team Project 3 Due			Optional Class-Wide Zoom Q&A w/ Dr. Cory	EXAM 3 WINDOW (Impl. Supp. & Chs. 7, 10, 11)	
11-Apr	12-Apr	13-Apr	14-Apr	15-Apr	16-Apr	17-Apr
				Optional Class-Wide Zoom Q&A w/ Dr. Cory		
	This week left open for teams to have time to prepare their video presentations.					
18-Apr	19-Apr	20-Apr	21-Apr	22-Apr	23-Apr	24-Apr
					READING DAY	FINALS WEEK
		PowerPoint Video Presentation - Team Project 4 Window				
25-Apr	26-Apr	27-Apr	28-Apr	29-Apr	30-Apr	1-May
	FINALS WEEK Top 10 Team Presentations Announced	FINALS WEEK	FINALS WEEK	FINALS WEEK	FINALS WEEK	